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REGISTER

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THE NEWSLETTER OF THE COALITION FOR ADEQUATE SCHOOL HOUSING

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Harbor High School

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Message From The Chair



Pamela T. Johnson, C.A.S.H. Chair

As C.A.S.H. develops and pursues its legislative objectives, we are guided by a set of core principles that are at the heart of our organization:


- addressing the school facility needs of all students in all districts;
- maximizing state new construction and modernization funding through state and local bonds;
- giving districts flexibility in addressing facilities needs;
- minimizing the increasingly complex agency review process;
- maintaining the integrity of the firewall between capital outlay and operations; and
- promoting adequate maintenance of facilities to protect the voters' investment.

Our C.A.S.H. lobbyists operate within the context of what is politically possible. As Otto von Bismark once observed, "Laws are like sausages. It is better not to see them being made." That observation highlights the fact that knowing when to compromise and when not to is an integral part of achieving success in a political environment. As our advocates participate in the give-and-take of the political

process, they are guided by the core principles that have allowed our organization to be successful for over twenty-five years.

A good example of these principles in action during the current Legislative Session was C.A.S.H.'s opposition to legislation that would have allowed capital outlay funding to be used for operations. This year C.A.S.H. opposed AB 1035 (Hollingsworth), which proposed to allow districts to use up to one-third of funds dedicated to maintenance for cleaning and custodial services and AB 952 (Coto), which proposed to allow the proceeds from the sale or lease of surplus property owned by the district to be used for operations.

In addition to being guided by our core principles, C.A.S.H. has established a system for reviewing, analyzing and taking positions on legislation of interest to the school facilities community and sponsoring legislation to advance our guiding principles. Each year the C.A.S.H. Legislative Advisory Committee develops a legislative agenda based on input from C.A.S.H. members, as well as Committee members' own expertise in the field. The Committee reviews school facility legislation and, after spirited discussion and careful consideration, recommends to the C.A.S.H. Board whether C.A.S.H. should take a position on particular legislation.

The C.A.S.H. Legislative Advisory Committee meets at regular intervals during the year to review changes to bills as they move through the process. The C.A.S.H. staff also provides timely updates on the C.A.S.H. website and by e-mail updates concerning the status of bills. Please contact members of the C.A.S.H. Board of Directors or the C.A.S.H. Legislative Advisory Committee to share your ideas and concerns about legislation. 



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The CASH Register is published eleven times a year (January through November) by the Coalition for Adequate School Housing (C.A.S.H.) and distributed to C.A.S.H. members. Over 1,000 rapidly growing school districts, county offices of education, architects, attorneys, bond counsel, financial institutions, developers, contractors, consultants, inspectors, licensed professionals, manufacturers of portable classrooms, maintenance suppliers and others who are concerned about school construction issues hold C.A.S.H. memberships.

The CASH Register solicits articles on school facility-related topics from the membership. If you are interested in submitting an article, please send it or a letter of inquiry to: Editor, CASH Register editorial office, 1130 K Street - Suite 210, Sacramento, CA 95814. Sorry, we are unable to return or acknowledge unpublished manuscripts. The views expressed herein are those of the authors and not necessarily those of the Coalition for Adequate School Housing, its board, staff or general membership.

Legislative Session 2004-05

By Nina Young

Consistent with past years, the 2004-05 legislative session saw a wide variety of school facility bills move through the Legislature and, for the most part, fall into one of the following categories: increasing School Facility Program (SFP) grants, improving the SFP projection methodology and related eligibility issues, indoor air quality, energy standards, use of maintenance funding, and the sale of surplus school property.


In response to input from our members and the C.A.S.H. Legislative Advisory Committee, C.A.S.H. sponsored AB 670 (Goldberg) regarding SFP grant adequacy and AB 491 (Goldberg) regarding enrollment projection methodology. Although AB 670 has become a two-year bill as a result of its significant fiscal impact to the state, C.A.S.H.'s lobbyists continue

to work on AB 491 to ensure that districts have as many options available to them to address their particular eligibility needs.

C.A.S.H.'s lobbyist also worked successfully to stop SB 1035 (Hollingsworth) from reaching the Governor's desk, worked to include a funding provision for AB 315 (Hancock) regarding CHPS standards, supported AB 539 (Daucher) regarding monthly construction cost index adjustments, opposed AB 1297 (Evans) regarding indoor air quality standards and maintenance of HVAC units, and supported AB 1451 (Montañez) regarding MTYRE schedules.

As you can see it has been a very busy year. With that said, we have begun to look at and solicit through the C.A.S.H. Legislative Advisory Committee and our members issues that should

be considered as we begin discussing developing the C.A.S.H. platform for next year.

Your input is extremely important providing both insight and valuable information on the realities that are being experienced in our respective districts. Please submit any issues or areas of concern to Patti Herrera at the C.A.S.H. office either by fax at (916) 448-7495 or email at pherrera@m-w-h.com. Please feel free to join us at our next meeting on September 22 from 10:00 a.m. – 1:30 p.m. at the Westin Horton Plaza, 910 Broadway Circle in San Diego. RSVP's should be sent to Patti Herrera by September 9. 

Nina Young is the Executive Director of Facilities and Operations at the Orange County Department of Education and the Chair of the C.A.S.H. Legislative Advisory Committee.

