PERFORMANCE AUDIT
OF THE
CRANSTON SCHOOL DEPARTMENT

BY
THE JOINT PERFORMANCE AUDIT TEAM

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I. EXECUTIVE SUMMARY

Overview

This Performance Audit of the Cranston School Department was conducted by the Joint Performance Audit Team of Stephen Woerner, CPA (appointed by the Cranston City Council); Thomas E. Sweeney, MBA Ed.M and Walter E. Edge Jr, MBA, CPA (appointed by the Cranston School Committee); and Salvatore Augeri and Jeffrey D. Wadowick, CPA (appointed by the Mayor’s Office of the City of Cranston). This report contains detail program descriptions (what the Audit Team found) and the Audit Team’s observations and recommendations.

The Audit Team found that the Cranston School District provides an educational program which is, for the most part, in compliance with the Rhode Island Basic Education Program (BEP). However, the Audit Team found that certain areas of the education program need greater attention, while other areas were found to be in excess of the BEP requirements. The Audit Team believes that the observations and recommendations in this report will result in the saving of valuable resources without sacrificing the level of education in the Cranston Schools.

The Audit Team is well aware that the BEP and the Cranston School Department’s labor and other contracts require certain levels of funding by law, regulation, and contract. Therefore, this report considered first only those expenditures over these levels as discretionary and worthy of further analysis. However, given the state of the Rhode Island economy, the Audit Team expanded its review and has made a few recommendations (prospective in nature) that will require some modifications of current law or contracts.

In addition to the program considerations, the Audit Team has commented on certain administrative areas where action is required to improve effectiveness and efficiency. The estimated savings identified by the Audit Team for the first year of implementation, if all recommendations were implemented, is shown on Table “A” attached to this report. It must be noted, however, that although some of the recommendations can be implemented immediately, others can only be realized over time. Further, although some of the recommendations will eliminate unnecessary expenditures without changing law, regulation or contract, many of the items listed in this report must be supported by a change in policy and/or priority by the Cranston School Committee (CSC).
Although the Audit Team has made many recommendations and identified numerous areas for improvement and cost savings, the Audit Team realizes that any changes in the existing operations and educational programs are the sole responsibility of the CSC under Title 16 of the General Laws of Rhode Island. The CSC, in turn, is limited in its ability to implement some immediate changes by law or contract until a window of opportunity occurs. Two of these windows of opportunity are a) March 1, the notification for certified staff layoffs, and b) the end of the existing staff contracts.

The Audit Team recommends that there be public policy debate regarding all of the recommendations in this report at all levels of government. The Audit Team is sure that the residents of Cranston (which include public officials, parents, teachers, employees of the District and taxpayers) know what is in their own and the City’s best interest and the Audit Team is confident that the residents of Cranston will see that their best interests are accomplished. Therefore, the Audit Team trusts that this report will serve as a catalyst for discussion among all interested parties in this and future years.

This report is divided into seven major sections:

I. Executive Summary  
II. Introduction  
III. Audit Team Findings in its February 5, 2009 Interim Report  
IV. Financial Update Required by the Superior Court  
V. Review of District Level Activities  
VI. Review of the Instructional Programs  
VII. Review of Financial and Administrative Activities  
VIII. Health and Safety of Pupils – Annual School Approval Process

This executive summary will briefly review the recommendations in all of the following sections of this report. In an attempt to keep the executive summary as brief as possible, many recommendations that are made in this report are summarized here but explained more fully in the body of the report.

Although many of the observations and recommendations presented in this report will have a financial impact on the Cranston School Department’s future budgets, there are a number of observations and recommendations that have no obvious financial impact but the Audit Team believes that they are equally as important as the recommendations that have financial impact. For example, the Audit Team’s review of the Cranston School Policy Handbook does not result in an immediate financial impact, but without correcting many of the Audit Team’s findings relating to the Policy Handbook the Cranston School District may be positioning itself for a future law suits.

Therefore, all of the sections of this report are important. Further, the individual sections of this report are not presented in any order of importance but rather presented in an order that seems to flow easily.
II. Introduction

This Performance Audit Report (Report) contains a description of the programs and systems audited and the Audit Team’s findings, observations and recommendations resulting from the Audit Team’s Performance Audit completed in accordance with Generally Accepted Governmental Auditing Standards (GAGAS). Three of the five members of the Audit Team are Certified Public Accountants (CPA’s) and were approved by the State Auditor General.

The Audit Team noted that the Basic Education Plan (BEP) and the Cranston School District’s own existing contracts require a certain level of funding to be in compliance with law, regulation and/or contract. This Report considered all expenditures in excess of these required levels of program spending as discretionary and worthy of further analysis. In addition to reviewing the discretionary dollars, the Audit Team has also reviewed and evaluated areas where, in the Audit Team’s opinion, additional action is required by the School Committee to allow the Cranston School District’s administration to operate with increased efficiency.

The total estimated savings identified by the Audit Team in this report, if all recommendations were implemented, is in excess of $6,000,000. Of course, not all recommendations can be implemented immediately, and therefore, the savings can only be realized over time. Further, although some of the recommendations will eliminate waste, many of the items listed in this report must be supported by a change in policy and/or priority.

The Audit Team realizes that any changes in the existing operations and educational program are the full authority and responsibility of the Cranston School Committee (CSC) under Title 16 of the General Laws of Rhode Island. The CSC, in turn, is limited in making some immediate changes by law or contract until a window of opportunity occurs. Two such windows of opportunity are 1) the March 1 notification for certified staff layoffs and 2) the end of the term of existing staff contracts.

Please note that all recommendations relating to specific certified staffing were valued using an average cost per full time teacher (including benefits) of $61,250. This amount is the salary cost of a 4th step teacher with an advanced degree plus 25% for employee benefits. The actual savings could be greater or less dependent upon the actual teacher eliminated. The Audit Team has calculated the cost impact of each recommendation using this cost only to give the reader an idea of the magnitude of the adjustment. Actual savings may be less as a result of other cost items increasing in the short term.
III. Audit Team Findings in its Interim Report

The purpose of the February 5, 2009 Interim Report was to address a major concern of the Joint Performance Audit Team (Team) which was that the Cranston School Committee not complete another school year budget without having the financial guidance that the Team expected would be available in its Final Performance Audit Report. It was unanimously decided that to avoid the passage of another budget year without the Team’s guidance, the Team would issue an Interim Report in February of 2009. The Interim report addressed the major financial concerns identified by the Audit Team as of February 2009 as a result of the Team’s initial review of the School District’s programs at that time.

As such, the Interim Report dealt with those financial issues that required action by the School Committee in advance of the start of the June 30, 2010 fiscal year. Nevertheless, the Team felt strongly that the Interim Report should provide adjustments that were within the control of the School Committee without requiring the School Committee to violate any Law, Regulation or Contract.

The Audit Team had identified numerous reductions it believes can be made in the future. In order to price out these audit adjustments the Audit Team calculated a salary and fringe savings amount that would result from the elimination of one certified position. The Team has used a savings amount of $61,250 per staff member eliminated. These recommended savings (totaling $3,553,635) were proposed in the Interim Report.

For this Final Report the Audit Team determined the School Department has achieved numerous savings from implementing many of the recommendations in the Interim Report. In addition the Team found that the District is still working on reductions relating to special education, health insurance and turnover allowance (salary savings).

This section of the report will also address the steps taken by the District to reduce costs in FY 2009. The most significant savings achieved in the FY 2009 budget came from the School Committee’s decision to keep 6th grade students at the Elementary Schools instead of moving them to the Middle Schools. This very important decision has been reviewed and analyzed completely in the FY 2009 Elementary and Middle School Housing Plan section of this report.

IV. Financial Update Required by the Superior Court

The Audit Team determined that this Performance Audit Report should address Judge Savage’s requirement on “the Mayor or the School Committee” regarding maintenance of effort. Specifically, Judge Savage stated the following in her Order:

“Finally, this Court holds in abeyance Count V of the Mayor’s complaint, subject to the filing of the requisite corrective action plans, completion of the joint financial and program audit for fiscal year 2008-2009, any other analysis for fiscal year 2007-2008 and further proceedings in this action.” (See page 39 of the Order)
Count V of the Mayor’s Complaint sought the Court to declare that “based on the City Council’s fiscal year 2007-2008 appropriation of $85,413,637, the maximum amount the City Council may directly appropriate for fiscal year 2008-2009, pursuant to the cap statute …… is $89,684,318” page 16 of the Order. The Court further addressed this issue in its Order on page 36 when it stated that:

“Thus if the Mayor or the School Committee would like to establish a maintenance of effort figure in excess of the original appropriation, the question to be answered is whether the amount appropriated by the City Council for the fiscal year 2007-2008 was sufficient for the School Committee to operate its schools with a balanced budget while meeting the minimum requirements under law, regulation and contract. The quantum of proof at such a hearing must be the type of evidence a “financial and program audit” would reveal. Only with that evidence can a determination be made of a municipality’s minimum funding obligations.”

The Audit Team decided, that to ignore the Court’s order regarding this matter would be inappropriate and would fail to assist the Court, the Mayor or the School Committee to address this important consideration, which the Audit Team believes was left open by the Court. Therefore, the audit Team has reviewed the findings in its February 15, 2009 Interim Report, the additional financial findings in this Final Report and has taken note of the actions subsequently taken by the Cranston School Committee to address its FYE June 30, 2009 and FYE 2010 budget deficits.

As a result of its review, the Audit Team concluded the amount appropriated by the City Council for FY 2008 was insufficient for the School Committee to operate its schools with a balanced budget while meeting the minimum requirements under law, regulation and contract. Therefore, the Audit Team has calculated the increase needed ($2,176,507) for FY 2008 appropriation to allow the School Committee sufficient funds to operate its schools with a balanced budget while meeting the minimum requirements under law, regulation and contract for FY 2008.

Please note that this section of the report also contains a separate “Maintenance of Effort” section (pages 31-34) as defined by the “City Council” audit team representatives.

V. Review of District Level Activities

1. School Committee Policy Manual:

For this section of the report, the Audit Team reviewed the current Cranston School District’s Policy Manual to determine if all policies were current and legal (please note the legality of the policies within the policy manual was based upon the expertise and knowledge of the education experts on the Audit Team). Also it is important to note that the appropriateness of the policies was reviewed given the current education environment in the 21st century. The Audit Team found the current policy manual is in need of significant correction and update. The items requiring attention are listed in detail in the Policy Handbook Section of this report.
The Audit Team emphasizes that the Policy Manual must have all School Committee policies in writing; the policies must be properly indexed, and most importantly the policies must be kept up to date. The Policy Manual is the legal document that states 1) A description of the School District; 2) How the School Committee governs, and 3) What policies are in place to address the activities of the School District.

Incorrect, outdated, and illegal policies can result in law suits that can be very detrimental to the School District and the City. The Audit Team recommends the School Department Administration and the School Committee address this very important weakness as soon as possible.

2. Central Administration

There are six central administrator positions in the Cranston School Department as follows:

a) Superintendent
b) Assistant Superintendent
c) Chief Operating Officer
d) Chief Financial Officer
e) Executive Director of Educational Programs & Services
f) Executive Director of Pupil Personnel & Curriculum

The Audit Team reviewed the responsibilities and job descriptions of each of these administrators. The staff reporting to these individuals will be reviewed later in this report as part of the Administrative Overview and Staffing sub-section of the Financial and Administrative Review section of this report.

The Organization Chart shows a Superintendent of Schools with the other five administration positions reporting directly to that position. The five positions make up an Administrative Council (Cabinet) which advises the Superintendent.

The Audit Team reviewed the organizational structure in place at the Central Office and determined there were a number of changes that could be made to increase efficiency and effectiveness of the operations. Although the Audit Team concluded the six positions listed above were in fact needed to properly run a school system the size of Cranston, the interaction of these six positions, who they supervise, and to some extent the areas assigned should be modified to improve the overall organization structure and efficiency.

The Audit Team made nine recommendations to improve the Central Office operations and structure in this report. The financial impact of these recommendations is undeterminable but the Audit Team believes there will be time and money savings if the Central Office is reorganized.
3. FY 2009 Elementary and Middle School Housing Plan

This section of the Performance Audit was designed to determine the adequacy, efficiency and cost effectiveness of the new FY 2009 Elementary and Middle School Housing Plan. To make its determination the Audit Team had to review a significant amount of information, data and reports. In addition, the Audit Team had to visit all of the elementary and middle schools and meet with building principals. The following is a very brief summary of the Audit Team’s observations, findings and recommendations. The full explanation of the Audit Team’s findings is included in the subsequent Housing Plan section of this report.

- The Audit Team observed the October 2, 2008 enrollment report identified that the elementary school (K-6) enrollment was 5,338 students which represents a decline of 71 students when compared with the FY 2008 NEDEC enrollment report. The Audit Team further noted that the FY 2007 NESDEC enrollment report projected a leveling off of elementary school enrollment, as does the enrollment projections that were developed by the Cranston City Planner.

- The aforementioned enrollment projections combined with the NESDEC projection that the District will experience a 0% growth in elementary enrollment over the next 5 years suggests that the District will not have to address increasing elementary school enrollment in the near future. Therefore, the Audit Team concluded that the current utilization of 81% of the District’s elementary school contractual enrollment capacity (provided the District continues to utilize alternative instructional program spaces instead of core classrooms) and the District’s elementary school average class size of 21 students supports the continuation of the current elementary school housing plan through FY 2013.

- The FY 2009 elementary school and middle school housing plan was successful in 1) reducing the District’s middle school enrollment by a total of 929 students, 2) balancing the enrollment of both grades at all three middle schools, and 3) more importantly reducing the Western Hills Middle School total enrollment to 754 students from a prior year total of 1,129 students (which at the time was 229 students over the buildings enrollment capacity of 900 students). This significant reduction of enrollment in all three middle schools is a strong endorsement for continuation of the current student housing plan as it is presently configured.

- However, the Audit Team observed the District has placed itself in somewhat of a dilemma because the District’s current elementary school housing plan is predicated on the continued use of alternative teaching and support services areas. These alternative areas (unlike core classrooms) are not specially designed for such programs as art, music, physical education, health services, and special education programs.

- Nevertheless, the use of these alternative teaching and support service areas has increased the District’s contractual enrollment capacity to accommodate current enrollments and future growth. The Audit Team agrees this approach of using alternative space is acceptable in the short term.
However, it is essential for the District to continue to work on the organization and implementation of a long range facilities plan estimated at $9,910,000 to complete a series of critical middle school renovation and repair projects. This new long range facilities housing plan must start to provide new or, at a minimum, renovated classrooms and specially designed support services facilities within the next five to ten years.

The long range housing plan must further address the fact that fourteen of the District’s elementary schools range in age from 51 to 85 years old. Bain middle school is 80 years old. The District’s High School buildings range from 50 years old (West) to 89 years old (East and Briggs). Although all of the District’s schools are very well maintained regarding daily housekeeping by the District’s custodial and maintenance staffs, many of the District’s elementary and middle school core classrooms and special instruction classrooms/spaces are obsolete in reference to the type of learning activities required to deliver a 21st century educational program.

Further, the Audit Team concluded that the elementary school and middle school housing plan allows for unanticipated growth in student enrollment while at the same time it provides the required classrooms and alternative support services spaces to house the District’s current and five year projected elementary and middle school enrollments.

Also, the Audit Team concluded that the elementary school and middle school housing plan is also cost effective in that it was projected, and confirmed by the Audit Team, to reduce the District’s FY 2009 general operating budget by over $1,000,000. In addition, and of great significance is the positive impact the housing of grade six students in the elementary schools has had on the daily operation of the middle schools. As of the current school year, all three middle schools are well within their enrollment capacities.

The Audit Team has provided three general housing recommendations as follows:

A. The District should revisit the capital improvement plan in reference to capital projects planned for those elementary schools that range in age from 51 to 85 years of age (Exhibit SH8) and consider placing a moratorium on those projects that are not related to health or safety issues until item B below is completed.