The Principal of School Construction

By Arthur Revueltas and Pamela T. Johnson

A school principal faces unknown challenges when confronting a major modernization or reconstruction of an existing school site. The school culture may clash with the "builder culture" during the many phases of a project. This divide usually begins with the different vocabulary and processes each side has in regards to calendars, start dates, schedules, lead times, and pacing. These items mean different things to the educator, the architect and the contractor.

With this in mind, Montebello Unified School District assigned Arthur Revueltas, a school principal, to the Facilities and Operations Division. His primary role is to bridge the gap



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Delivering Project Information

By Nicholas Johnson

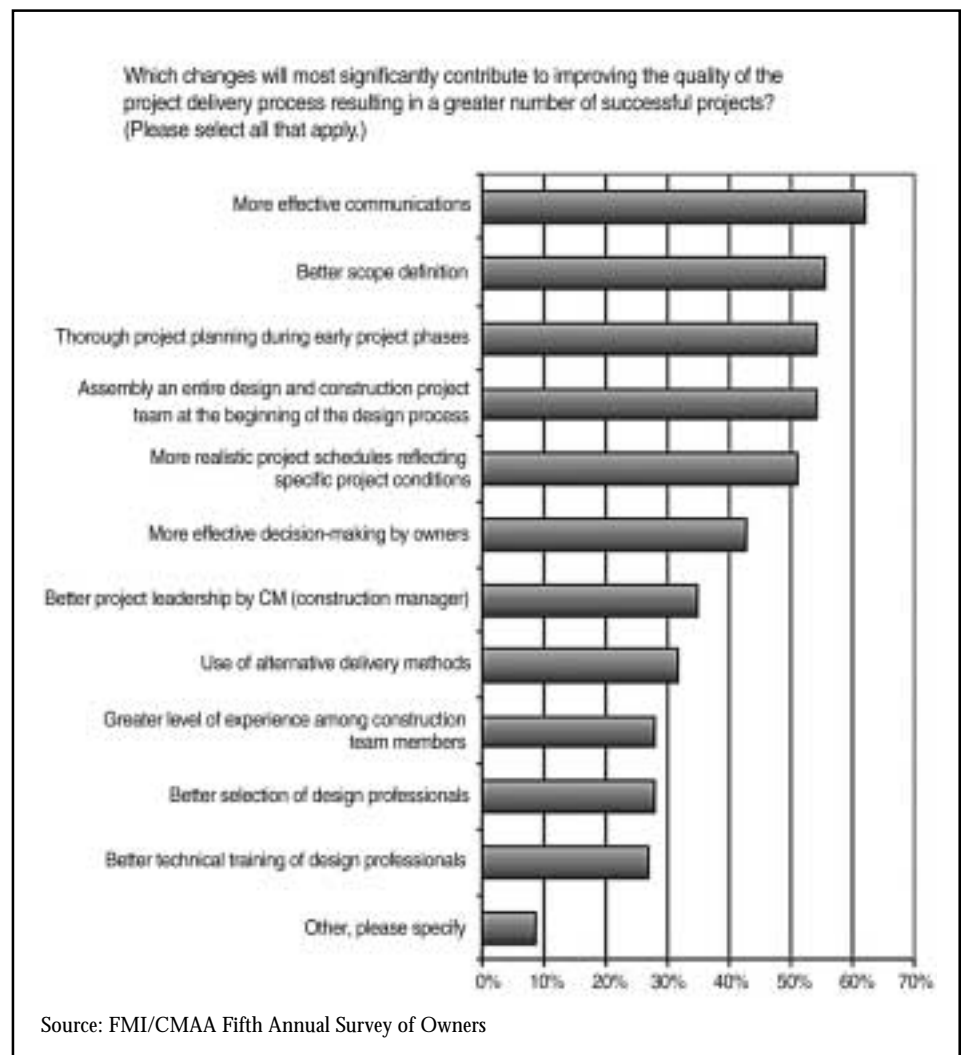
When communities determine the need for new facilities the first/next consideration is cost. School construction spending is rising rapidly in most geographic markets. And despite the fact that school systems have more money to spend than in any previous period, budgets are tighter than ever. The release of pent up demand and pent up dollars has created concerns unique to robust economic conditions. In places like California a dramatic increase in construction activity has led to much higher bid prices. Global construction activity has elevated material costs for steel, concrete, etc. The result: What schools planned for just two and three years ago can no longer be built for the same projected cost.

Evidenced by the increasing number of joint use projects and alternative delivery methods, school systems and other construction owners are feeling the need to do more with less. Traditionally the first place we look to cut cost is in “bricks and mortar,” what we have always referred to as “hard costs.” In examining hard costs owners attempt to cut the fat out of capital projects, but there is just so much you can do before value engineering becomes value elimination. And little can be done about market driven material costs. The other area owners must now look to reduce spending is in the considerable “soft cost” of delivering the capital project.