B. The District should immediately organize and implement a plan to conduct a facilities analysis of the present physical condition of the District’s elementary and middle school educational facilities in reference to the functional adequacy of the kindergarten through grade eight core classrooms and alternative teaching spaces pursuant to Section 1.08: APPLICATION AND APPROVAL PROCEDURES of the revised Necessity of School Construction approval process and Stages 1 and 2 (pages 17-21) of the RIDE SCHOOL CONSTRUCTION REGULATIONS (5/24/07) (Exhibit SH9)

C. Eliminate the use of all portable classroom buildings as soon as possible.
VI. Review of Instructional Programs

1. Pre K-12 General Instruction

The Cranston School District, prior to the FY 2009, provided an instructional organization of a Pre K-5 elementary program using 17 schools, a 6-8 middle school program using 3 schools and a high school program using 2 schools. Starting with the FY 2009 the Cranston School District changed its grade organization to elementary school Pre K-6, middle school 7-8 and high school 9-12.

This relocation of the sixth grade allowed the District to save in excess of one million dollars by reducing administrators and teachers. Unfortunately, the short time frame in which the change was implemented was very disruptive and created problems with parents which continue to linger at least in the near term.

Nevertheless, this organizational change was not only positive from a cost reduction viewpoint but it also took advantage of classrooms and other space which were available at the elementary level while at the same time reducing overcrowding at the 3 middle schools. This reorganization also alleviated the immediate need of new construction or remodeling of the middle schools.

- Elementary (Grade Pre K-6)

The Cranston Pre K-6 regular elementary program serves 5,338 students with 236 FTE teachers. The district uses 17 elementary schools to satisfy these housing requirements.

For the most part the elementary program is consistent with the minimum requirements of the Rhode Island Basic Education Program (BEP), Rhode Island and Federal Regulations and approved Personnel Contracts with some exceptions. For example, music performance, guidance, gifted and library aide programs (which are discussed in greater detail later in this report) are four programs that are not specifically required by the BEP.

Further, the Cranston Elementary Program does not technically meet the requirements of Physical and Health education with regard to time allowed. Rhode Island State Law 16-22-4 requires an average of 20 minutes per day (100 minutes per week) in Physical and Health Education as a minimum requirement for grades 1-12. This requirement is usually met in elementary schools by an itinerant physical education teacher.

A realignment of itinerant teachers to address the need for additional requirements of Physical and Health education could result in fewer hours of music and art itinerant teachers at the elementary level. Such realignment would most likely be staff neutral with regards to teacher numbers.
Middle School (Grades 7-8)

Using the middle school model students are grouped in teams of up to 125 students. The existing 2009 middle school schedule was deemed inefficient by the Central Administration and was subject to negotiations with the Teacher’s Union. Successful negotiations with the Teachers’ Union have resulted in a new middle school schedule which meets RI education requirements and will increase the efficiency and effectiveness of the educational program. The School Administration should be commended on its efforts.

The Middle School Program of studies for the most part is consistent with the requirements of the BEP. However, while music is a requirement of the BEP, performance music in the form of strings, band and choral programs are not required by the BEP. Refer to the Special Program section of this Report for more specifics relating to the music program.

Cranston’s Middle Schools provide an extensive extracurricular program including interscholastic sports which are well beyond what is required in the BEP. Most, if not all, of the sports activities provided at the middle schools are also provided in age appropriate private and community programs in Cranston and nearby communities.

During these difficult economic times it is necessary to cut back on some of the add-on student activities that have been provided to students in the past when financial times were better. However, it must be noted that the elimination of any extra curricula activities reduces the overall positive environment of the school.

High School (Grades 9 - 12)

Cranston has three high schools: Cranston East, Cranston West and the New England Laborers’/Cranston Public Schools Career Academy (NEL/CPS). The two comprehensive high schools (East and West) serve 3,331 students. Each of the comprehensive high schools has a principal and 3 assistant principals (one assistant principal serves the special education student population). At Cranston West one of the assistant principals serves as Director of the Cranston Area Career & Technical Center (CACTC) located adjacent to the West High School. The Audit Team noted class sizes at the high schools seems to be controlled to the extent possible with the number of appropriate students assigned based on teacher contracts and student need.

Due to the lack of State funding and budget constraints in the other area school systems, most of the cost of the CACTC is borne by the Cranston School District and the Cranston taxpayers. Unacceptable levels of State funding, including insufficient funds for facility problems, have created even more of a taxpayer burden in Cranston which will most likely continue to increase.
The Audit Team was also concerned that the student needs in the career technical and vocational areas at East are not being met. The East High School students deserve the same technical and vocational opportunities as the West students.

The New England Laborers'/Cranston Public Schools Career Academy (NEL/CPS) is a charter school serving students who wish to take a heavy construction based educational program. This School operates under a separate charter with the State of Rhode Island Department of Education and is available to any RI student, although most of the students in attendance live in Cranston.

The NEL/CPS is a Charter School which is controlled through a separate charter board but it is financially administrated by the Cranston School Department. Also, both the Cranston School Committee Chairman and Superintendent of Schools serve on the charter school’s board.

The heavy construction educational program is well designed and has direct contacts to provide jobs and apprenticeships to the student attending. A review of the overall programs indicated there was some duplication of programs already offered at CACTC.

A continuing problem at the NEL/CPS is a high percentage of students attending have special education individual education plans (IEPs). The Audit Team noted that if the trend of over 50% of the students attending the Charter School having IEPs continues the school will not meet State special education regulations and be in danger of sanctions from the RI Department of Education.

➢ Recommendations:

A. The Audit Team recommends the Cranston School Committee revise the Elementary Curriculum and itinerant schedule to assure compliance with 100 minutes per week in physical education and health requirement of RI state law. This can be done at no cost to the District.

B. The Audit Team recommends the Cranston School Committee undertake a complete review of the programs offered at both the CACTC and the NEL/CPS Charter School with the purpose of improving opportunities for all students who require skill and job training. The current “course of study” provided by these two programs are not adequately serving the students and the combined cost of these programs is excessive in this period of economic difficulty. The possible dollar savings in this area is undeterminable.
C. The Audit Team recommends the School Committee review the extra curricula activities with the assistance of their administrative staff and make an effort to save about half of the funds (approximately $200,000) allocated to these activities or about $100,000.

D. The Audit Team is aware that these extra curricula activities, like some of the sports activities, are of special interest to some groups of parents. The Audit Team would consider the raising of $100,000 by these special interest groups and parents, to supplement the School Budget for “extra” curricula activities an acceptable solution to the overspending in this area.

E. The Audit Team recommends the Middle School Interscholastic Program be terminated. Implementation of this recommendation would save approximately $123,470.

F. The Audit Team recommends the District take a hard look at the 24 individual high school sports offered to boys and girls in the high schools. The School Committee should have very little difficulty saving 25% of the cost of providing the current comprehensive sports program.

A 25% savings in the High School sports budget of approximately $520,000 would equal about $130,000 which would still leave the High School sports budget at nearly $400,000. Surely a fine sports program could be offered in the Cranston School system with a budget of that size.

G. Cranston has eliminated Saturday detention at the middle schools for the 2009 budget but there remains $15,000 for Saturday detention in the High Schools. The Audit Team recommends the High School Saturday detention also be eliminated as it is not required by law, contract or regulation.

2. Enrichment Program in Cranston (EPIC)

The Audit Team reviewed the Enrichment Program in Cranston which is designed for the gifted and talented students in grades K-8. At the end of grade two, EPIC students are formally identified using standardized test scores, learner profiles, and student portfolios.

The selected students for the program receive a continuum of services in grades 3-6 ranging from an in-class model, small group instruction, a pull-out program, in-depth investigations, whole class instruction, and an intensive magnet program (which is a pull-out program for eligible students in grades 5 and 6 who are bused to a magnet program once a week for a full school day of instruction).
The Cranston EPIC program is modeled after the Joseph Renzulli Model of Gifted and Talented Instruction. There is every indication the EPIC program is both effective in its application and also efficiently operated. The total cost of the program (including staffing, busing and supplies) for the FY 2009 school year was in excess of $360,360.

The EPIC Program has not had a formal program evaluation. Therefore the success of the Program is subjective and not objective. Further there has not been a formal follow-up program developed or implemented to determine the success of EPIC students as they proceed through both their high school and after graduation studies.

The fact the EPIC Program is not required under Law, Contract and Regulation its continuation in a period of School Budget deficits is not financially responsible. The Audit Team recommends the EPIC program be eliminated. This action would result in a savings of the salary and fringes of 5 teachers for a total savings of in excess of approximately $360,360.

3. Grades Pre K-12 Music Program

The Cranston School System Music Program includes grades Pre K through 12. In prekindergarten and kindergarten students are serviced by the assigned classroom teacher. Grades 1-6 are serviced by RI certified music teachers in a general music program which meets the required standards of the BEP (Section 17) and also partially provides unassigned time for the classroom teachers required by their contract (Article V111 E 4).

Cranston’s Middle Schools also have a general music program which also meets BEP Standards and partially provides contractual requirements for teacher unassigned time (Article V111 E 2). The music programs at the Cranston High Schools meet the requirements of Section 17 of the BEP in specific coursework in the required areas including “performance”.

In addition to the required music programs the elementary and middle school programs offer student pull-out programs for music Performance. Both instrumental and choral skills are taught by a cadre of teachers. The High School Music Programs offer a full array of music offerings (twenty-two high school courses) which is atypical of comprehensive high school’s music program.

The Audit Team found the overall music program to be excellent at all levels. The high school program’s excellence is due in no small part to both the existing elementary and middle school programs that serve as feeder programs to the two high schools. Still, the scope and sequence of the existing music program appear to far exceed the basic musical education needs of Cranston students. A recent decision of the Rhode Island Commissioner of Education suggest that only a general music program is required at the elementary and middle school level and only one choral and one instrumental offering at the high school level is needed to meet the minimal performance requirements of the BEP.
Recommendation:

The Cranston School Committee is trying to balance two conflicting circumstances: 1) the School Committee’s desire to maintain its excellent District wide music program (which exceeds the BEP requirements) and 2) the School Committee’s need to balance its budget, required under RI Law. The Audit Team has determined that a reduction of the District’s yearly music budget to a level compliant with the BEP minimum would result in significant savings for the District. However, the Audit Team is not recommending such a drastic reduction. Instead, the Audit Team recommends the District revise its Pre K-12 music curriculum over the next five years.

A. The Audit Team recommends the District set a goal of reducing the overall cost of its music program by thirty percent from FY 2010 - FY 2014 (approximately six percent per year). Adoption of this goal will provide the School Department sufficient time to both reduce the overall cost of the music program while maintaining those aspects of the program which are most beneficial to the music education of their students.

The total cost of the FY 2009 Pre K-12 Cranston Music Program was calculated to be approximately $2,250,000. Adoption of this recommendation would save the Cranston School Department approximately $135,000 per year through 2014 and result in a cumulative total savings of approximately $675,000 over a five year period.

4. Special Education Program

The Cranston Special Education Program served approximately 1,900 students with Individual Education Plans (IEPs) both in and out of the District during the FY 2009 school year. The program was located in 61 physical locations. These locations include all of Pre K-12 education facilities, Sanders, Horton, Early Childhood Center, Adult Education Program, Charter School, Cranston Transitional Program, 4 non-public schools and 28 out of district locations both in and out of the State of Rhode Island.

In reviewing the staffing reports, the Audit Team noted, for the most part, current case loads are less than maximum case loads. Further, some special education staff members were spending significant time working with regular (non IEP) education students. Also the Audit Team recognized inefficient use of staff under all 3 of the Special Education Directors.

The Audit Team has identified potential savings in the Cranston School Committee Special Education Budget which the Audit Team believes should be reviewed and implemented. The growth of operational procedures, as well as decisions regarding increased staffing in the special education budget since 1976 (the year of IDEA’s original enactment) have resulted in some significant inefficiencies in the special education program that should be reexamined and changed where appropriate.
Lastly, the Audit Team noted that the other administrative duties of the Executive Director, such as supervising the Social Studies/English Curriculum and the EPIC Gifted Program conflict with the Director's own expertise and with the magnitude of the special education responsibilities assigned.

➢ **Recommendations:**

A. There is a compelling need to establish an obvious chain of command in the Special Education Department to increase the level of staffing oversight, program efficiency and program evaluation.

B. The Audit Team recommends the total Special Education staffing level be reduced by at least 10% over the next 5 years at a minimum of 2% a year. The minimum savings per year would be in excess of $200,000 and a total savings over 5 years would be approximately **$1,069,425** using FY 2009 dollars. However, the actual savings could be significantly greater depending on the positions terminated and the contract changes over a 5 year period.

5. **Guidance (K-12)**

Because guidance counselors are not required by the BEP at the elementary level, the Audit Team recommends the School Committee, as soon as possible, implement a policy decision that eliminates the reference to a guidance counselor in a student’s IEP which should significantly help reduce the need for these counselors. The Audit Team believes the District can reduce 4.4 counselors in the first year at a savings of at least approximately **$269,500**.

6. **Personnel Contracts**

The Audit Team has reviewed the personnel contracts in place during the period covered by this Performance Audit. For the most part, the Audit Team found the Cranston School Committee has negotiated reasonable contracts however the Audit Team recommends that there be improvements made toward management rights and the percentage of the employee health insurance co-shares.

The Audit Committee recommends an across-the-board percentage increase in employee health insurance co-share to at least 20%. Please see the health insurance section of this report for additional comments relating to health insurance.
VII. Review of Financial and Administration Activities

1. Administrative Overview

As part of the Audit Team’s Performance Audit, the Audit Team reviewed various areas of the Cranston School Department’s administrative procedures and staffing (central office) to determine the effectiveness and efficiency of the financial and administrative activities. The Audit Team attempted to review the administrative departments of Information Services and Financial Applications at the City to determine if there were additional savings that could be achieved by combining activities for the City and School at a central location. Unfortunately, the City did not cooperate with the Audit Team and denied the Audit Team access to these City Departments.

As part of its review, the Audit Team evaluated the staffing levels at the central office. Two of the central office director’s positions (Executive Director of Educational Program and Services and Executive Director of Pupil Personnel & Curriculum) and their support staff were reviewed in detail as part of the Special Education section of this report. Within this section of the report the Audit Team reviewed the staffing in the offices of the following administrators.

a. Superintendent and staff
b. Assistant Superintendent and staff
c. Chief Operating Officer and staff
d. Chief Financial Officer and staff

The Audit Team concluded that the current staffing in these four offices is reasonable and the administrative staffing cuts previously made (in FY 2008 and 2009) in these offices were justified and appropriate.

2. Budgetary Review

The Audit Team determined the School Committee’s annual budget format has been a source of frustration and bewilderment for City Council members and the public for many years. The Audit Team found the budget format is difficult for elected officials and citizen to understand. The approximately 2,000 individual line items format provides two years of actual expense, the current year budget and the requested budget.

The Audit Team identified four areas that needed improvement in the current budget:

1) Simplification,
2) Clarity,
3) Summarization of important data and
4) Sufficient detail so as to allow appropriate and optimum budgetary decisions.

The Audit Team believes these improvements will assist everyone, including the School Committee.


> **Recommendations:**

A. The Audit Team recommends the School Committee prepare its annual budget in two different formats: 1) the conventional presentation, with four levels of summarization, and 2) a “need to have” budget format.

The conventional format would begin with a simple snapshot of the budget broken down by the categories of total salaries, benefits, purchased services, materials, capital and other. The second layer of the budget would be a one line summary of the budget by location (school)/department. The third layer would provide the location (school)/department budget broken down by salaries, benefits, purchased services, materials, capital and other. The fourth layer would be the current line item detail budget.

The “need to have” budget format would be divided into two sections: 1) items that are required by law, regulation and/or contract “must have” and 2) items that exceed the requirements of law, regulation and contract “nice to have” or “discretionary”. The “must have” items would follow, for the most part, the BEP requirements. The “nice to have” items would be listed in the budget in a prioritized order by value to the School Committee. This would serve as a road map to making the proper budgetary decisions to achieve the maximum benefit for the appropriated dollars. The body of the report goes into some additional observations and recommendations.

3. Student Transportation

Almost all R.I School Districts out-source their busing contracts. Although the Audit Team was advised by the School’s administration that the Cranston School transportation program has shown itself to be a very cost effective program, the Audit Team respectfully disagrees. Given the transportation costs in FY 2008 were in excess of $6,500,000 (including fringe benefits) it is clear to the Audit Team that this is a very costly item in the District’s operating budget and it deserves a careful evaluation.

For this section of the engagement, the Audit Team analyzed the accounting data provided by the School, met with and discussed the operations of the Cranston in-house bussing program with the supervisor of the program, and reviewed bussing operations with regional management of First Student (a private school bus operator). After these reviews it was obvious to the Audit Team a full analysis of the current in-house bussing program would have been costly and not the best use of the District’s resources.

Instead of analyzing the costs of the in-house transportation program, the Audit Team recommends the best way to determine the financial effectiveness of the in-house program is to compare it to the cost of outsourcing the program. Therefore, the Audit Team recommends the District prepare a request for proposal (RFP) as soon as possible and send it to qualified firms.
It is very important to recognize that the cost of an in-house bussing program includes many costs frequently overlooked by those comparing the costs of an in-house program to outsourcing; such as the replacement cost of busses (which has been neglected for years by the Cranston School District). For a detailed review of the costs and concerns identified by the Audit Team relating to the in-house bussing program please refer to Section VII - 3 “Student Transportation” in the body of this report.

It should also be noted RIDE is instituting a statewide regionalized student busing system for special education and private school students. Cranston is implementing this program in FY 2010 and has budgeted $600,000 in annual savings as a result of this participation. If Cranston can save $600,000 per year outsourcing its special education and private school bussing, one would expect Cranston could save even more outsourcing its entire in-house bussing.

4. Computer Technology

The School Department’s IT department is split into 3 different sections at 3 different locations. The sections are as follows:

1) The largest and most substantial computer section is the one that provides the day to day business office operations such as handling the accounting functions of payroll, accounts payable, purchasing, etc. This section has the most employees and is located in the basement of the Briggs building.

2) The computer hardware/software support section is a very small space and staff. It is also located in the Briggs building across from the main computer room servicing the business office. The main purpose of this section is to provide a help desk for users and technical assistance at the schools. This section also maintains the District’s in-house email system.

3) The Student Information Group’s operation is housed in the basement of the Horton Building which is by far the best computer housing space in the District. They maintain student information on an internet-based computer system.

The Audit Team’s intent was to obtain access to the City’s computer operations so that a determination could be made as to the possibility of joint savings by combing the City and School computer operations. Unfortunately, the Audit Team was not permitted to review the City’s computer operations, so no calculation of the possible savings from a combined computer system could be made.

Although the split functions and sections work well with limited resources, it does seem they function as separate identities and not as a cohesive computer division. The Audit Team found the biggest problem for all three locations is the lack of proper infrastructure. The combination of the three sections into one coordinated computer division at one location would increase the functionality of all three and most likely cut the overhead cost of each.
The Audit Team has identified 6 recommendations that would improve the District’s computer operations, improve efficiency, improve security, provide staffing cross training and in the long run reduce costs. See the Computer Section of this report for the details.

5. Central Supply

Given today’s technology and the delivery capabilities of office product suppliers there is no longer a need for a Central Supply function in a school district. The Audit Team noted in its interim report that discontinuance of the Central Supply function at the Cranston School District would eliminate two custodial positions for an approximate savings of $90,000.

The School Committee implemented this recommendation and eliminated Central Supply in the FY 2010 budget. The transfer of the two custodians to vacant positions saved the District approximately $90,000.

6. Food Services

Like Transportation, the Audit Team recommends the District immediately request proposals to outsource its food services operation (school lunch program). In FY 2008 the school lunch program generated $2,642,089 in revenues but incurred $2,878,284 in expenditures resulting in a deficit of $236,195.

For this section of the engagement, the Audit Team analyzed the accounting data provided by the School, reviewed personnel by site, food costs by site and discussed the operation of the program with the School’s CFO and program manager. The Audit Team also had discussions with representatives of a private school lunch operator.

Management represented that the operating loss is largely caused by the food nutrition requirements that do not allow the sale of items such as soda or French fries. Furthermore, the free and reduced lunches result in additional program losses. Nevertheless the school’s management did not offer a plan to balance their budget.

The Audit Team determined that the previous practice in the elementary and middle schools of having the students preorder and pay for their lunches in the homeroom period had been discontinued in a labor negotiation settlement. In addition, this resulted in the poor utilization of food and the hiring of additional 3 hr. employees at each site to collect the funds. It has been represented that this one change costs approximately $80,000 per year (which is about one third of the FY 2008 loss).

At the request of the Audit Team, the school lunch private contractor offered to assist the school department in preparing bid specifications if the school committee publically voted to consider outsourcing the lunch program. This was not done.
Instead, the School Committee chose to establish an internal committee to evaluate the food service function. The internal committee consisted of two school committee members, the superintendent, the executive director of finance, the food service director, the union president, and one parent. The internal committee prepared and presented a plan to the School Committee which it believed would address the problem.

It is unclear at this time as to the cost savings/revenue enhancement potential of the internal committee’s plan. The only expressed cost reduction in the Food Service Fund is by eliminating the full cost allocation of various school personnel involved in the delivery of lunches and food supplies. Under this plan the costs would revert to the School’s General Fund, so there would be no overall savings just cost shifting.

➢ Recommendations:

A. The Audit Team recommends the School Committee vote to consider outsourcing and to immediately begin the bidding process. The bid documents will need to provide the vendor with the possibility of generating at a minimum a no cost scenario for the School Department. In other words, the bid document must encourage an entrepreneurial approach.

B. A system needs to be developed at the elementary and middle schools to reinstitute the preorder and prepay process in order to save the extra $80,000 caused by the elimination of this process.

C. Food price increases or selection reductions should be considered.

7. Health and Dental

The Audit Team has reviewed the 2008 Group Health Insurance Program Audit Report prepared by Mr. Kevin D Walsh, MBA LIA. The Audit Team was impressed with this 2008 health insurance report and the extensive list of savings provided by Mr. Walsh.

In its interim report, the Audit Team recommended that if the employee co-share of health insurance premiums of at least 5% was implemented it would save the District approximately $1,200,000 (per Mr. Walsh’s calculations). This recommendation was before any re-negotiation of union contracts by the School Committee.

Since the Audit Team’s Interim Report, the School Committee has taken significant steps to exceed the recommended savings. The School Committee should continue its efforts in this area until all employees are paying at least a 20% co-share of their health insurance premiums. Since a 5% increase resulted in a $1,200,000 savings; a 20% co-share if implemented would provide a savings of approximately $4,800,000.

The Audit Team also recommends that the School Committee review all of the current health insurance benefits. Some relatively small changes in co-pays, such as doctor office visits increased from $15 to $20, can result in savings of approximately $250,000.
VIII. Health and Safety of Pupils: Standard for School Buildings/Annual Approval Process

Although this is the last section of the report it could very well be the most important. The Audit Team determined while visiting the various schools within the District that several health and safety issues arose. The Audit Team reviewed the requirements of RI State Laws 16-21-3, Standards for School Buildings and 16-21-3.1 Approvals. Further, the Audit Team reviewed the inspection reports submitted by the local Fire Chief, the City Building Inspector, the Safety Inspection Certificates submitted by the Department of Labor and Training for the District’s Schools and the CAC/TC and the State Fire Marshall’s inspection report for the CAC/TC. However, the Audit Team did not receive copies of inspection reports that were submitted, or should have been submitted, by the Director of the State Department of Health for all of the District’s schools and the CAC/TC or a copy of a building inspection report submitted by the State Building Commissioner for the CAC/TC.

➢ Conclusion:

After review of the inspection certificates submitted by the City Building Inspector and the local Fire Chief; and the unavailability of inspection reports from the Director of the State Department of Health and the State Building Commissioner the Audit Team was left with the obvious conclusion that the District did not comply with the requirements of State Laws 16-21-3 Standards for School Building and 16-23-3.1 Approvals. These laws require the Superintendent of Schools to ensure that the District’s Schools are not opened until notification is received by August 1st from the agencies, mentioned in RIGL 16-21-3, that the schools are in compliance with their respective codes. These findings are explained in greater detail in the body of this report.
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II. Introduction

This Performance Audit Report (Report) contains a description of the programs and systems examined and the Audit Team’s findings, observations and recommendations resulting from the Performance Audit completed in accordance with Generally Accepted Governmental Auditing Standards (GAGAS). The members of the Audit Team (three of which are Certified Public Accountants) were approved by the State Auditor General.

The Audit Team noted the Basic Education Plan (BEP) and the Cranston School District’s own existing contracts require a certain level of funding to be in compliance with law, regulation and/or contract. This Report considered all expenditures in excess of these required levels of program spending as discretionary and worthy of further analysis. In addition to reviewing the discretionary dollars, the Audit Team has also reviewed and evaluated areas where, in the Audit Team’s opinion, additional action is required by the School Committee to allow the Cranston School District’s administration to operate with increased efficiency.

Discretionary education dollars are defined by the Audit Team as budgeted dollars that are not part of core programming, nor required by contract, the BEP or other applicable federal and state law/regulation. All districts require significant discretionary dollars to support their educational program. These dollars are more difficult to obtain, but once assigned are maintained in the district budget regardless of the effectiveness of the program because of staff and/or power group support. The mark of a good school district is often how the district uses such dollars and the ability to move such funds to support critical district needs in a flexible and effective manner.

The total estimated savings identified by the Audit Team in this report, if all recommendations were implemented, is in excess of $6,000,000. Of course, not all recommendations can be implemented immediately, and therefore, the savings can only be realized over time. Further, although some of the recommendations will eliminate waste, many of the items listed in this report must be supported by a change in policy and/or priority.

The Audit Team realizes any changes in the existing operations and educational program are the full authority and responsibility of the Cranston School Committee (CSC) under Title 16 of the General Laws of Rhode Island. The CSC, in turn, is limited in making some immediate changes by law or contract until a window of opportunity occurs. Two such windows of opportunity are 1) the March 1 notification for certified staff layoffs and 2) the end of the term of existing staff contracts.

The Audit Team believes changes, such as the ones which would result with the implementation of the recommendations in this report, should be the subject of public policy debates at all levels of government. The residents of Cranston know what is in their best interest and will see that it is accomplished. The Audit Team believes this report will be a catalyst for discussion among all interested parties.
The remainder of this report will provide the Audit Team's observations, findings, and recommendations which were developed as a result of the Audit Team's Performance Audit of the Cranston School District. Each area discussed includes a description of the current programs and systems, the Audit Team's evaluation of that system and appropriate observations, findings, and recommendations.

Please note all recommendations relating to specific certified staffing were valued using an average cost per full time teacher (including benefits) of $61,250. This amount is the salary cost of a 4th step teacher with an advanced degree plus 25% for employee benefits. The actual savings could be greater or less dependent upon the actual teacher eliminated. The Audit Team has calculated the cost impact of each recommendation using this cost only to give the reader an idea of the magnitude of the adjustment. Actual savings may be less as a result of other cost items increasing in the short term.
III. THE AUDIT TEAM’S FINDINGS IN ITS INTERIM REPORT

Purpose of Interim Report

The Audit Team had completed a significant portion of the Performance Audit fieldwork by February 28, 2009 and the Team realized at a meeting in December 2008 that if the Performance Audit were not completed in February 2009 and then the final Performance Audit Report (Report) was not drafted in March 2009 that the Final Report would be too late to assist the Cranston School Committee in the preparation of its FYE June 30, 2010 budget.

It has always been a major concern of the Audit Team that another school year not pass without providing the financial guidance to the Cranston School Committee. The Team therefore unanimously agreed an “Interim Report” dealing with many of the financial issues that had been observed during the Team’s Performance Audit fieldwork should be prepared to provide the School Committee guidance for the FY 2010 Cranston School District budget.

Scope of the Interim Report

The Interim Report dealt with those financial issues that required action by the School Committee in advance of the start of the June 30, 2010 school fiscal year. Further, for the most part, the individual recommendations in the Interim Report were in compliance with Law, Regulation and Contract. Nevertheless, the Audit Team was aware of numerous actions around the State of Rhode Island that may have changed Law and Regulation and in some cases even violated contracts. However, the Audit Team felt the Interim Report should provide adjustments that were within the control of the School Committee without requiring the School Committee to break any Law, Regulation or Contract.

School Committee Budgeting Actions for the FYE June 30, 2009 Budget

The Cranston School Committee identified $1,122,926 of additional revenue and $1,080,787 of budget cuts for a total of $2,203,713 in an attempt to offset the June 30, 2009 projected budget deficit of approximately $4.6 million dollars. The School Committee was continuing at the time of the Interim Report to reduce the FYE June 30, 2009 projected deficit by reviewing salary savings (commonly referred to as turn-over allowance); health and dental insurance savings; additional Medicaid reimbursement and other lesser items. The School Committee was hopeful (but not successful) that it could reduce the June 30, 2009 projected deficit to less than $1,000,000.
It would be inappropriate in this report to provide a detail list of all of the adjustments made by the School Committee for FY 2009 but a few of the more noteworthy reductions in personnel were as follows:

<table>
<thead>
<tr>
<th>Item</th>
<th>Savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Eliminate Elementary Library Secretaries</td>
<td>$54,577</td>
</tr>
<tr>
<td>2. Eliminate the School Committee Secretary (1/2 Year)</td>
<td>25,658</td>
</tr>
<tr>
<td>3. Did Not Replace Assistant Principal – East</td>
<td>95,506</td>
</tr>
<tr>
<td>4. Did Not Replace Secretary – East</td>
<td>54,495</td>
</tr>
<tr>
<td>5. Did Not Replace Assistant Principal – CACTC</td>
<td>79,912</td>
</tr>
<tr>
<td>6. Eliminated Secretary – CACTC (1/2 year)</td>
<td>29,139</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$339,287</strong></td>
</tr>
</tbody>
</table>

**Interim Report Performance Audit Findings**

In order to cost out the audit findings the Audit Team noted the individual currently in the position may not, and most likely will not, be the individual eventual terminated. Therefore, the Audit Team calculated a salary and fringe savings amount that would represent a more likely savings from the elimination of a certified position. The Audit Team calculated the expected salary savings on average will be the cost of a 4th step teacher with advanced degrees (approximately $49,000) plus fringes of 25% for a total savings of $61,250. The Audit Team noted the savings could be even greater if the individual currently in the positions retired.

The following savings recommendations totaling $3,553,635 were proposed in the Interim Report:

<table>
<thead>
<tr>
<th>Item</th>
<th>Savings</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Elementary School Guidance Counselors</td>
<td>$269,500</td>
</tr>
<tr>
<td>2. String and Band Music Program</td>
<td>306,360</td>
</tr>
<tr>
<td>3. The Enrichment Program</td>
<td>306,360</td>
</tr>
<tr>
<td>4. Middle School Sports</td>
<td>123,470</td>
</tr>
<tr>
<td>5. High School and Middle School Extracurricular Activities</td>
<td>100,000</td>
</tr>
<tr>
<td>6. High School Sports</td>
<td>130,000</td>
</tr>
<tr>
<td>7. Special Education – District Level</td>
<td>250,000</td>
</tr>
<tr>
<td>8. Special Education – Program Level</td>
<td>526,750</td>
</tr>
<tr>
<td>9. Central Supply</td>
<td>90,000</td>
</tr>
<tr>
<td>10. Saturday Detention at the High School</td>
<td>15,000</td>
</tr>
<tr>
<td>11. Food Service</td>
<td>236,195</td>
</tr>
<tr>
<td>12. Health and Dental Savings</td>
<td>1,200,000</td>
</tr>
<tr>
<td><strong>Total Savings</strong></td>
<td><strong>$3,553,635</strong></td>
</tr>
</tbody>
</table>
The Audit Team determined that the School Department achieved savings from implementing, in whole or part, many of the items listed above in FY 2009 and as part of its FY 2010 budget processes. That said: the largest savings achieved in the 2009 budget came from the School Committee’s decision to move the 6th grade from the Middle Schools back to the Elementary Schools. For details see the FY 2009 Elementary and Middle School Housing Plan section of this report.