Defined as professional service costs that are ancillary to the main construction project, soft costs would typically include fees/costs for administration, need assessment, permits, financial or bond planning, pre-design, design, etc. The California Multi-Agency CIP Benchmarking Study, begun in 2001 and now updated annually, has compiled information from over 600 projects with a total construction value

in excess of \$1 billion. The initial intent of the study was to segregate delivery costs into the five phases of a project; pre-design, design, bid/award, construction, and post construction. This proved unrealistic due to data availability and the differences in the individual agencies’ accounting methods. The team settled for delivery costs divided into two phases, those incurred during the design phase and those incurred during the construction phase. For ease of data collection, the design phase was defined as inclusive of all pre-design, design and bid, and award tasks and costs were collected between the date at which the scope and budget for

the project was first defined to the issuance of the Notice-to-Proceed. The construction phase delivery costs were inclusive of all tasks relating to project delivery between the Notice-to-Proceed and the filing of the Notice-of-Completion and included all construction management, testing & inspection, commissioning, and even training of maintenance and operation personnel. **The study reveals that the soft cost of delivering projects averages 34% for the participant local governments.** The cost of land acquisition or environmental mitigation was excluded in this study. The study’s purpose was to analyze public works project delivery



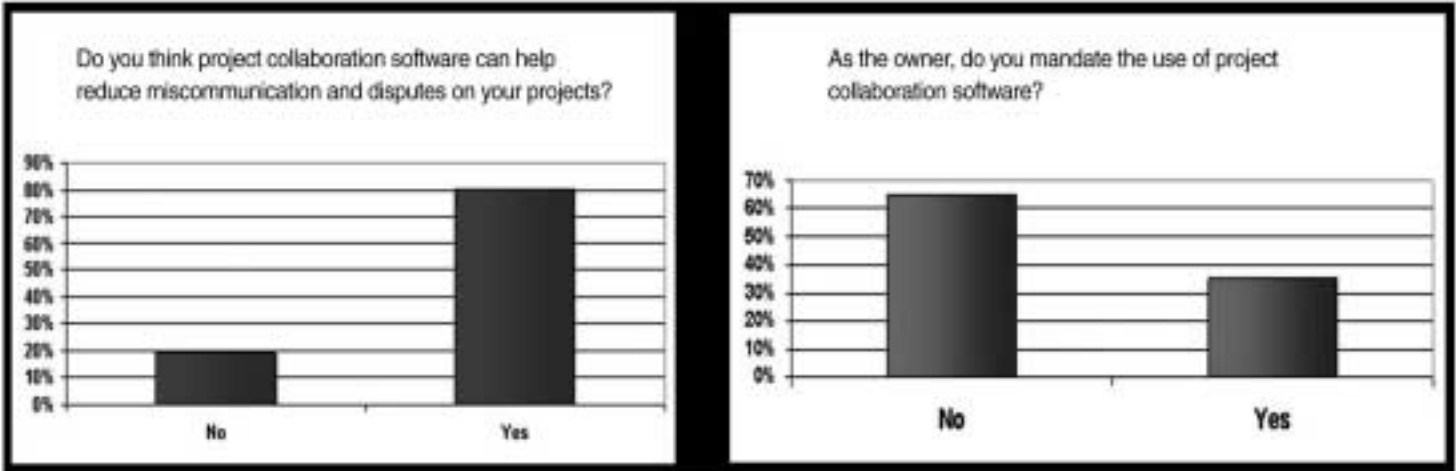
performance and create recommended Best Management Practices (BMP's).

Fifteen BMP's were identified as being in place at all participant agencies. Others were targeted for priority implementation. **A common thread runs through many of these recommendations: The need to better communicate project information**

overarching theme that stood at the top or near the top of owner concerns; communication.

In 2004, the FMI/CMAA Fifth Annual Survey of Owners again said "more effective communication" is the most impactful change owners can make to improve the quality of their project deliveries.

lower margins. How big is the problem? Some industry studies have estimated that 30% of design and construction costs, excluding materials costs, are wasted due to poor communication and inefficiencies within and between companies. On a macro level, the costs are staggering. A comprehensive study published in June 2004 by the National



Source: FMI/CMAA Fifth Annual Survey of Owners

among project participants. Examples would include the Best Management Practice of developing a standard project delivery manual, providing clear and concise scope to designers prior to design starting, and better means of tracking change order statistics. These issues can be a great burden on project budgets, yet they are often overlooked until costly issues arise.

The basic communication problem is well documented in a series of national surveys of owners conducted by the respected industry consulting firm FMI Corporation (FMI), Raleigh, NC, and the Construction Management Association of America (CMAA), McLean, VA. In 2003, the FMI/CMAA Fourth Annual Survey of Owners produced this conclusion:

“Poor communication and collaboration is pervasive and impacts each phase of the construction process as well as everyone involved in the process – from owners and construction managers to architects, engineers and contractors. When all of the responses to the survey were tabulated, we noted one

A close examination of the chart above shows that the next five issues on the list are largely a subset of the larger communication problem.

- Better scope definition
- More thorough project preplanning
- Assembling the entire team during the early design process
- More realistic project schedules
- More effective decision-making by owners

Relative to the overall cost of a project, the FMI/CMAA Owners Survey raises this question: What is the financial impact of the communication problem? In almost every instance where there are cost over-runs, excessive change orders, schedule problems, unexpected scope increases or quality and commissioning problems, the root cause can be traced to poor communication between the companies involved in the design and construction process. Owners end up paying most of the costs for this inefficient and fragmented communication, but all parties pay a hidden tax in terms of higher risk and

Institute of Science & Technology (NIST) estimated that a subset of the communication problem – inefficiencies resulting from the silos of information held by individual companies – costs the industry \$15.8 billion each year. This statistic does not take into account the high dollar claims that hit perhaps one out of every 20 projects or programs. Those with industry experience know that a large portion of these claims are due to poor communication between companies and are preventable to a large extent. There may be a tangible event; poor weather, unforeseen site conditions, etc., but the costs and negative impacts mushroom due to poor coordination, communication and accountability.