Most of the above items are explained in greater detail in the following sections of this Report. The Audit Team concluded that, for the most part, the Interim Report was helpful to the Cranston School Committee in FY 2009 and in the preparation of its 2010 budget. The Audit Team is hopeful the additional findings, observations and recommendations in this Performance Audit Report will be helpful to the City, the City Council and the School Committee.
IV. FINANCIAL UPDATE REQUIRED
BY THE SUPERIOR COURT
(2008 CARUOLO)

It was concluded by the Audit Team that this Performance Audit Report should address Judge Savage’s requirement on the “Mayor or the School Committee” regarding the FY 2008 maintenance of effort. Specifically, Judge Savage stated the following in her Order:

“Finally, this Court holds in abeyance Count V of the Mayor’s complaint, subject to the filing of the requisite corrective action plans, completion of the joint financial and program audit for fiscal year 2008-2009, any other analysis for fiscal year 2007-2008 and further proceedings in this action.” (See page 39 of the Order)

Count V of the Mayor’s Complaint sought the Court to declare that “based on the City Council’s fiscal year 2007-2008 appropriation of $85,413,637, the maximum amount the City Council may directly appropriate for fiscal year 2008-2009, pursuant to the cap statute ….. is $89,684,318. The Court addressed this further in its Order on page 36 when it stated that:

“Thus if the Mayor or the School Committee would like to establish a maintenance of effort figure in excess of the original appropriation, the question to be answered is whether the amount appropriated by the City Council for the fiscal year 2007-2008 was sufficient for the School Committee to operate its schools with a balanced budget while meeting the minimum requirements under law, regulation and contract. The quantum of proof at such a hearing must be the type of evidence a “financial and program audit” would reveal. Only with that evidence can a determination be made of a municipality’s minimum funding obligations.”

The Audit Team does not exclusively represent either the Mayor or the School Committee. However, the Audit Team did address the question posed above by the Court of what was the appropriate FY 2008 appropriation. To determine the appropriate appropriation the Audit Team reviewed 1) the findings in its February 15, 2009 Interim Report, 2) the additional financial findings in this Performance Audit Report and 3) the actions taken by the Cranston School Committee to address its FYE June 30, 2009 budget deficit.

The Audit Team has calculated the increase in the appropriation for the fiscal year 2008 would have been “sufficient for the School Committee to operate its schools with a balanced budget while meeting the minimum requirements under law, regulation and contract.” The Audit Team concluded that the School Committee could have reduced its FY 2008 budget to the level calculated by the Audit Team by taking the necessary management steps in FY 2007 and FY 2008.
To make its calculation of the necessary FY 2008 appropriation the Audit Team started with the amount of the deficit determined by the parties and included in the decision of the court of $4,496,344. From that amount the Audit Team has subtracted the savings which, in the Audit Team’s opinion, could have been implemented by the School Committee in FYE 2008.

First the Audit Team reviewed the proposed savings in the Audit Team’s Interim Report to determine if those savings could have been achieved by the School Committee in FY 2008. The Audit Team concluded that many of the savings noted in the Interim Report could have been obtained in FY 2008. The Audit Team reduced the FY 2008 deficit by these items as shown in the following table.

Next, the Audit Team reviewed the additional savings presented in this Performance Audit Report to determine if any of those savings could have been implemented in FY 2008. The Audit Team took into consideration the District’s FY 2007 financial status (which was a surplus), as well as the set-up and implementation time required before these Performance Audit Report savings could be achieved. The Audit Team concluded that the additional savings in this Performance Audit Report could not have been implemented in FY 2008.

The audit Team then reviewed the savings achieved by the School Committee in FY 2009 to determine if any of those savings could have been achieved in FY 2008. The Audit Team determined that many of the 2009 adjustments and savings were in fact achieved in 2008 and therefore no additional adjustment from the 2009 list of savings was appropriate to reduce the Audit Team’s calculation of the FY 2008 appropriation.

It is important to note that the majority of the FY 2009 savings achieved by the School Committee was the result of the relocation of the 6th grade students. This change resulted in significant savings (in excess of $1,000,000) but the implementation of the change required a great deal of upfront work and planning. Further it was disruptive to many students and their families.

Given the School Committee’s positive financial position in FY 2007 it is understandable why this type of student disruption was not considered. It wasn’t until both the State and the City level funded the School Committee for FY 2008 that the School Committee was faced with having to make some very difficult choices. The disruption of an entire grade of students and their families would not have been reasonable in FY 2007 when the FY 2008 budget was being prepared.

Lastly the Audit Team noted that the deficit in FY 2008 was approximately $300,000 less than anticipated by the parties and the court. Therefore the Audit Team reduced the starting amount for its calculation by $300,000.

The following schedule shows the Audit Team’s calculation of the additional appropriation needed to allow the School Committee to operate its schools with a balanced budget while meeting the minimum requirements under law, regulation and contract.
Calculation of the FY 2008 Additional Appropriation Needed to Comply with Law, Regulation and Contract

<table>
<thead>
<tr>
<th>Item</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning Balance</td>
<td>$4,496,344</td>
</tr>
<tr>
<td>Adjustment to actual results</td>
<td>(300,000)</td>
</tr>
<tr>
<td>Adjusted Balance</td>
<td>4,196,344</td>
</tr>
</tbody>
</table>

1. Elementary School Guidance Counselors (269,500)
2. String and Band Music Program (306,360)
3. The Enrichment Program (EPIC) (306,360)
4. Middle School Sports (123,470)
5. High School and Middle School Extracurricular Activities (100,000)
6. High School Sports (130,000)
7. Special Education - District Level (1/2 of Interim Report) (125,000)
8. Special Education - Program level (1/2 of Interim Report) (263,375)
9. Central Supply (90,000)
10. Saturday Detention at the High School (15,000)
11. Food Service (236,195)
12. Eliminate Elementary Library Secretaries (54,577)

Total Additional Appropriation Required for FY 2008 $2,176,507

Implementation of the FY 2008 additional appropriation (calculated above)

The Audit Team has reviewed the subsequent events relating to the School District’s cumulative deficit and determined the additional appropriation for FY 2008 of $2,176,507 when added to the maintenance of effort would have the following impacts:

A. The FY 2008 carryforward deficit would be reduced to $2,019,837 ($4,496,344 - $300,000 - $2,176,507).

B. As a result of the School Committee’s continuing efforts to reduce its deficit in FY 2009 the School Committee is now projecting a deficit for FY 2009 of approximately $2,800,000 (down from over $4,000,000 at the beginning of the year). With the increase in the maintenance of effort from FY 2008 the FY 2009 deficit would be reduced to approximately $623,493 ($2,800,000 - $2,176,507). Therefore the two year cumulative School Committee deficit would then be approximately $2,643,330 ($2,019,837 + $623,493).

C. The Audit Team understands that the School Committee has balanced its budget for FY 2010 with level funding from both the City and State, therefore an increase in the maintenance of effort carried forward from FY 2008 of $2,176,507 should result in a surplus for FY 2010 of $2,176,507 if all other budget items come to fruition.
D. The Audit Team understands that the 2010 surplus would go to partially offset the two year carryforward cumulative deficit and would result in a remaining three year cumulative deficit of only $466,823 (FY 2008 deficit $2,019,837; FY 2009 deficit $623,493; and FY 2010 surplus $2,176,507).

E. The Audit Team would expect the FY 2011 budget could be designed to reflect some of the additional savings identified in this Report so the remaining cumulative deficit at the end of FY 2010 would be eliminated and the School District could operate its FY 2011 school budget in balance without increasing the maintenance of effort in excess of the $2,176,507 carryforward from FY 2008.

Since the City has already paid the FY 2008 bills and most of the FY 2009 bills this maintenance of effort adjustment will not result in the City having to pay out any additional funds for FY 2008 and FY 2009 in excess of what it already has or intends to pay. Further, the City would not have to increase its cash outlay for the FY 2008 maintenance of effort carryforward of $2,176,507 in FY 2010 because the increase in funding would be applied against the $2,643,330 (FY 2008 deficit $2,019,837; FY 2009 deficit $623,493) payable to the City by the School Department to cover its cumulative deficit.

Conclusion

If the Audit Team's recommendations in this Report are implemented, except as noted below, it is possible the School Committee will be able to operate its FY 2010 and FY 2011 budgets without an increase in the City appropriation beyond the FY 2010 adjusted maintenance of effort (which includes the $2,176,507 increase from FY 2008). The Audit Team believes the proposed adjustment to the FY 2008 maintenance of effort is both reasonable and appropriate given the state of the schools' finances in FY 2007 (when the FY 2008 budget was being developed) and the commendable efforts made by the School Committee to significantly reduce its own deficits over the past three years.

**Maintenance of Effort as Defined by City Council Audit Team Representatives**

The Audit Team unanimously agrees the Cranston School Department could have reduced its FY 2008 operating expenditures by $2,019,837 (per Page 30, Item A) and maintained compliance with Law, Regulation and Contract.

However, the Audit Team is divided on its opinion in reference to the calculation and application of a maintenance of effort opinion for FY 2008 as detailed on pages 30 and 31 of the Performance Audit Report. Representatives of the Audit Team appointed by the Cranston City Council have calculated Maintenance of Effort opinion predicated on the following:
1. The Superior Court decision and subsequent Supreme Court decision which dismissed the Caruolo action filed by the Cranston School Committee for FY 2008.

2. The City Audit Team representatives are in agreement with the method of calculating the additional Maintenance of Effort. However, we disagree with the application of FY 2008 as the base year for calculation of additional appropriation necessary to comply with Law, Regulation and Contract which in turn will convert (by Law) into an annual Maintenance of Effort Appropriation. Rather, we concluded the calculation of an additional appropriation necessary to comply with Law, Regulation and Contract should use FY 2009 as the base year.

The City Audit Team representatives believe that an increase in the appropriation for FY 2009 would have been sufficient for the School Committee to operate its schools with a balanced budget while meeting the minimum requirements under Law, Regulation and Contract had the School Committee implemented the proposed program reductions as listed in the table below.

3. **Calculation of Maintenance of Effort Opinion**

To make its calculation of the necessary FY 2009 appropriation the Audit Team members representing the City started with the amount of deficit determined by fund balance as presented in the FY 2009’s annual audited financial statement. According to the annual audited financial statements the School had an operating deficit of $3,563,469. From that amount the Audit Team has subtracted the savings which could have been implemented by the School Committee in FY 2009.

The City Audit Team representatives excluded the food service program deficit of $236,195 (Item #11 on Page 30). The Food Service Program is not part of the school unrestricted operating fund, rather is considered a separate enterprise fund. Enterprise funds are funds which account for operations that are financed and operated in a manner similar to private business enterprises. The intent of the governing body is that costs (expenses) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges. Deficits in this fund should be handled like private business and should be repaid using debt, cost reductions or price increases.

The City’s Audit Team representatives reviewed the proposed savings in the Audit Team’s Interim Report to determine if those savings could have been achieved by the School Committee in FY 2009 and concluded that many of the savings noted in the Interim Report could have been obtained in FY 2009. The FY 2009 deficit has been reduced by those items as shown in the table below.

The following schedule shows the City Audit Team’s calculation of the additional appropriation necessary to allow the School Committee to operate its schools with a balanced budget while meeting the minimum requirements under Law, Regulation and Contract for FY 2009.
AUDITED DEFICIT AS OF JUNE 30, 2009 $ 3,563,469

AGREED-UPON REDUCTIONS
1. Elementary School Guidance Counselors (269,500)
2. String and Band Music Program (306,360)
3. The Enrichment Program (EPIC) (306,360)
4. Middle School Sports (123,470)
5. High School and Middle School Extracurricular Activities (100,000)
6. High School Sports (130,000)
7. Special Education - District Level (1/2 of Interim Report) (125,000)
8. Special Education - Program Level (1/2 of Interim Report) (263,375)
9. Central Supply (90,000)
10. Saturday Detention at the High School (15,000)
11. Eliminate Elementary Library Secretaries (54,577)

TOTAL AGREED-UPON REDUCTIONS (1,783,642)

FY 2009 RECOMMENDED ADDITIONAL APPROPRIATION $ 1,779,827

4. Deficit Plan Reduction

The City and School Department have a responsibility to develop a Deficit Reduction Plan for FY 2008 and FY 2009 as required by RIGL §45-12-22.3. This law provides that if at the end of the fiscal year, the CFO determines that a deficit is likely to occur, the municipality must immediately develop a plan to eliminate the deficit. For FY 2008 and FY 2009, the City and School Department did not comply with this requirement.

FY 2008 reported an audited deficit of $5,782,518 (per page 78 of the June 30, 2008 Comprehensive Annual Financial Report (CAFR)). Total audited deficit as of June 30, 2009 is $3,563,469 (per page 73 of the June 30, 2009 CAFR).

City Audit Team representatives recommend the City increase the School Department’s appropriation FY 2010 by $1,393,515 to compensate for Deficit Reduction Plan repayment (DRP for FY 2008 is $1,036,786 and DRP for FY 2009 is $356,729). This increase is not considered Maintenance of Effort and will terminate upon completion of the repayment of the scheduled Deficit Reduction Plan. This additional funding is considered non re-occurring and is automatically eliminated upon repayment of the scheduled repayment from the underlying deficit reduction financing.
The following table shows the proposed Deficit Reduction Plan (DRP). This additional funding would be reported as revenue and would result in a surplus at the end of each year. The additional surplus would then be used to repay the outstanding loan to the City. This additional appropriation is non-re-occurring and would terminate after the loan was fully repaid.

<table>
<thead>
<tr>
<th></th>
<th>FY 2008</th>
<th>FY 2009</th>
<th>FY 2010</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2008</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>FY 2009</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>FY 2010</td>
<td>1,036,786</td>
<td>356,729</td>
<td>-</td>
<td>1,393,515</td>
</tr>
<tr>
<td>FY 2011</td>
<td>1,036,786</td>
<td>356,729</td>
<td>-</td>
<td>1,393,515</td>
</tr>
<tr>
<td>FY 2012</td>
<td>1,036,786</td>
<td>356,728</td>
<td>-</td>
<td>1,393,514</td>
</tr>
<tr>
<td>FY 2013</td>
<td>1,036,786</td>
<td>356,728</td>
<td>-</td>
<td>1,393,514</td>
</tr>
<tr>
<td>FY 2014</td>
<td>1,036,786</td>
<td>356,728</td>
<td>-</td>
<td>1,393,514</td>
</tr>
<tr>
<td>FY 2015</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>TOTAL</td>
<td>$5,183,930</td>
<td>$1,783,642</td>
<td>$-</td>
<td>$6,967,572</td>
</tr>
</tbody>
</table>

The following table represents FY 2009 and 2008 financial information as presented in the City of Cranston’s Annual Audited Financial Statements. The City Audit Team representatives recommend a FY 2009 additional appropriation of $1,779,827 reducing the FY 2009 fund deficit from $3,563,469 to $1,783,642. This additional appropriation would reduce the cumulative fund deficit from $8,747,399 to $6,967,572.

<table>
<thead>
<tr>
<th>Fund Balance at June 30, 2007</th>
<th>Total Revenues</th>
<th>Total Expenditures</th>
<th>Total Appropriations</th>
<th>Fund Balance</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2008</td>
<td>39,351,886</td>
<td>(130,548,041)</td>
<td>85,413,637</td>
<td>(5,782,518)</td>
</tr>
<tr>
<td>FY 2009</td>
<td>37,273,021</td>
<td>(127,250,127)</td>
<td>86,413,637</td>
<td>(3,563,469)</td>
</tr>
</tbody>
</table>

Fund Balance at June 30, 2009 $ (8,747,399)
V. REVIEW DISTRICT LEVEL ACTIVITIES

1. School Committee Policy Manual

Section 16-2-32 of the General Laws of Rhode Island states: “(a) all school committees in the state will have a policy manual. The policy manual will have all school committee policies in writing, properly indexed, and kept up to date. The policy manuals will be a source used to govern each school system. At least one policy manual will be available to the faculty and staff in each school library. At least one policy manual will be available for public reference at each administrative building and public library. (b) There is appropriated the sum of one hundred thousand dollars ($100,000), from money not otherwise appropriated, to the department of elementary and secondary education to implement a school committee/administrator training program.”

The Cranston School Committee has such a Policy Manuel divided into 9 sections as follows:

1000 Series – Community Relations  
2000 Series – Administration  
3000 Series – Business and Non-Instructional Operations  
4000 Series – Personnel  
5000 Series – Students  
6000 Series – Instruction  
7000 Series – New Construction  
8000 Series – Internal Board Policies  
9000 Series – By-Laws of the Board

Each section of the Policy Manual is properly indexed and each written policy is numbered in sequence. In some instances, Administrative Procedures follow the policy. The administrative procedures are indexed with the Policy number followed with the letter (ex.1111.1a).

In many instances, Policies do not have a law, regulation, or contract references that reflect the rational and need for the Policy. Further, some references are either incorrect or inconsistent with the Policy purpose. In addition, some Policies do not have a date of adoption.

1000 Series – Community Relations:

Of the 50 policies in this Series, 41 were adopted in 1972 with no evidence that these policies have been reviewed, revised and/or readopted in the last 36 years. Of the remaining 9 only 2 have been adopted in the last 10 years, 5 policies were adopted in the last 20 years and 2 others are over 30 years old. It would seem that this Series has not met the requirement of RIGL 16-2-32 as to keeping the Manual up to date.
2000 Series – Administration:

This series also has a majority of Polices dating back to 1972. Some of the policies address administrative positions that no longer exist. Policy #2450 “Review of Administration Decisions” adopted in 1972 is inconsistent with the existing contract rights of staff members. This is a Series which clearly needs to be reviewed, revised (whenever necessary), and readopted in a timely manner. Administrative management styles change with personnel and responsibilities change with new and revised laws and regulations.

Policy #2520 a-f Automated External Defibrillator (AED) Policy was adopted in 2006. However, part (a) of this policy includes a Program Coordinator who is not named. Other than the Purpose Section of the Policy, the remaining sections are merely a “how to use” document, which seems poorly placed in case of an emergency. Further, policies should not have this degree of specificity. Those responsible for implementing the purpose should be directed to do so without explicit directions. These explicit directions should be found with the device.

The Audit Team noted that there are no Administrative Policies indicating the relationship of the Cranston School Committee and the Laborers Charter School. Since there are many connections between the two and conflicts of interest are possible, detailed policies and procedures should be developed to clarify the proper relationships.

3000 Series - Business and Non-Instructional Operations:

This series of policies reflect a major problem relating to the written process used to produce the Cranston School Committee’s annual budget. The Audit Team believes this series of policies is crucial to the District as it should provide guidance as to how the District should prepare and present its annual budget.

The Audit Team noted that of the 9 policies in the Budget preparation section, 7 were adopted in 1972. The Audit Team is aware that there have been many changes in the budgeting process since 1972 which should be reflected in this section of the Policy Handbook.

Policy #3110 (Planning) has the legal reference of RIGL 16-7-26. The Audit Team noted that this Law was repealed in 1975.

Once again, the vast majority of the remaining policies of this series were approved in 1972. A few have been revised and re-adopted. Of the 55 policies in this series, 48 were adopted prior to 1980, including the entire section on Transportation.

4000 Series – Personnel:

The Audit Team believes this Series is in need of some structural as well as factual revision. Many of the policies are directly related to issues covered in the personnel agreements and contracts.
Given that contractual language changes on a regular base, a simple structural revision would be to incorporate all currently in-effect personnel contract language by reference in the Policy Manual. This would not only greatly reduce the need for such policies it would at the same time continuously maintain the personnel policies in an updated manner.

Two sections entitled “Appointment of Professional Staff (#4112, adopted 1982)” and Recruitment and Selection” of Non-Certified Staff (#4211, no date of adoption provided) are in direct conflict with the existing laws RIGL 16-2-11a(7) and 16-2-9a(13). These laws give the Superintendent the responsibility to appoint with the advice and consent of the School Committee. These two laws, giving the authority to appoint to the Superintendent, became law in 1988.

5000 Series – Students:

This series has been through revisions and additions; however confusion exists where more than one policy covers the same policy concern. For example, Section A3 “Suspension of Pupils” (1969) and Section D7 “Discipline/Punishment” (1976) and their attached administrative procedures cover some of the same issues. The Audit Team noted that one of the issues covered in both of the administrative procedures is “Due Process” however the specific procedures presented in each of the administrative procedures for “Due Process” are different.

The following is a non-exhaustive list of some problems with certain policies in this section:

Policy #5116 “School Census” Legal Reference is RIGL16-18-1. The Audit Team noted that RIGL 16-18-1-5 was repealed in 1976.

Policy #5124 “Guidance” (1983) still refers to junior high schools.

Policy #5132 “Dress Code” has a section on electronic devices. The Policy was last amended in 1994 long before cell phones were as commonplace as today.

Policy #5138 “Married/Pregnant Students” adopted in 1972 requests pregnant students to leave school as soon as the pregnancy interferes with their regular school activities and bans their return until suitable arrangements for the child have been met. This policy is inappropriate if not illegal.

Policy #5142 “Health” adopted in 1972 allows students to take medications without the presence of a certified nurse teacher which is clearly wrong.

Policy #5143 “Insurance” adopted in 1972 requires the School Committee to make available to students group accident insurance which is not provided.
6000 Series – Instruction:

This series of policies need to be reviewed, revised, omitted and added to as necessary. Many of the policies have no date of adoption, although many of these policies would fit with school operation in the 1970s. Some of these policies are part of contractual negotiations and could be covered if such contracts are included as policy by reference. The following is a non-exhaustive list of some problems with certain policies in this section:

Policy #6130 “Organization Plan” requires a grade arrangement that has changed at least twice since 1972.

Policy #6151 “Class Size” (no adoption date) is covered in the Teacher’s Contract, which should be made by reference part of the Policy Manual.

Policy #6154 “Homework” adopted in 1982 seems to place extracurricular activities above instructional techniques such as homework.

Policy #6161.2 “Acceptable Use Policy” adopted in 1997 should be reviewed on a regular basis and revised as necessary due to the rapid changes in the use of the internet and advances in computer technology.

Section 4 of this series of policies “Vocational Instruction” was adopted in 1976 and needs major revision.

7000 Series – New Construction:

Of the 29 policies in this series, 27 were adopted in 1972. With respect to the remaining 2, one was adopted in 1977 and the other in 2007. All of the policies in this section need to be reviewed with respect to current law, regulation and the Cranston City Charter. The existing policies seem to give certain responsibilities to the School Committee usually reserved to the City Council.

8000 Series – Internal Board Policies:

Of the 18 policies in this series all but 5 were adopted in 1969. These “Board Policies” need the support of the entire School Committee since they represent the manner in which the School Committee takes action and passes resolutions for implementation. At the very least, the School Committee should review the existing “Internal Board Policies” and revise them as necessary and add policy if needed after each School Committee election.

9000 Series – Bylaws of the Board:

The first Policy of this Series is Policy #9110 “Number of Members and Terms of Office” was adopted in 1993 and states there are 5 non-partisan members. Since the Cranston School Committee presently has 7 members this policy is obviously out of date and inconsistent with the existing City Charter.
It is very important to note that Bylaws should be reviewed and either readopted, revised, or added to as needed on a regular basis. New members need to have full knowledge of the operational By-laws so they can properly govern and meet their legal responsibilities.

**Conclusion**

The Audit Team reiterates the fact that the Policy Manual must have all School Committee policies in writing, properly indexed, and kept up to date. This manual is the legal document that governs the District and it shows how the School Committee is to govern and what policies are in place to address the activities of the District. Incorrect, outdated, and illegal policies can result in law suits that can be very detrimental to the School District and the City. The Audit Team recommends the School Department address this very important weakness as soon as possible.

2. **Central Administration**

There are 6 central administrator positions in the Cranston School Department as follows:

- a) Superintendent
- b) Assistant Superintendent
- c) Chief Operating Officer
- d) Chief Financial Officer
- e) Executive Director of Educational Programs & Services
- f) Executive Director of Pupil Personnel & Curriculum

The responsibilities and job descriptions of each administrator will be addressed in detail in this section of the report. The staff reporting to these individuals will be reviewed later in the report as part of the overall Administrative Overview and Staffing sub-section of the Financial and Administrative Review section of the report.

The Organization Chart shows a Superintendent of Schools with the other five administrator positions reporting directly to that position. The five positions make up an Administrative Council (Cabinet) which advises the Superintendent. During the FY 2009 the cabinet members operated with a high degree of independence with minimum over site from the Superintendent.

This particular management style, which gives a great deal of operational responsibility to the cabinet members, often leaves the Superintendent devoid of the necessary specifics to present to the School Committee, City Council and the public when conflicts regarding programs and budgets arise. This puts the Superintendent in a position of over dependence on his cabinet members to fill in the knowledge voids. In difficult financial times this leaves the Superintendent vulnerable to opinionated attacks.
Superintendent

The duties and responsibilities of a Superintendent within the State of Rhode Island are enumerated in Title 16 of the Rhode Island General Laws (16-2-11). Title sixteen requires the Superintendent complete 16 duties and responsibilities and further establishes the Superintendent as the Chief Executive Officer of the school system, responsible directly to the School Committee. While the hiring/firing of staff members is the sole responsibility of the Superintendent, the School Committee has the responsibility to give its advice and consent on all such actions.

The Superintendent also has the responsibility to construct and recommend an annual budget for presentation to the School Committee. Once approved by the School Committee the Superintendent is responsible for the implementation of the budget consistent with State Law and School Committee oversight. Although the Superintendent is held responsible for the expenditure side of the budget, he or she has virtually no control over the revenue side of the budget.

State law requires a school budget must be in balance (revenues to expenditures) while at the same time the budget must be compliant with all state and federal laws, regulations and educational mandates. During difficult financial times this becomes a major dilemma for school districts and may result in legal actions such as a Caruolo filing.

Assistant Superintendent

The duties and responsibilities of the Assistant Superintendent of Schools in Cranston are very specific in nature. These duties include, but are not limited to:

1) Direct administrative responsibility for school principals,
2) Emergency management,
3) Supervision of the attendance office,
4) Student information systems, and
5) Teacher and student registrations.

During the Performance Audit period, the Assistant Superintendent was chiefly responsible for the sixth grade realignment to the elementary schools and the contract negotiation of the new middle school program. In addition, the Audit Team noticed that the Assistant Superintendent was responsible for due process hearings and counseling of students as well as disciplinary administrative hearings for teachers.

Chief Operating Officer

The Chief Operating Officer (COO) is in charge of the Human Resources Office, employee benefits, payroll, technology services and athletics. The COO also represents the Administration in negotiations with the various employee unions.
During the recent “Caruolo” action the Audit Team noted that the COO was the only administrator who could clarify the layoff procedure and its implementation in detail. In a system as large as Cranston the COO position is critical for not only long range staffing decisions but also for the day to day personnel decisions which are necessary for the efficient operation of a school system.

**Chief Financial Officer**

The duties and responsibilities of the Chief Financial Officer (CFO) include the business operation of the School District including design and implementation of the school budget (under the supervision of the Superintendent), maintenance of books of original entry (cash receipts, disbursements, etc.), supervision of management information systems, Medicaid reimbursement, food services, supervision of plant and transportation operations and supervision of the energy management coordinator. In addition to the District’s budget, the CFO also develops and implements the budget for the District’s “independent” Charter School.

The food service and plant/transportation/energy management divisions have separate directors that report to the CFO. The office of the CFO implements purchase orders and pays invoices for these two directors, but the CFO has very little influence over the day to day operations of these two divisions.

It is important to point out that both the food service and plant/transportation areas of the budget have operated with sizeable yearly deficits. Yet, there has been little, if any, supportive management authority from the CFO to address and correct the on-going deficit problems. Most school systems in Rhode Island outsource their food service and transportation programs.

With respect to the Charter School, the CFO has direct responsibility for a budget that is intertwined with the District’s own budget with the potential for budgetary conflicts in staffing and programs. The District’s budget includes many costs which are incurred at the Charter School beyond the cost of the student tuitions paid by the District to the Charter School. These other added costs reduce the transparency to the total actual cost the Charter School puts on the Cranston taxpayers.

The Medicaid reimbursement program provides direct, non-restricted, revenue to the School Department. This revenue is derived from services rendered to students by the District in compliance with federal rules and guidelines. The District has assigned one clerk (on a part time basis) this responsibility. This clerk reports to the CFO and she determines the amount due from Medicaid and then she processes the claims in compliance with all federal rules and guidelines.

The vast majority of school systems have determined this activity is much too complex and important to complete in house. Therefore, most districts use a third party provider with expertise in the Medicaid federal reimbursement rules and regulations to process all claims to maximize the reimbursement to the district.
Executive Director of Educational Programs & Executive Director of Services and Pupil Personnel & Curriculum

The duties and responsibilities of these two executive directors are eclectic in nature with a number of their duties and responsibilities shared. The Executive Director of Educational Programs is responsible for school improvement and health; math and science for grades K-12; professional development grants; school libraries; English language learners; and Federal grants; among other programs.

The Executive Director of Pupil Personnel & Curriculum is responsible for Special Education, Early Childhood, IDEA, EPIC, Social Studies and English for grades K-12; among other programs. Together these two executive directors are responsible for the areas of educational programming which includes program and curriculum assessment and development. There have been as many as three special education directors responsible for special education that reported to the Executive Director of Pupil Personnel & Curriculum. The Audit Team concluded from its review that this organizational structure was inefficient and ineffective (See Special Education Section of this report for further analysis).

The Audit Team’s review of these two executive director positions resulted in several concerns. For example, the responsibilities of these two positions overlapped in critical areas and the assumption of the responsibility for these critical areas was not necessarily determined by the individual’s expertise which should be the main criteria. Instead, the specific program assignments were made based upon an equal distribution of the work load rather than the more preferable assignment of work based upon individual expertise for the assignment. The Audit Team determined that because the direct responsibility for the Special Education program and curriculum is shared between these two directors, the Special Education program has operated with confusion and inefficiency.

Another important observation made by the Audit Team was that school principals do not have direct involvement in either curriculum or special education activities. The role of principals within these two very important processes seems to be voluntary (based upon the principal’s own individual interest). The Audit Team recommends principal participation in these two very important activities be part of an integrated systematic professional involvement program based on a planned program of administrative support and leadership.

➢ Recommendations:

A. The Cranston Superintendent should be closely advised by cabinet members in all areas of the District’s operations and become competently conversant with all operational aspects of the school system.
B. Principals should receive increased professional development to provide them the tools and ability to deal directly with unruly students and to solve most disciplinary problems at the school level. This would limit central administrative involvement, except in the most difficult situations.

C. Principals must be directly involved on a professional level in both curriculum and special education needs through the development and implementation of administrative policies and procedures.

D. The Charter School Board of Directors should employ its own business manager to develop and implement its own budget separate and apart from the Cranston School Budget. All costs of the Charter School should be included in a reimbursement calculation which results in all costs of the Charter School being recovered through equal tuitions, on a per student basis, to all participating school systems.

E. The responsibilities of the Plant/Transportation/Energy (PTE) Director is far reaching and involves the budgeting and management of millions of dollars of the District’s annual budget. The Audit Team recommends that this position no longer report to the CFO but instead report to the COO for daily activities and the Superintendent for all policy matters. This can be done by having the PTE Director an ad-hoc member of the Superintendents Cabinet.

F. The Audit Team recommends a new Medicaid reimbursement process be established to maximize revenue collection. To do so, the Audit Team recommends the process be placed out to bid to obtain a qualified third party company.

G. The duties and responsibility of the two executive directors be re-evaluated and restructured with one executive director being responsible for all curriculum activities with the title of Curriculum Director and the second executive director being in charge of the Special Education Program with the title of Special Education Director (see the Special Education section of this report for greater details).