All of these issues can be better controlled by implementing centralized, structured communication methods. In a recent white paper dealing with **Online Project Communication and Collaboration** by Constructware founder Scott Unger, case studies demonstrate the tremendous positive

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Design Competition Envisions New Theater at San Dieguito Academy

By Philip K. Ireland - Staff Writer

ENCINITAS – Music and theater will one day ring from a grassy, ocean-view slope on the 70-year-old campus of San Dieguito Academy, thanks to the vision of five architects competing for the right to design a performing arts center that will serve students and the community at large.

In a competition novel to the San Dieguito Union High School District, the five architects are midway through a district-sponsored competition to design a 225-seat theater that will welcome students and visitors to the Encinitas campus.

“I think we’ll see some great designs, based on what I saw in the midpoint review,” said Steve Ma, San Dieguito’s executive director of business services. “I was astounded.”

According to competition requirements, the designs should reflect the unique architectural flavor of the campus. The school board specified the need for a “flexible theater,” Ma said, that could be adapted to a variety of performance needs. Successful designs for the main theater space of 5,000 square feet will eschew the traditional idea of a stage in front with the audience observing from fixed seats, he said.

“Envisioned is a flexible black-box style theater that will serve as a teaching lab for the theater program with stage and seating that can be arranged in several ways, including in-the-round, 3/4-stage, L-shaped, and others,” the design specifications stated.

Ma said the design teams toured La Jolla Playhouse’s Sheila and Hughes Potiker Theatre to see a good example of a nontraditional theater without a fixed stage and seating.

Theater designs must also include teaching spaces such as a 3,700-square-foot music rehearsal area, six adjacent

soundproof practice rooms, an instrument storage room, a recording studio, a scenery classroom, a “black box” theater lab and various office spaces.

In addition to the 225 indoor seats, design guidelines called for creative ideas for an outdoor presentation space to accommodate 500 people, Ma said.

To be located on the site of the temporary media center, the new performing arts center should present a welcoming appearance to visitors to the 32-acre Encinitas campus, and the designs must accommodate the historic trees that dot the campus, Ma said.

“The theater we have at San Dieguito Academy was really four classrooms converted to quasi-theater space,” Ma said of the need for a state-of-the-art theater that will serve the school and the wider community. “The school, being 70-years old, really needed a boost, and the board has committed to put some life back in the campus.”

The five architectural firms – HMC Architects, Austin Veum Robbins Partners, Rob Quigley Architects, John Sergio Fisher & Associates Inc., and Roesling Nakamura Terada Architects Inc. – will present their ideas to a jury of industry, school and community representatives September 10.

The winner will earn the opportunity to negotiate a contract with the district to provide architectural services required to build the performing arts center, Ma said.

The five competition finalists were selected from an original pool of more than 1,300 firms from across the country, Ma said. Each of the finalists will be paid a \$10,000 honorarium by the district after presenting September 10. Should the school board pick a design other than the one recom-

mended by the jury, the district will pay the competition winner an additional \$10,000 cash award.

The presentations are open to the public and will be held in the school library on the campus at 800 Santa Fe Drive. The morning start time has not yet been announced.

The district has collected about half of the projected \$8 million cost of the project from state school facilities funds. Although the district is dealing with a \$6.4 million budget shortfall, the school construction funds are earmarked only for building and cannot be used for non-construction purposes, Ma noted.


The district is seeking community donations for the additional \$4 million, Ma said.

“We think there are some potential sources out there,” Ma said. “The foundation is planning some fundraisers, and we have some very successful alumni. We’re looking for some momentum through the design competition.”

Construction of the new theater is part of a master plan for the academy.

The projects outlined in the plan will cost the district \$30 million to \$40 million to complete, Ma said.

The first phase of the plan was finished last summer, when crews expanded and resurfaced parking lots, demolished the library and replaced aging sewer, plumbing, gas and electrical lines.

Plans also call for construction of a new library and media center at the 1,500-student high school. 

The preceding article is being reprinted with permission from the North County Times.

Contact staff writer Philip K. Ireland at (760) 901-4043 or pireland@nctimes.com.

Delivering Project Information

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impact owners have experienced on tens of thousands of projects over the last several years. This sentiment is summarized by one public sector owner that has used an online program/project management application since early 2001 to manage a complex waterfront redevelopment program in New York City:

"The positive impact of fast, standardized communication across the project team cannot be overstated. It's amazing how a relatively small investment in technology can have such a wide ranging impact."

– Marc Boddedwyn, ASLA, Vice President, Design & Construction, Hudson River Park Trust

Recognizing the basic communication problem, many owners have begun to mandate policies and procedures for official communication between members of the project team, in conjunction with use of web-based tools. A clear trend towards this mandate is demonstrated in the graphs on page 5. Note that while roughly a third of owners are mandating technology for communication (most often through contract language), a full 80% believe that this type of mandate would be beneficial and that it would reduce costs and disputes.

Consider this observation from the 2003 - 2004 Chair of the American Institute of Architect's Technology in Architectural Practice committee:

"Building owners are demanding a more efficient project delivery process. They want higher quality, lower cost, and shorter schedules. How can better communication help to bring that about? Of all the applications of the Internet in the design professions, none has more wide-ranging significance than Web-based project management. It offers the potential to establish a seamless flow of project based information from player to player over a project's entire life cycle."

– Jonathan Cohen, AIA, Jonathan Cohen Architects

The conceptual case for web-based tools is clear. More importantly, a growing body of credible field evidence on projects and programs large and small has proven that these tools have a strategic impact, particularly when used to integrate the entire project team. For owners, web-based tools represent the most practical, low-cost and readily available solution to the inherent communication risks and problems of the design and construction process.