The Audit Team recommends that the Early Childhood Director report to the Assistant Superintendent for regular early education programs and to the Special Education Director for Special Education programs. Although the Audit Team prefers an individual has only one person he/she reports to in this case the Audit Team believes the split reporting is necessary and reasonable.
3. **FY 2009 Elementary and Middle School Housing Plan**

The Cranston School Committee, at its January 17, 2008 meeting, adopted a resolution authorizing:

"That the 6th grade classes would be housed in the elementary schools and that the middle school model will consist of the 7th and 8th grades commencing with the 2008-09 school year".

This housing plan was implemented to replace the existing Kindergarten (K) to Grade 5 housing plan and Grades 6-8 plan at the middle schools. This section of the School District Performance Audit was organized and implemented to review the results of this policy change. More specifically, the purpose of this effort was to determine if grades K-6 and 7-8 student housing plan implemented for the fiscal year ended June 30, 2009 has resulted in an efficient and cost effective use of existing classroom space and the personnel required to address the District’s student housing needs for the next five years.

The Audit Team’s review did not include an in depth evaluation of the functional adequacy of the District’s core (general) classrooms and alternative instructional/support services spaces or the physical condition of its elementary schools. However, these matters are generally addressed in the recommendation section of this report. Also, this specific review is neither an endorsement nor a rejection of the School Committee’s decision to continue operating all of the District’s neighborhood schools or the implementation of a grades 7-8 middle school.

Various documents and data were collected and reviewed to determine the enrollment capacities of the District’s elementary schools, core classrooms and those portable units used as regular classrooms or special services areas. Spaces allocated for special program areas such as special education, art, music, physical education, itinerant teacher instructional/service areas and computer rooms were not included in the calculation of the District’s enrollment capacity.

When special instruction classrooms are in session, the core classrooms from which students are removed to participate in special programs usually remain empty since there are no other students or teachers available to use the core classrooms. Therefore, use of these special rooms and teaching/service areas do not increase the overall enrollment capacity of a school building. Also, the enrollment capacity of portable classrooms is generally excluded from the calculation of the enrollment capacity of a school because they are not considered as permanent structures.

The Audit Team determined the cost of funding new construction or renovation projects to eliminate the use of the District’s portable classrooms is not an economically feasible option, at this time. Consequently, the reality of the District’s current financial status requires the continued use of portable units and the inclusion of their enrollment capacity in the calculation of total enrollment capacity of the District’s elementary schools until other housing options become available.
Scope of Work Performed

An elementary school survey instrument (See Exhibit SH1) was developed to collect the following data directly from the building principals:

- Available core classrooms
- Unused core classrooms
- Enrollment capacities by core classroom, building and district
- Regular grade teacher assignments
- Alternative (non classroom) areas used to provide instructional and support services
- Location and use of portable units (classrooms and special programs and services)
- Instructional supplies and materials storage areas

Please note the data collected in reference to Special Education staffing and Special Education class rooms are addressed in the Special Education section of this report.

At least one member of the Audit Team visited every school facility in the District, including the Charter School and the Early Childhood Center. However, only the elementary and middle school enrollments, contractual capacities and housing plans are addressed in this section of the report. Each elementary and middle school building was toured with the building principal and, on an alternating schedule, the Assistant Superintendent or the Director of Plant and Transportation.

During the school tours general discussions were held with the building principals and the central office administrator regarding such topics as daily operations, class room utilization, itinerant services areas, special program instructional areas, storage areas, office space, bus loading and unloading areas, custodial hours of work, daily building maintenance and housekeeping, and building conditions in reference to approved and future capital improvement projects where applicable.

The primary sources for developing the opinions and recommendations of the Audit Team regarding enrollment projections and estimated classroom needs for the next five years included 1) the data collected from the Elementary School Surveys, 2) enrollment data provided by the District, 3) the projection methodology presented in the New England School Development Council’s October 2007 Enrollment report (See Exhibit SH2), 4) 2007 school enrollment projections presented by the City Planner (See Exhibit SH3) and 5) School District’s October 2, 2008 enrollment report (See Exhibit SH4). Student contractual enrollment capacities were determined for each school and grade level by applying the teachers’ contract class size requirements of all the available core classrooms used to house K-6 students in the District’s 17 elementary schools.
The number of K-3 classrooms needed was determined using the Teachers’ Contract which provides a maximum class size requirement of 25 students per teacher. Grades 4-6 requirements were determined using the Teachers’ Contract class size maximum of 27 students per teacher. Pre-kindergarten classroom enrollment, number of rooms in use and number of teachers assigned is not addressed in this phase of the report.

The District-Wide Elementary School Survey data table (Exhibit SH5) was reviewed with the Assistant Superintendent of Schools and confirmed by the elementary school principals as an accurate presentation of the number of K-6 classrooms in use, the individual grade level enrollment capacities, and the number and full time equivalents (FTE) of the regular education teachers assigned to each elementary school by grade level.

Findings

1. Using the Elementary School Survey Data presented in the District-Wide Grade Level Summary Table (Exhibit SH5), and the District’s October 1st Enrollment report (Exhibit SH4) the Audit Team determined the following:

   a. The District had an October 2, 2008 K–6 enrollment of 5,338 students, a Pre-K enrollment of 52 and a total Pre-K through Grade 6 enrollment of 5,390.

   b. The District’s elementary schools (K-6) have a core classroom student contractual enrollment capacity (number of available student seats) of 6,595. Please note the calculated student enrollment capacity does not consider the alternative spaces currently used for the District’s special instructional and support services programs. If the District opted to use regular classroom space for these programs the enrollment capacity would decrease. This matter is further discussed in detail in sections 2 and 3 below.

   c. Subtracting the number of students (item “a” above) from the capacity (item “b” above) results in 1,257 unassigned seats which represents an available percentage of 19% and a utilization level of 81% of the District’s enrollment capacity.

   d. The District has a K-6 regular education teaching staff of 236 FTE positions which results in a District-wide ½ day K-6 average class size of 21 students.

   e. The District has 1.5 unassigned kindergarten classrooms out of a total available number of 19 Kindergarten rooms. Additional comments received from the Elementary School Survey Form were as follows:

      ➢ The Principal of Hope Highlands reported that the school has 4 rooms that are currently used for office spaces which could serve as regular classrooms in the future, if necessary.

      ➢ The principal of Daniel Waterman reported there are 2 undersized classrooms that have an enrollment capacity of 15 each which are currently used by reading, resource, guidance and art instead of general classrooms.
Please note the aforementioned District-Wide summary data (items a-d above) are also presented on an individual building basis on the detail summary data tables (Exhibit SH6).

2. The Audit Team observed that the elementary school principals have scheduled special education, health related services, reading, art, music, and physical education programs in alternative (non-classroom) areas such as conference rooms, offices, all purpose rooms, cafeterias, auditoriums, auditorium stage areas, large storage areas and, in at least two instances, a corridor to provide instructional, support and health related services for the aforementioned programs. This finding addresses these alternative areas.

Typically, when calculating the actual student instructional program enrollment capacity of the core classrooms, it is generally accepted practice to offset the short fall of special instructional program and support services rooms from the total student enrollment capacity of a school building. These core classrooms, if made available, could be used to house the school’s special subjects and support services programs. Listed below are the scheduling alternatives implemented by the elementary school principals to address the short fall of special instructional and support services rooms required to house the aforementioned special programs, and the estimated number of additional core classrooms that would be required to offset classroom short falls.

**Arlington** - Uses a cubicle on the auditorium stage for speech therapy; 4 classes of grade six are housed in 3 portable classrooms; library and music share space in one portable classroom (a two-sided unit); guidance counselor shares office space with a social worker, an ESL teacher and a school psychologist; a reading room set up in a closet; physical therapy services are delivered in regular classrooms (Estimated core classroom shortfall of 7).

**Chester Barrows** - All Special Service providers share 3 small offices/rooms (Estimated core classroom shortfall of 1).

**William Dutemple** - Music is taught on a rotating basis in the art room, library and the cafeteria; reading/Title 1 is taught in an “all purpose” room (Estimated core classroom shortfall of 2).

**Eden Park** - Has one portable unit which houses the library (Estimated core classroom shortfall of 1).

**Edgewood Highland** - There are no alternative instructional or service areas in use (Estimated core classroom shortfall of 0).

**Garden City** - One portable (two classrooms) used for small groups, reading, guidance, social worker and school psychologist; the physical therapist uses the nurse’s office and corridor; speech therapist uses regular classrooms when available (Estimated core classroom shortfall of 3).
Gladstone Street - Music is taught in the auditorium; one ELL class is taught in an “all purpose” room; a Title I literacy specialist, a Title I math resource specialist and a planning center employee share one office (Estimated core classroom shortfall of 2).

Glen Hills - There are no alternative instructional or service areas in use. (Estimated core classroom shortfall of 0)

Hope Highlands - The building Principal reports “there are about 4 classrooms that are being used as office space that could be converted to classrooms” (Estimated core classroom overage of 4).

Oak Lawn - The itinerant school psychologist, guidance counselor and social worker share an office; the itinerant speech therapist shares an office with a reading teacher; one half of an office is used as a special education resource room; the clinic uses a part of the main office (Estimated core classroom shortfall of 3).

Orchard Farms – A social worker, a school psychologist, a physical therapist, and a guidance counselor share one room; two speech therapists for the oral program use a storage closet for the delivery of services (Estimated core classroom shortfall of 1).

George J. Peters – A social worker, a school psychologist, a physical therapist, a speech therapist, and a guidance counselor share an office (Estimated core classroom shortfall of 1).

Edward S. Rhodes – A social worker, a psychologist and a speech/language teacher share one room; an art and music teacher share a room; a guidance counselor, a strings and a band teacher share a room (Estimated core classroom shortfall of 3).

Stadium - Uses one two-sided portable classroom for guidance, speech, Title I reading, ELL, resource/DPT, and a reading consultant; social worker uses nurse’s office; school psychologist uses spaces when and where they are available throughout the school; physical therapist uses cafeteria/gym to lay out mats or uses the library to provide therapy; speech therapist uses one half of one side of a portable classroom; guidance counselor uses one-half of one side of a portable classroom; teachers use copiers and laminator in hallway (Estimated core classroom shortfall of 4).

Stone Hill - Building’s itinerant staff share office space (Estimated core classroom shortfall of 1).

Waterman - Music classes are held in a multipurpose room, library and classrooms; speech therapist uses mini computer lab when not in classrooms (Estimated core classroom shortfall of 2).
Woodridge - Uses 5 portable classrooms. Three (3) are used as regular classrooms, one is used as a reading room and one is used as a utility room (Estimated core classroom shortfall of 4).

Please note the above classroom shortfalls when totaled confirm that if these alternative program scheduling solutions were eliminated, the K-6 housing plan would require an additional 31 core classrooms.

The potential impact on neighborhood schools attendance, the impact on the efficiency and cost effectiveness of the transportation system, the impact on long range facility plans, and the impact on the District’s ability to absorb unanticipated increases in elementary school enrollment over the next 5 years would have to be carefully considered before a utilization plan of this nature could be implemented. This consideration is beyond the scope of this engagement.

3. This finding relates to the calculation of the District-Wide elementary school instructional program enrollment capacity. As stated in item 2 above, the actual District-Wide student enrollment capacity would be calculated by subtracting the total contractual enrollment capacity of the estimated shortfall of the 31 core classrooms (required to house the District’s special instruction and support services programs) from the District’s K-6 student contractual enrollment capacity.

The contractual enrollment capacity of the required 31 core classrooms has been calculated by multiplying the number of rooms times 26 (which is the average of the contractual class size permitted for K-3 which is 25 and Grade 4-6 which is 27). In this instance 806 student seats (31 x 26 = 806) would be deducted from the District’s total student contractual enrollment capacity of 6,595 student seats (Exhibit SH5). This would leave the District with an actual K-6 adjusted contractual enrollment capacity of 5,789.

This calculation reduces the 1,257 unassigned student seats calculated above and on Exhibit SH5 to 451 unassigned student seats. The reduction of unassigned seats to 451 would reduce the District’s actual K-6 utilization of available contractual enrollment capacity would be at 92% (5,338/5,789) instead of the 81% level calculated on Exhibit SH5.

As stated earlier, evaluation of the functional adequacy of the buildings’ alternative instructional/services areas was not the focus of this report. However, the Assistant Superintendent confirmed during the building tours that all of the above mentioned services and special programs were being delivered as required in the alternative spaces allocated by the building principals. Further, he stated the District has not received any teacher or support staff grievances related to employee working conditions or the quality of instruction and related services being delivered to students in these alternate instructional and support services areas.
4. The following are the Audit Team’s findings relating to the location and use of portable classrooms. The District currently uses a total of 9 portable classroom buildings to supplement the district’s total number of core classrooms and special program instructional service areas. The portable classrooms are located at Arlington (3), Eden Park (1), Garden City (1), Stadium (1 which is two-sided), and Woodridge (3). The use of these portable classrooms is provided in finding 2 above. Two of the three portable classrooms at Arlington and Woodridge were moved to these schools at a onetime cost of $360,000. The $360,000 was funded through the District’s capital improvement budget. The District owns all of the portable classroom buildings currently in use plus five additional portable buildings that are not in use at this time.

5. The Audit Team reviewed the financial impact of the elementary and middle school FY 2009 student housing plan. The Audit Team determined that during the planning stages of the proposed student housing plan, the School Administration estimated the first year of implementation would reduce the District’s general operating budget by approximately $1,085,930. In the second year the plan was projected to save approximately $1,335,648. (Exhibit SH7). The Audit Team calculated that the implementation of the School Committee’s FY 2009 housing plan did reduce the District’s FY 2009 operating budget by more than $1,000,000.

6. The October 2, 2008 enrollment report (Exhibit SH4) confirms that the District-Wide Pre-K-12 enrollment was 10,630 students distributed as follows:

<table>
<thead>
<tr>
<th>Grade</th>
<th># of Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-Kindergarten</td>
<td>52</td>
</tr>
<tr>
<td>Grades K-6</td>
<td>5,338</td>
</tr>
<tr>
<td>Grades 7&amp;8</td>
<td>1,689</td>
</tr>
<tr>
<td>Grades 9-12</td>
<td>3,551</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>10,630</strong></td>
</tr>
</tbody>
</table>

7. Analysis of the data presented in the Cranston School Department’s October 1, 2007 NSDEC enrollment report (Exhibit SH2), the City Planners enrollment report (Exhibit SH3), and the District’s October 2, 2008 enrollment report (Exhibit SH4) confirmed the following:

   a. The District’s FY 2009 Pre-K-12 enrollment of 10,630 represents a decline of 148 students when compared with the October 1, FY 2008 enrollment report which showed enrollment of 10,778.

   b. The NESDEC Enrollment Report (Exhibit SH2) projected a FY 2009 total Pre-K-12 enrollment of 10,817; which is 187 students, more than the actual October 1, 2008 Pre-K-12 enrollment.
c. Kindergarten enrollment projections from 2007 through 2012 remain level as reported on the tables and graphs of the NESDEC November 14, 2007 Enrollment Report (Exhibit SH2).

d. Enrollment projections developed by Cranston’s City Planner (Exhibit SH3) also confirm a slight decline and a leveling off of the District’s K-12 enrollment through 2013.

e. The District’s actual FY 2009 K-6 enrollment is reported as 5,338 and is 151 students less than the 5,489 projected for this year by NESDEC (Exhibit SH2).

f. NESDEC projects a total enrollment percentage change of zero percent over the next five years.

8. The Audit Team next reviewed the Middle School buildings enrollment capacities. The Audit Team determined that the enrollment capacities of the District’s Middle Schools (which were over enrolled during FY 2008) were calculated using a Junior High model instead of a Middle School model. The District’s Administration noted on page 30 of Exhibit-SH7 that Park View Middle School had an enrollment capacity of 750 students and an actual enrollment of 778. Bain Middle School had a capacity of 600 students and an actual enrollment of 715. While Western Hills Middle School had an enrollment capacity of 900 students and an actual enrollment of 1129.

a. Exhibit SH7 on page 30 notes “Redistricting is not a feasible option due to the fact that all three schools are overpopulated to some degree”.

b. Middle School Enrollment (Exhibit-SH4) shows that on October 2, 2008 (FY 2009) the middle school enrollment for grades 7 and 8 was as follows:

<table>
<thead>
<tr>
<th>School</th>
<th># of Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bain</td>
<td>429</td>
</tr>
<tr>
<td>Park View</td>
<td>506</td>
</tr>
<tr>
<td>Western Hills</td>
<td>754</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,689</strong></td>
</tr>
</tbody>
</table>

c. District-Wide Middle School enrollment for grades 6-8 for FY 2008 totaled 2,618 (see Exhibit SH2). As shown in the above table FY 2009 enrollment for grades 7 and 8 was 1,689 which reduced the Middle School enrollment by a total of 929 students. This grade configuration plan has more than adequately addressed the District’s concern regarding over enrollments at all three Middle Schools. The most significant change has occurred at the Western Hills Middle School where the total enrollment has been reduced from 1,129 students to a total of 754 students, a decline of 375 students.
9. Although not a part of this engagement, the Audit Team did obtain information relating to the age of School Buildings (Exhibit SH8) currently used by the Cranston School District. Presently the District uses 26 buildings which range in age from 6 to 89 years (Exhibit SH8). Seventeen (17) buildings currently house the District’s K-6 programs ranging in age from 6 to 84 years old; two are over eighty 80 years old, two are over 70 years old, eight are over 50 years old, two are over forty 40 years old, one is over thirty 30 years old, one is 16 years old and one is 6 years old.

10. The following list of capital improvement project proposals (Exhibit SH 9) confirms the School Departments effort to bring the District’s Middle Schools forward from the 20th to the 21st century. Completion of these projects will address the District’s commitment to provide the educational facilities required to implement 21st century educational programs and related support services:

   a. Installation of sprinkler systems at Cranston West High School and Western Hills Middle Schools at an estimated cost of $2,400,000 to be completed in FY 2009.

   b. Renovate the Park View Middle School library at an estimated cost of $100,000 to be completed in FY 2009.

   c. Renovate four science rooms at Bain Middle School; nine at Park View Middle School; and 8 at Western Hills Middle School at an estimated cost $1,700,000 to be completed in FY 2009.

   d. Renovate a total of 10 art rooms at Bain / Park View / Western Hills at an estimated cost of $500,000 to be completed in FY 2011.

   e. Exterior window replacement at Weston Hills at an estimated cost of $500,000 to be completed in FY 2010.

   f. Boiler replacement at Park View Middle School at an estimated cost of $900,000 to be completed in FY 2012.

   g. Exterior window replacement for Park View Middle School at an estimated cost of $500,000 to be completed in FY 2010.

   h. Roof replacement for Bain Middle School’s science center at an estimated cost of $135,000 in FY 2010.

   i. Exterior window replacement at Bain Middle School at an estimated cost of $625,000 to be completed in FY 2010.

   j. Installation of sprinkler system at Bain Middle School at an estimated cost of $1,300,000 to be completed in FY 2010.
k. Renovation of lavatories at Bain Middle School at an estimated cost of $550,000 to be completed in FY 2011.

l. Replacement of bleacher seating at Western Hills Middle School at an estimated cost of $100,000 to be completed in FY 2011.

m. Redesign the Western Hills Middle School building entrance at an estimated cost of $600,000 to be completed in FY 2011.

The District’s 2008-2013 proposed capital budgets and improvement program to bring its Middle School facilities into the 21st Century has a projected cost of $9,910,000 over the 5 year period (Exhibit SH9).

11. The District has proposed capital improvement projects totaling $1,070,000 for the following elementary schools which range in age from 77 to 84 years old:

<table>
<thead>
<tr>
<th>School</th>
<th>Age</th>
<th>Cost</th>
<th>FY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barrows</td>
<td>84 years</td>
<td>$260,000</td>
<td>2013</td>
</tr>
<tr>
<td>Dutemple</td>
<td>77 years</td>
<td>$275,000</td>
<td>2013</td>
</tr>
<tr>
<td>Rhodes</td>
<td>78 years</td>
<td>$285,000</td>
<td>2012</td>
</tr>
<tr>
<td>Waterman</td>
<td>82 years</td>
<td>$250,000</td>
<td>2011</td>
</tr>
</tbody>
</table>

$1,070,000

12. The Audit Team reviewed the current system of purchasing and storage of instructional supplies and materials. During our discussions with various elementary school principals regarding the present procurement and storage of school supplies the Audit Team identified a willingness and capability to change. The Audit Team evaluated the centralized storage system and determined that a direct purchasing and storage system could be implemented and managed.

13. The October 2, 2008 Pre-Kindergarten enrollment of 52* students are housed in the following schools:

<table>
<thead>
<tr>
<th>School</th>
<th># of Students</th>
</tr>
</thead>
<tbody>
<tr>
<td>Garden city</td>
<td>12</td>
</tr>
<tr>
<td>Glen Hills</td>
<td>10</td>
</tr>
<tr>
<td>Oaklawn</td>
<td>3</td>
</tr>
<tr>
<td>Stone Hill</td>
<td>27</td>
</tr>
<tr>
<td>Total</td>
<td>52</td>
</tr>
</tbody>
</table>

* As noted earlier, the District’s Pre-K enrollment is not factored into the individual school and District-Wide data reported on Exhibits SH5 and SH6.
Summary and Conclusions

The October 2, 2008 enrollment report confirms a K-6 enrollment of 5,338 which represents a decline of 71 students when compared with the FY 2008 NESDEC Enrollment report. The 2007 NESDEC Enrollment Report projects a leveling off of K-6 enrollment as do the enrollment projections developed by the City Planner. The NESDEC projection indicates the District will experience a 0% growth in enrollment over the next 5 years; and the current utilization of 81% of the District’s K-6 contractual enrollment capacity (provided that the District continues to utilize alternative instructional program spaces instead of available core classrooms); and the District’s K-6 average class size of 21 students supports the continuation of the current K-6 housing plan through FY 2013.

The FY 2009 K-6 (Grade School) and Grades 7&8 (Middle School) housing plan 1) reduced the District’s middle school enrollment by a total of 929 students, 2) balanced the enrollment of both grades at all three middle schools, and 3) more importantly reduced the Western Hills Middle School total enrollment during the FY 2008 by 754 students from a prior year total of 1,129 students (which at the time was 229 students over the buildings enrollment capacity of 900 students). The significant reduction of enrollment in all three middle schools is a strong endorsement for the continuation of the current student housing plan as it is presently configured.

Also, the Audit Team is encouraged by the District’s middle school five year capital improvement plan of almost $10,000,000 (please note the middle school capital plan listed above does include one item for the Cranston West High School) to complete a series of critical middle school renovation and repair projects. These projects are expected to bring the District’s middle school facilities from the 20th century into the 21st century. In the Audit Team’s opinion this warrants the continuation of the Grades 7-8 middle school housing plan.

However, the Audit Team observed the District has placed itself in somewhat of a dilemma because its current Elementary School Housing Plan is predicated on the continued use of alternative teaching and support services areas. These areas, unlike core classrooms, are not specially designed for such programs as art, music, physical education, health services, and special education programs. Nevertheless, the use of these alternative teaching and support service areas has increased the District’s contractual enrollment capacity to accommodate current enrollments and future growth.

The Audit Team agrees this approach is acceptable in the short term, but it is essential for the District to continue to work on the organization and implementation of a long range facilities plan. This new long range elementary housing plan must start to provide new, or at a minimum, renovated classrooms and specially designed support services facilities within the next five to ten years.

The long range elementary school housing plan must further address the fact that twelve of the District’s elementary schools range in age from 51 to 85 years old. Although all of the elementary and middle schools are very well maintained in reference to daily housekeeping by the District’s custodial and maintenance staffs, they are obsolete in reference to the type of learning activities that are required to deliver a 21st century educational program.
As stated in the introduction of this section, the purpose of this phase of the Performance Audit was to conduct a review of the District’s K-6 elementary school and grades 7-8 (middle school) housing plan to determine if this plan, as implemented at the start of FY 2009, has resulted in an efficient and cost effective use of existing classroom space and personnel which are required to address the District’s student housing and program needs for the next five years.

Review of 1) the District’s K-6 grade level summary data collected (Exhibit SH5) in reference to available core classrooms, 2) utilization of contractual student enrollment capacity, 3) regular classroom teacher assignments, 4) use of alternative instructional and support services areas, 5) the District’s average class size in grades K-6 and 6) the present and projected enrollments for grades 7&8 confirm that the K-8 housing plan is, in fact, efficient and cost effective use of existing classroom space required to address the district’s K-8 student housing needs for the next five years.

Also, of great significance to the Audit Team is the positive impact the housing of grade six students in the elementary schools has had on the daily operation of the middle schools. As of FY 2009, all three Middle School buildings were well within their enrollment capacities.

➢ **Recommendations:**

A. The District should revisit the capital improvement plan in reference to capital projects planned for those elementary schools which range in age from 51 to 84 years of age (Exhibit SH8) and consider placing a moratorium on those projects that are not related to health or safety issues until item B below is completed.

B. The District should immediately organize and implement a plan to conduct a facilities analysis of the present physical condition of the District’s elementary and middle school educational facilities in reference to the functional adequacy of the kindergarten through grade eight core classrooms and alternative teaching spaces pursuant to Section 1.08: APPLICATION AND APPROVAL PROCEDURES of the revised Necessity of School Construction approval process and Stages 1 and 2 (pages 17-21) of the RIDE SCHOOL CONSTRUCTION REGULATIONS (5/24/07) (Exhibit SH9B)

C. Eliminate the use of all portable classroom buildings as soon as possible.

**Commendations**

a. The Central Office administrative team is commended for their concerted effort in developing a cost effective elementary and middle school student housing plan that 1) increased the utilization of the District’s available elementary schools’ contractual enrollment capacity, 2) eliminated over enrollment at the middle schools and 3) reduced the District’s FY 2009 general operating budget by over $1,000,000.
b. The coordination of efforts by the Assistant Superintendent and the Director of Plant and Transportation to expeditiously implement the FY 2009 student housing plan within a very restricted time frame.

c. The innovative efforts by the building principals to create and allocate alternative instructional and support services areas which have dramatically lessened the impact on the utilization of the District’s elementary core classroom inventory.

d. The excellent daily housekeeping by a custodial staff that has been reduced in number because of budgetary constraints.

e. The total access provided to the Audit Team by the Superintendent to any and all employees and School District records.

f. The combined efforts of the Assistant Superintendent and the Director of Plant and Transportation to organize and conduct building tours for the Audit Team to collect data and information directly from the District’s building Principals regarding student enrollment, teacher-pupil ratios, classroom utilization, and the daily operations of the District’s elementary and middle schools.

g. The Assistant Superintendent’s help with the distribution and collection of the Elementary School Survey Instruments, the collection of data, and the verification of the accuracy of data included in this report.
VI. REVIEW OF INSTRUCTIONAL PROGRAMS

1. Pre K-12 General Introduction

The Cranston School District prior to FY 2009 provided an instructional organization of a K-5 elementary program using 17 schools, a 6-8 middle school program using 3 schools and a high school program using 2 schools. Starting with FY 2009 the Cranston School District changed its grade organization to elementary school K-6, middle school 7-8 and high school 9-12.

This reorganization allowed the District to save in excess of one million dollars by reducing administrators and teachers. Unfortunately, the short time frame in which the change was implemented was very disruptive and created problems with parents which continue to linger at least in the near term. Nevertheless, this organizational change was not only positive from a cost reduction viewpoint but it also took advantage of classrooms and other spaces which were available at the elementary level while at the same time reducing overcrowding at the 3 middle schools. This reorganization also alleviated the immediate need for new construction or remodeling of the middle schools.

➢ Elementary Education (Grades Pre K-6)

The Cranston K-6 regular elementary program serves 5,338 students with 236 FTE teachers. The 17 elementary schools used to satisfy these housing requirements are as follows:

1. Arlington
2. Chester Barrows
3. William Dutemple
4. Eden Park
5. Edgewood Highland
6. Garden City
7. Gladstone Street
8. Glen Hills
9. Hope Highlands
10. Oak Lawn
11. Orchard Farms
12. George J. Peters
13. Edward S. Rhodes
14. Stadium
15. Stone Hill
16. Waterman
17. Woodridge

Note: Each elementary school has a principal.
For the most part the elementary program is consistent with the minimum requirements of the Rhode Island Basic Education Program (BEP), Rhode Island and Federal Regulations and approved Personnel Contracts with some exceptions. For example, music performance, guidance, gifted and library aide programs (which are discussed in greater detail later in this report) are four programs that are not specifically required by the BEP.

Further, the Cranston Elementary School Program does not technically meet the requirements of Physical and Health education with regard to time allowed. Rhode Island General Law 16-22-4 requires an average of 20 minutes per day (100 minutes per week) in physical and health education as a minimum requirement for grades 1-12. This requirement is usually met in elementary schools by an itinerant physical education teacher.

In the Cranston elementary schools itinerant teachers provide art, music, physical and library education and are directly tied into a teacher contract provision which requires a given amount of released time for the regular classroom teacher. The released teacher time guaranteed in the Cranston Teacher Contract for elementary teachers is 350 minutes per 10 day period or 35 minutes per day. The elementary itinerants cover regular classes to provide this released time. The current time allowed for the physical education and health itinerants is not 100 minutes per week as required by RI State law and the BEP. Further, 100 minutes could not be provided and still provide for the existing programs for art/music/library education.

Since the 100 minutes per week requirement is state law, it cannot be waived by the RI Commissioner of Education. To meet this requirement the Cranston School Committee would have to provide additional time for physical and health education. The elementary itinerant schedule would have to be realigned to allow for the additional time.

Such realignment could result in fewer music/art itinerant teachers consistent with the number of new physical/health education teachers. For example, one or more of the other itinerant programs could be offered once in a two week schedule rather than every week. This would require a curriculum modification in programs that are time reduced to provide for 100 minutes of physical education and health. Such realignment would most likely be staff neutral with regards to teacher numbers.

- Middle Schools (Grades 7-8):

The Cranston School Department has 3 middle schools serving 1,689 students in grades seven and eight during FY 2009. Each middle school has a principal and assistant principal. This represents the reduction of 1 assistant principal in each building for FY 2009.
Using the middle school model students are grouped in teams of up to 125 students. The existing FY 2009 middle school schedule was deemed inefficient by the Central Administration and was subject to negotiations with the Teacher's Union. Successful negotiations with the Teachers' Union have resulted in a new middle school schedule which meets RI education requirements and will increase the efficiency and effectiveness of the educational program. The School Department is commended for its efforts.

The middle school program of studies for the most part is consistent with the requirements of the BEP. However, while music is a requirement of the BEP, performance music in the form of strings, band and choral programs are not required by the BEP (as a result of a Johnston RI decision of the RI Commissioner of Education). See the Special Program section of this Report for more specifics relating to the music program.

Cranston middle schools provide an extensive extracurricular program including interscholastic sports which are well beyond what is required in the BEP. Most, if not all, of the sports activities provided at the middle schools are also provided in age appropriate private and community programs in Cranston and nearby communities. Members of the Audit Team have advised the Cranston School Committee of this over expenditure for the past 2 years but to date the School Committee has not taken any action to reduce this budget.

During these difficult economic times it is necessary to cut back on some of the add-on student activities that have been provided to students in the past when financial times were better. However, the elimination of any extra curricula activities reduces the overall positive environment of the school.

- High Schools (Grades 9-12)

Cranston's two high schools (East and West) serve 3,331 students. Each high school has a principal and 3 assistant principals (one assistant principal serves the special education student population). One of the assistant principals at West serves as Director of the Cranston Area Career & Technical Center (CACTC) located adjacent to the West High School.