"Initially, we chose [a web-based technology] because we wanted to create accountability among team members. We had many entities to manage on this project, and we wanted to prepare for potential legal issues surrounding the property's purchase. [The technology] provided many benefits beyond project documentation. Through instantaneous communication we eliminated traditional delays. The system helped us, as the owner, create a collaborative environment for everyone involved, with outstanding results for the end product."

– William Parrish, Director, Office of Design and Construction, Facilities Management Department, Newark Public Schools, Newark, NJ

Owners have tried over the last decade to improve processes in many other ways. Some owners have tightened up contract specifications and legal terms to drive performance of design and construction teams. Some have engaged in extensive pre-qualification, partnering sessions, new delivery methods, etc. All of these may be helpful, but the basic problems remain and continue to grow.

Unfortunately, executives often do not consider the value such tools can play in solving strategic business problems. Many upper level managers in charge of real estate and capital construction have difficulty making the connection between the systemic problems they encounter on their projects and the strategic role that structured communication solutions

can play in improving the process. More importantly, marshalling the collective will to implement a strategic communication solution is without a doubt a challenge. This is particularly true when the status quo is so deeply entrenched. *"Why change - We've been doing it this way for 20 years?"* Executives will encounter pockets of resistance from their constituencies both inside and outside their organization. *"That's what you hired me for."* Some architects will say that from a legal and liability standpoint they cannot share their work in such a collaborative manner. Some construction managers may say these tools are not necessary, that they can manage the process for the owner using their own tools. An owner's project manager may find it difficult at first to get a contractor's subcontractors on board, again for different reasons. But other owners and project teams have overcome these 'status quo' arguments.

"[Our Web-Based Program Management application] has had a very positive impact on our ability to manage the IPS construction program – A 10 year, \$832M Capital Improvements Program. We are experiencing more timely and efficient communications between the parties involved in the program and that translates into lowered administrative costs, reduced risks, and improved accountability."

– Steve Young, Facilities Director, Indianapolis Public Schools

"We need to manage our projects more efficiently in order to avoid the necessity to add more staff to support the increased workload over the next eight to ten years... One of our primary concerns was to select an Application Service Provider (ASP) solution to avoid the necessity to add IT support staff and additional hardware (servers and backup capability)."

– Jim Haley, Associate Vice President, Facilities, Miami University, Oxford, Ohio

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Local Watch

Los Banos School Fees

By Paul Shigley

For nearly seven years, the controversy over school impact fees has appeared to be an issue of the past. However, skirmishes have broken out in Merced County that could presage an end to the statewide peace regarding school fees.

Since last year, city and school officials in Los Banos have forced developers to sign agreements calling for fees of about \$14,000 per house – more than triple the “level one” fees permitted by a state law. Now, other districts in Merced County are demanding higher fees. At least two districts that did not get more money from developers have filed California Environmental Quality Act (CEQA) lawsuits that contend impacts to schools have not been mitigated. They are similar to lawsuits that were common during the 1980s and 1990s, but which a 1998 compromise sought to end.

Still, development industry officials say the conflicts in Merced County, and especially in Los Banos, are exceptions. California Building Industry Association lobbyist Richard Lyon said that the SB50/Proposition 1A compromise from 1998 remains in full effect. Under the compromise, school backers accepted a statutory cap on local impact fees and a suspension of case law precedents favoring school districts in exchange for builders’ support of statewide school bonds (see CP&DR, September 1998).

Lyon said Proposition 1A and two subsequent school bonds, combined with SB 50 school impact fees, have provided tens of billions of dollars for school construction. But some school districts complain that the fees allowed under SB 50 are inadequate to pay for new schools. The cap currently is \$2.24 per square foot for new houses, unless

school districts meet criteria to charge “level two” fees, which vary from district to district but average approximately \$4 per square foot.

“The school districts in Merced County do not embrace the statutory scheme in effect regarding schools fees,” said Steve Madison, executive vice president of the Building Industry Association of Central California.

The Los Banos Unified School District has been at the forefront of the fight. With relatively inexpensive real estate and many greenfield development sites, Los Banos has become a relief valve for Bay Area growth pressure — even though the commute to Silicon Valley can take two hours. The population of Los Banos has more than doubled in 15 years to about 32,000, and numerous giant subdivisions are planned.

Shortly after first winning office in 1994, Los Banos Mayor Michael Amabile helped put together an ordinance that required builders to get school district approval for new housing projects. Those sorts of “negotiations” were supposed to have ended with SB 50, but Amabile calls SB 50 an “inferior law.”

“It’s really been a heated issue for about three years now. In the last 18 months, there has been a lot of progress made toward implementing a fee that will mitigate the impacts to schools,” Amabile said.

Amabile marks as progress the mitigation agreements that seven developers have signed with Los Banos Unified calling for extraordinary fees. Ranchwood Corp., for example, agreed to pay \$14,000 per home for a 2,700-unit project. Anderson Homes agreed to pay \$5.25 per square foot and to place its 1,800 planned houses in a

community facilities district that will levy a \$300-per-year tax for schools.

“SB 50 doesn’t really work for building schools,” said Los Banos Unified Superintendent Paul Alderete. The district’s student population doubled during the 12 years from 1992 to 2004, and is projected to double again by 2020. Alderete contended that even level two fees are inadequate to meet the district’s needs. The district’s five elementary schools are already on a year-round calendar, the district has 165 portable classrooms, and the junior high is scheduled to go to year-round sessions in 2006-07.

“What it boils down to is, who should pay?” Alderete said. “In this community, there’s a feeling that growth should pay its own way.”

However, ballot measures aimed at taxing growth have failed twice recently. In May, Measure A1 received about 66% of the vote – just short of the two-thirds required. The measure would have set up a Mello-Roos district for the entire 620-square-mile school district. Homebuilders would have had to pay about \$13,600 per unit, and new homeowners would pay an additional \$339 annually. Owners of existing homes would have paid a \$50 annual tax. A similar measure lost in 2003.

Alderete, who said building industry representatives were partly to blame for Measure A1’s loss, said district officials are regrouping. “We’re not going to build any faster unless we have more money. Until we can build schools to match the growth of the community, it will be harder to market new homes,” he said.

Both Lyon and Madison argued that Los Banos Unified could build schools cheaper than it does. Madison said that developers have signed mitigation agreements with Los Banos Unified only because the city was willing to hold up project approvals.


Amabile said the city never threatened to stop a project, but he noted that talk of a growth control initiative or moratorium has been in the background.

"In the real world, those developers need us," Amabile said. "It may not be just for the tentative map that's before us. They need us on their side."

Not every developer has been willing to pay extra, however. Industry giant KB Homes has not signed an agreement, and a much smaller developer who took over a 34-unit townhouse project in June called the district's demand for \$15,000 per unit "extortion."

Demands for higher fees have spread elsewhere in Merced County. In June, Merced Union High School District and Merced City School District signed an agreement with Lakemont Homes regarding a 520-house project near the new University of California campus. Lakemont agreed to pay about \$16,000 per unit to the districts.

In Atwater, Merced Union High and Atwater Elementary school districts have sued the city over approval of a 1,600-unit project proposed by Florsheim Homes. The CEQA lawsuit contends that the approximately \$3.25 per square foot that Florsheim would pay in level two fees would not mitigate the impact on schools. The district said fees of about \$8 per square foot are needed, and rejected Florsheim's offer of \$4.50 per square foot.

However, \$4.50 per square foot was the amount that Livingston Union Elementary School District accepted in negotiations with Del Valle Homes for a 500-unit division. Del Valle also agreed to give teachers priority for the affordable homes in the project. 

The preceding article is being reprinted with permission from the California Planning & Development Report.

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Steve Madison, Building Industry Association of Central California, (209) 529-4531.

Richard Lyon, California Building Industry Association, (916) 443-7933.

Californian's for School Facilities E-Rate Update

CFS represents California school districts in Washington, D.C. on federal issues related to school facilities. One of the priority issues for CSF is the continuation of adequate funding for the E-Rate Program. The following article is excerpted from information from the American Association of School Administrators on the need for school districts to contact their representatives in Congress in order to continue funding for the E-Rate program.

This funding is currently at risk as explained in the following article. For more information regarding Californians for School Facilities priorities and Washington, D.C. actions, please contact Dave Walrath at (916) 441-3300 or dwalrath@m-w-h.com

Latest News on E-Rate

December 31, 2005 is an important date for the E-Rate program. That is the day the one-year waiver from the Anti-Deficiency Act expires. If that day comes and goes with no Congressional action to extend the waiver, the E-Rate program will be frozen for a minimum of six months and possibly up to a year. The Anti-Deficiency Act (ADA) requires that the Universal Service Administrative Company (USAC), which oversees the E-Rate program, has enough money in the bank before it sends out the E-Rate commitment letters. Because Universal Service funding is collected from the telephone companies four times a year, they never have enough funding in the bank at any given time. When E-Rate was forced to comply with ADA last year, it froze operation of the program from August until December until the one-year waiver was approved by Congress. With the Congressional calendar filling up quickly for this fall, it is important that school administrators raise the

importance of this issue. Without the certainty of E-Rate funding, school district budgets could get a lot tighter and it may be difficult to keep up with newer technologies.

Therefore, we are asking for co-sponsors on two pieces of legislation. S 241, the Senate bill, would provide a permanent exemption from the ADA for the Universal Service Fund, including E-Rate. The corresponding House Bill is HR 2533. We need as many co-sponsors as possible on these two pieces of legislation. Unless the education community creates enough pressure, there is no guarantee that we will get the needed waivers. Neither Senator Feinstein nor Senator Boxer have co-sponsored S 241. Please email them to co-sponsor S 241 and also ask your Congressional representative to co-sponsor HR 2533.


Senator Boxer:

www.boxer.senate.gov/contact/webform.cfm

Senator Feinstein:

www.feinstein.senate.gov/email.html

Congress

Each Member of Congress establishes their office's policy related to the processing and management of e-mail. Generally, if a Member has a public e-mail address, it can be found on the Member's web site. Some offices choose to provide a link back to the "Write Your Representative" service to provide a means for their constituent's to communicate via the Internet. In other cases, the office may list a public e-mail address or provide a form directly on the Member's web site. The U.S. House of Representatives does not currently provide a listing of public e-mail addresses for the elected Representatives. 

C.A.S.H. Fall Conference

New Format for the Fall Conference

This year's Fall Conference will offer break-out sessions on bidding and contracting issues.

Topics will include lease-leaseback, design-build, piggyback contracts and CM-at-Risk. An overview of each topic will be presented during the General Session on Wednesday morning followed by in-depth break-out sessions on Wednesday afternoon. Each break-out will be presented in two one-hour sessions. In addition, important state agency and legislative/regulatory updates will also be provided during the Wednesday and Thursday General Sessions.

Break-Out Sessions

Lease-Leaseback

The lease-leaseback process establishes a contract by which the district owns a piece of property and leases it for what is usually a nominal amount to an entity that is obligated to construct or sometimes to design and construct a school on that site. That entity then leases the completed school and site back to the district for a specified period of time at a specified rental amount. At the end of the lease, the school and site then become the property of the school district.

Piggyback Contracts

The California Public Contract Code allows school districts to acquire personal property by participating in an existing contract of another school district. Under this process, School District A competitively bids and awards a contract, which consists of a unit list and unit prices. School District B then may review the contract list and through a purchase order to School

District A purchase items listed on the contract at the contract prices. Many districts deal directly with the supplier rather than going through District A.

Design-Build

Design-build is a method of project delivery that combines the design and construction functions and vests the responsibility for such functions with one entity: the design builder. The school district defines its needs, issues a Request for Proposal (RFP) to prequalified design-build entities, and selects one of the proposing entities to design and build the project on district-owned property.

CM-at-Risk

Construction Management-at-Risk (CM-at-Risk) is a variation on Multiple Prime Construction Management where the CM-at-Risk assumes risk for the project and project cost by issuing a guaranteed maximum price to the owner. The CM-at-Risk is responsible for all aspects of the project, from planning through construction for the purpose of controlling time, costs and quality. Typically, the CM-at-Risk is assigned the subcontracts and manages all subcontractors and suppliers like a general contractor.

School Construction 101/201

On Tuesday, October 18, C.A.S.H. will present a workshop: School Construction 101/201. The workshop will start at noon with a buffet lunch and registration, and will conclude at 3:30 p.m. There is a separate fee and registration brochure for this workshop.

If you missed this great workshop at the last C.A.S.H. Annual Conference, you'll want to make sure you attend this time. If you attended this fast-paced

workshop, you know how good it was, and like a good movie, you'll want to see it again to catch all the information you missed the first time. C.A.S.H. has again assembled a great team of presenters to provide a comprehensive overview of each step in the school construction process.


For the 101 segment, information provided will include:

- Selecting the district team and consultants
- Design issues
- Bidding the construction phase
- Closeout and claims.

For the 201 segment, advanced level training in key issues affecting school construction will be presented, including:

- Budgeting and payment
- Scheduling
- Change orders and claim avoidance
- Management concepts
- Preventative measures.

Whether you are new to school construction or have many years of experience, there's something here for everyone, presented by a team of seasoned veterans who have proven that they can walk the talk.


For more information about the conference and preconference workshop and to register, please visit the C.A.S.H. website at www.cashnet.org. 

**Register online at
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Delivering Project Information

Continued from page 7

The fact is that these tools are working for a significant number of owners, architects, engineers, and contractors. Or as ENR pointed out in an October 11, 2004 cover story titled *Web-based Tools Excel at Empowering Project Teams* – “Web based project collaboration software has come of age.” The solution then is ultimately about leadership. You don’t have to know that much about the design and construction process to know that it needs serious improvement. This is where executives who oversee capital facility functions within their organizations can provide strategic leadership. This is one area where you can and should make a difference.

As we in the industry begin to adapt to a revised set of specification guidelines from the Construction Specification Institute, we should also begin to put more focus on specifying communication methods and standards. Before your next project, give careful thought to how you will communicate information, and what becomes of that information. Your project specification traditionally contains hundreds or even thousands of pages of information about every material and method used. There may be dozens of pages on door hardware alone. But there has most often been a paragraph or a sentence or less which specifies how all of the information and all of the documentation gets communicated between the many different players on a project team. Demand more. 

– Nicholas Johnson is a C.A.S.H. Member with Constructware in Alpharetta Georgia.

Sources:

FMI/CMAA Fourth Annual Survey of Owners
FMI/CMAA Fifth Annual Survey of Owners
Conducted by Dennis Doran
Senior Consultant Owner Services
FMI, Inc.
See www.fminet.com

Online Project Communication and Collaboration - The Strategic Impact of Web-Based Communication on Costs, Schedule, Scope and Quality Across the Design and Construction Life Cycle
Author Scott Unger,

C.A.S.H./AIACC Leroy F. Greene Design Awards

C.A.S.H. is currently accepting entries in to the C.A.S.H./AIACC Leroy F. Greene Design Awards to be presented during the 27th Annual Conference, February 20-23, 2006 at the Sacramento Convention Center and Hyatt Hotel in Sacramento.

The deadline to submit a request for materials is Friday, September 16. The cost is \$450 per project submitted. Other important deadlines include October 14 as the deadline for submittals and February 1, 2006 for design boards to be submitted. The winning projects will be awarded

during the breakfast general session on Wednesday, February 22. Several award winning projects will also be highlighted during a workshop later in the day on February 22.

For more information or to print a call for entries or submittal guidelines, visit the C.A.S.H. website at www.cashnet.org. If you have additional questions, please feel free to contact Stacy Lowrance at (916) 448-8577 ext. 217.

Information about the Annual Conference will be available over the next month. 

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See www.constructware.com

Improving Project Delivery – A C.A.S.H. Roundtable, March 1st 2005
Moderator Bill Lacher, CCM, LEED
Vice President, Project Director
Vanir Construction Management
See www.vanir.com

Cost Analysis of Inadequate Interoperability in the U.S. Capital Facilities Industry
A Study conducted by the National Institute of Standards and Technology
See <http://www.bfrl.nist.gov/oa/oa.html>


The Principal of School Construction

Continued from page 3

between the school culture and the building process. While Principal of the Montebello Intermediate School, he and the school community lived through a three-year school construction project. “During the multimillion dollar renovation, the school with more than 2000 students excelled in state test scores and student attendance,” Mr. Revueltas says. “Our focus remained on what is important, our students.”

But this process did not happen without some pain. That is why Montebello USD decided to create this special position for the next phase of school modernization and construction

projects. “As the liaison between the school, the facilities department, the architects and the contractors, I sit in on construction meetings. I act as the principal of the school undergoing construction in matters pertaining to the project,” he explains. “This way, the actual school principal stays focused on the day-to-day educational needs of the school.” Also, the construction team avoids the potential pitfalls inherent when dealing with a living school during a building program.

As schools are built and modernized all over the state, they are still accountable for student achievement, test scores and attendance. Montebello Unified School District’s proactive approach is to support the instructional program while still maintaining and modernizing our aging facilities. If you have any questions, please contact artrevueltas@verizon.net. 

The preceding article is being reprinted with permission from the HMC ArchitectsSchool News.

Arthur Revueltas is in the Facilities Department at Montebello Unified School District, and Pamela T. Johnson is Assistant Superintendent, Facilities and Operations at Montebello Unified School District and Chair of C.A.S.H.

Harbor High School

The placement and design of three new buildings and modernization of existing buildings at Harbor High School in Santa Cruz transformed a lackluster campus into a vibrant, socially integrated and user-friendly campus for the 21st century. The innovative use of materials in the new construction was integrated into the existing buildings to transform unadorned stucco finishes into a unified campus identity, poised to support students' educational and social needs.

Located on a forty-acre site in the Santa Cruz hills, Harbor High School was built in the early 1970's to meet the needs of the growing Santa Cruz community. As enrollment increased the campus was frequently restructured in attempts to meet the changing needs of the school. This resulted in dispersed administrative functions and academic programs. In addition, the steep hillside divided the school into "upper" and "lower" campuses which were only accessible by the use of a series of utilitarian staircases. An obscure main

entrance and uninspiring existing structures limited the creation of a strong school identity.

The District hired Beverly Prior

Architects to develop a program to accommodate growth and to modernize the existing campus. In order to assess the values and goals of the varied user groups, the architects led students,

teachers, administrators and community members in lively work sessions to express their opinions and frustrations with the current facilities. In addition, they created questionnaires to give voice to the many stakeholders. Participation was overwhelming with 650 responses

from students, 108 from the community and 26 from teachers and staff. Common themes emerged including the love of the quad in the center of the



campus, concern about the de-facto economic segregation of students, difficulty in navigating the campus, and the need for more classrooms.

This user input revealed critical needs beyond the anticipated scope of modernization and new buildings,



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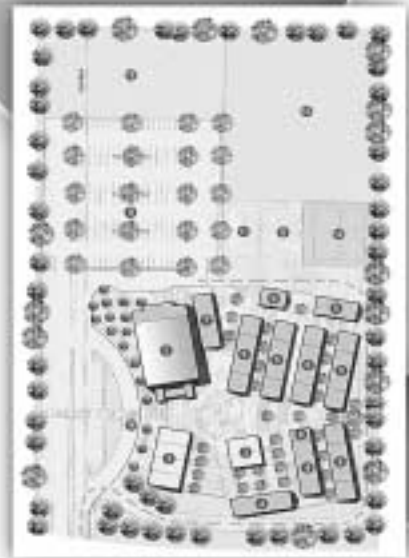
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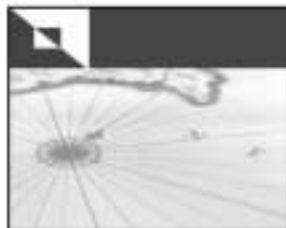
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C.A.S.H. Meetings, Conferences & Workshops

- September 27, 2005**
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Williams Update and Future Directions (a.m.) and How to Educate Superintendents, Board Members, and Teachers on Maintenance Needs (p.m.) Workshops
Doubletree Hotel
2001 Point West Way, Sacramento, CA
- September 28, 2005**
Wednesday
General Membership Meeting
1215 K Street, 14th Floor, Sacramento, CA
- September 30, 2005**
Friday
Williams Update and Future Directions (a.m.) and How to Educate Superintendents, Board Members, and Teachers on Maintenance Needs (p.m.) Workshops
Ontario Airport Marriott
2200 E. Holt Blvd., Ontario, CA
- October 18, 2005**
Tuesday
School Construction 101/201
Hilton Costa Mesa Hotel
3050 Bristol Ave., Costa Mesa, CA
- October 19-20, 2005**
Wed. & Thurs.
C.A.S.H. Fall Conference
Hilton Costa Mesa Hotel
3050 Bristol Ave., Costa Mesa, CA
- October 26, 2005**
Wednesday
General Membership Meeting
1215 K Street, 14th Floor, Sacramento, CA

Monthly C.A.S.H. meetings are held from 11:00 a.m. to Noon in Sacramento. The monthly meetings are always scheduled to coincide with the monthly meetings of the State Allocation Board on the fourth Wednesday of the month, except in November and December, to enable C.A.S.H. members to attend the SAB's afternoon session. Both SAB meetings and General membership meetings are subject to change.



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