Both East and West are comprehensive high schools with a full range of required and elective course offerings. Although the original scheduling of both schools was problematic for the 2009 school year due to a new scheduling software package, the problems should be resolved for the 2010 school year. The Audit Team noted that class sizes seem to be controlled to the extent possible with the number of appropriate students assigned based on teacher contracts and student need.
A "Junior ROTC" program is only available at East and it is questionable as to its requirement under the BEP, even though the program is considered to be a "Social Studies" elective. The Audit Team reviewed the ROTC program and found that the program is well received by the students that participate and the program is partially funded under a grant received from the US Army. Since RI regulations require all students to have a full academic schedule, reduction of this program would require another elective be available for the students that would not be partially funded by the US Army. The Audit Team concluded that eliminating the Junior ROTC program would not be in the best interest of students and further it would be inconsistent with good budgeting procedures because it would most likely cost more to replace it.

Although Cranston has two comprehensive high schools it also has a third high school "The New England Laborers' Cranston Public Schools Career Academy" (NEL/CPS) which is a charter school serving students who wish to take a heavy construction based educational program. This school operates under a separate charter with the State of Rhode Island Department of Education and is available to any RI student, although most of the students live in Cranston.

The Audit Team recognizes a growing conflict of purposes between the comprehensive high schools, CACTC and NEL/CPS Charter School. Originally the CACTC provided typical vocational programs to Cranston, Johnston, Foster-Glocester and Scituate with the vast majority of the students being Cranston students. Unfortunately the facility was built in Western Cranston and required CHE students to transfer to CHW, if they wished to take career-technical-vocational programs. Typically students do not wish to leave their own high school/friends for such programs.

Over the years the CACTC Program of Studies has changed dramatically to reflect the socio-economic status of the Western Cranston population. The Audit Team agrees with a recently stated position in the Cranston Herald regarding the CACTC.

"It's not that simple anymore. There's a world of difference between the old voc-tech schools and this. There's a difference between a voc-tech education and a career and technical education."

The CACTC present programs are more college and/or technical school orientated and reflect the goals and needs of the West student population, but severely limit student involvement from East.

Due to the lack of State funding and restricted budgets in other area school systems most of the cost of CACTC is borne by the Cranston School District. State funding, including insufficient funds for facility repairs and improvements, have created an additional financial burden on the Cranston taxpayer.
This burden will continue to increase if State funding changes are not made. Further, student needs in the career technical and vocational areas at East are not being met at the level required.

The Audit Team reviewed the lack of independence of NEL/CPS Charter School, which is controlled through a separate charter board but is financially managed by the Cranston School Department’s CFO. Further, both the Cranston School Committee Chairman and the Superintendent of Cranston Schools serve on the Charter School’s Board. The Audit Team observed that the heavy construction educational program is well designed and has direct contacts to provide jobs and apprenticeships to the student attending. Nevertheless, a review of the overall programs indicated there was some duplication of programs already offered at CACTC.

More importantly the Audit Team observed a continuing problem at the NEL/CPS. There are currently a large percentage of students attending the charter school that have special education Individual Education Plans (IEPs). If this trend of over 50% of the students attending the charter school having IEPs continues, the school will not meet State special education regulations and be in danger of sanctions from the RI Department of Education.

Staffing of the charter school is provided by Cranston School Department and the New England Laborers Union. Cranston School Department supplies specialized special educational staffing, art and music staff and some aspects of an alternate learning program. In addition, Cranston has the responsibility to pay the yearly lease for the facility. School systems, including Cranston, who send students to the charter school pay tuitions.

The Audit Team acknowledges that high school extracurricular programs are a very sensitive area for many parents, students and public in general. The Audit Team believes interscholastic sports and other extra curricula activities help broaden a student’s education and develop community spirit and pride. Nevertheless, high school sports may be considered expendable when budgets are restricted during difficult financial times.

The Audit Team does not believe high school sports and other extracurricular activities should be totally eliminated. The Audit Team strongly believes that it is in the best interest of the students and citizens of Cranston to maintain some high school athletic and extracurricular programs.

recommendations:

A. The Audit Team recommends the Cranston School Committee revise the Elementary Curriculum and itinerant schedule to assure compliance with 100 minutes per week in physical and health education per the requirements of RI State law.
B. The Audit Team’s review indicated a number of concerns with the relationship between the Cranston School Department and the New England Laborers Union. A number of these concerns are considered in the policy section of this Report. In addition, CACTC’s present mission does not seem to meet the career needs of non-college orientated students. The Audit Team recommends the Cranston School Committee undertake a complete review of the programs offered at both the CACTC and the NEL/CPS Charter School with the purpose of improving the opportunities for all students who require skill and job training.

C. The Audit Team has reviewed the extra curricula activities (non-interscholastic athletics) in both the high schools and the middle schools and find that it is not in the best position to decide which of the extra curricula activities should be discontinued and which should be retained. The fact the District spends in excess of $200,000 on these extra curricula activities which by their own name states that they are “extra” is unreasonable in these difficult economic times. The Cranston School Committee should review these activities with the assistance of their administrative staff and make an effort to save about half of the funds allocated to these activities or about $100,000.

The Audit Team is aware that these extra curricula activities, like some of the sports activities, are of special interest to some groups of parents. The Audit Team would consider the raising of $100,000 by these special interest groups and parents, to supplement the School Budget for extra curricula activities an acceptable solution to overspending in this area.

D. The Audit Team recommends that the middle school interscholastic program be terminated beginning with FY 2010 school year. Implementation of this recommendation would save approximately $123,470.

E. After reviewing the Interscholastic Sports Programs offered by the Cranston School Committee the Audit Team recommends the District evaluate the individual high school sports (Boys: baseball, basketball, football, hockey, track, indoor track, volleyball, wrestling, soccer, swimming and tennis. Girls: field hockey, softball, fast pitch, swim, tennis, track, indoor track, soccer, volleyball, and lacrosse. Coed: golf, hockey) and determine how the District can save 25% of the High School Sports budget.

A 25% savings in the High School sports budget would equal about $130,000 which would leave the High School sports budget at nearly $400,000. Surely a fine sports program could be offered in the Cranston School System with a budget of that size.
The Audit Team believes this 25% cut in the High School sports budget can be realized a number of different ways. For example, all sports could be cut 25% or certain sports, without significant participation, could be eliminated or some sports teams could be consolidated and made coed, or revenues could be raised by booster clubs to help fund the sport.

F. Cranston has eliminated Saturday detention at the middle schools for FY 2009 budget but there remains $15,000 for Saturday detention in the High Schools. The Audit Team recommends that the High School Saturday detention also be eliminated as it not required by Law, Contract or Regulation.

2. Enrichment Program in Cranston (EPIC)

The Enrichment Program in Cranston is designed for gifted and talented students in grades K-8. In grades K-2, all students receive differentiated instruction through a “whole class” program model in cooperation with and by request of classroom teachers. At the end of grade two, EPIC students are formally identified using standardized test scores, learner profiles, and student portfolios.

The selected students for the program receive a continuum of services in grades 3-6 ranging from in-class model, small group instruction, a pull-out program, in-depth investigations, whole class instruction, and an intensive magnet program (which is a pull-out program for eligible students in grades 5 and 6 who are bused to a magnet program once a week for a full school day of instruction).

The elementary staff consists of one coordinator (an elementary Principal) who receives a stipend of $3,320 and five full time teachers in FY 2009 (this is a reduction of 1 teacher from FY 2008). There are approximately 350 students formally identified in the EPIC program in grades K-6.

There are six middle school teachers serving 120 EPIC students. They provide this service during their administrative period (period one) which results in no additional staffing costs relating to the EPIC program in the middle schools. Staff members meet weekly for program discussions and individual student staffing.

The Cranston EPIC program is modeled after the Joseph Renzulli Model of Gifted and Talented Instruction. There is every indication the EPIC program is both effective in its application and also efficiently operated. The total cost of the program (including staffing, busing and supplies) for FY 2009 school year is in excess of $350,000.

In the past, parent involvement for the EPIC program has been very evident with strong and vocal group participation at the School Committee level. Whenever the continuance of the Program has been questioned for financial reasons these parents turn out in force. A formal public relation campaign by parents is in place to protect the EPIC program from budget cuts.
Concerned parents meet four times a year with a Parent Advisory Committee where narrative and beginning and results of units are heard and/or reviewed. School Committee support for the EPIC program is also very evident with several votes to maintain the Program in the face of annual and cumulative budget deficits. Committee supporters state that the School Committee has the responsibility, under RIGL 16-2-9, to determine the level of student educational needs for the community. In their minds, support of the best students with an EPIC program is the same educationally as supporting students with educational disabilities.

The EPIC program has not had a formal program evaluation. Therefore the success of the Program is subjective and cannot be confirmed. Further, there has not been a formal follow-up program developed or implemented to determine the success of EPIC students as they proceed through both high school and after graduation studies.

➢ Recommendation:

  A. The EPIC program is not required under Law, Contract and Regulation (BEP) and its continuation in a period of financial deficits is not financially responsible. The Audit Team recommends that the EPIC program be eliminated. This action would result in a savings of the salary and fringes of 5 teachers (referred to as consultants in the budget). The total savings would be approximately $306,360.

3. Pre K- to Grade 12 Music Program

The Cranston School System provides a music program from grade pre-K through grade 12. In pre-kindergarten and kindergarten students are serviced by the assigned classroom teacher. Elementary students in grades 1-6 are serviced by RI certified music teachers in a general music program which meets the required standards of the BEP (Section 17) and also partially provides unassigned time for classroom teachers which is required by the Teachers Contract (Article VIII E 4).

The Cranston Middle Schools also have a general music program which meets BEP standards and partially provides contractual requirements for teacher unassigned time (Article VIII E 2). The Cranston High Schools provide music programs that meet and far exceed the requirements of Section 17 of the BEP in the specific coursework that is required; including music “performance”.

The Audit Team used the reference document entitled “Cranston Public Schools Music Curriculum K-12” to identify the music curriculum Pre K-12. This document was prepared and submitted to the Cranston School Department by the Music Curriculum Task Force. This 103 page document covers all necessary points within 11 major topics and numerous sub-sections. The Audit Team found this document very informative.
The Audit Team determined that the elementary and middle school programs offer student pull-out programs for music performance. Both instrumental and choral skills are taught by a cadre of teachers. At the elementary level students are offered the opportunity to play a band or string instrument in a group setting. Two itinerant teachers provide band instrument instruction and three teachers provide strings instruction.

The middle school program also includes music performance courses. Chorus, band, strings and orchestra programs are offered. The Chorus Program is held during 3 periods per week. The Band Program is offered both in a beginning and advanced format with the beginning class held 2 class periods per week, while the advanced class is 3 class periods per week and the Orchestra Program is 2 class periods per week.

The high school music program offers a full array of music courses which is atypical of comprehensive high school music programs. Twenty-two (22) high school music course offerings are available with 6 offered only at West and 2 only at East. The performance instrumental offerings include marching bands, concert bands, orchestra, symphonic bands, woodwind ensembles and jazz ensembles. The voice offerings include several categories of choir and voice.

There are also supportive course offerings which include music history and theory courses. The quality and quantity of these high school music programs offered by the Cranston School Department is so intense it provides students with the opportunity for post high school graduation education in the music field.

This excellent high school music program is due in no little part to both the existing elementary and middle school programs that serve as feeder programs to the two high schools. The Audit Team believes the high school performance programs would gradually deteriorate in quality if the existing elementary and middle school music programs were reduced to generic general music program offerings. The scope and sequence of the existing music program clearly exceeds the minimum levels required by the BEP which begs the question as to whether or not the music program exceeds the basic and required musical education needs of Cranston students.

The Audit Team noted that the Rhode Island Commissioner of Education, then Peter McWalters in a decision dated August 8, 2008 (Bernard Frezza et al v. Johnston School Committee) with regards to middle school music performance programs; states, in part, the following:

It is only at the high school level that the BEP requires that, “...course work shall be offered in at least one vocal and one instrumental activity. Therefore, however desirable as it would be to offer a band and chorus program at the middle school level we, unfortunately, can find no requirement in the BEP that such programs be offered at the middle school level.”
A strict interpretation of this decision would suggest only a general music program is required at the elementary and middle school levels and only one choral and one instrumental offering at the high school level is needed to meet the minimal performance requirements of the BEP. Cranston School department far exceeds these levels.

The Audit Team noted that when a school system has fiscal deficit, the “Caruolo Act” suggests that the BEP acts as the base line as to what programs can be protected. However, this does not necessarily mean a non-required program must be terminated. The School Committee has the legal responsibility to determine what budget reductions are made under a deficit elimination process. If the deficit can be eliminated without reducing and/or eliminating a non-required program, the program can continue at the discretion of the School Committee.

➢ Recommendation:

A. The Audit Team is aware the Cranston School Committee recognizes that a large portion of its Pre K-12 music program is not required under the BEP. The Cranston School Committee has explained the overage by stating they fund the music program by using other discretionary educational funds. Nevertheless, the Cranston School Committee, as required by RI General Laws, must operate each year with a balanced budget.

Clearly the annual music program budget could be reduced to the BEP minimum which would significantly help the Cranston School Committee to meet its budgetary requirements under law and regulation. However, to achieve any substantial savings there would need to be staffing layoffs. Such layoffs must meet the legal requirements of the Teachers Contract and should be proactively made, so such program reduction decisions can be made when financially necessary.

The Audit Team believes the elementary and middle school performance orientated portion of the music program could be eliminated in its entirety based on the “Johnston” decision; however such a reduction would severely affect the high school music program and greatly reduce overall educational opportunities for Cranston students. The Audit Team is not recommending this approach for reducing the cost of the current music program.

Instead, the Audit Team recommends the Cranston School Department revise its Pre K-12 music curriculum with a five year goal of reducing the overall cost by 30% with a yearly reduction of 6% per year for FY 2010 through FY 2014. Adoption of this goal will allow the Cranston School Department sufficient time to reduce the overall cost of the music program while at the same time maintaining those aspects of the program which are most beneficial to the music education of their students.
The total cost of the FY 2009 Pre K-12 Cranston music program was calculated to be approximately $2,250,000. Adoption of this recommendation would save the Cranston School Department approximately $135,000 per year through FY 2014 and result in a cumulative total savings of approximately $675,000 dollars over that five year period.

4. Special Education Program

The Cranston Special Education Program served approximately 1,900 students with Individual Education Plans (IEPs) both in and out of the District during FY 2009. The program was administrated by three RI certified special education directors who report to the central office position of Executive Director of Pupil Personnel & Curriculum (EDPP&C), who also held a special education director certification. The new EDPP&C was appointed after the start of the FY 2010 school year.

In addition to these four positions there were two assistant special education directors, as well as, an assistant principal at each of the high schools directly responsible for special education. The program was located in 61 physical locations. These locations include all of the Pre K-12 education facilities, Sanders, Horton, Early Childhood Center, Adult Education Program, Charter School, Cranston Transitional Program, 4 non-public schools and 28 out of district locations both in and out of the State of Rhode Island.

Two specialized programs, the Horton Program and the Sanders Program, are self contained units. The Horton Program services elementary students in two groups (Grades K-2 and 3-5) all of whom have an IEP for severe emotional and behavioral difficulties. These two groups are supervised part-time by an assistant special education director.

The Sanders Program which is supervised by a social worker/coordinator serves a similar special education population at both middle and high school age levels. These programs, although both certified and non-certified staff intensive, have provided significant savings to the District because they have reduced very expensive out of district placements.

The overall special education supervision responsibilities were divided between three special education directors as follows. One of the directors services the east side of the District, while the second director services the west side of the District for all grades 1-12. The third director (the Early Childhood Director) services the early childhood regular and special education student population which includes grades Pre-K and K, Child Find, the Hippy Grant, the Extended Day Programs, extended school year programs (ESY) and other like type programs. The two assistant special education directors also split the District into east and west and assist the east and west directors. They also assist the Early Childhood Director in the ESY program and one supervises the Horton Program on a part-time basis.
At the elementary level, 30 “self contained” teachers service 238 students for an average class size of 7.9 students. Three teachers provide services in the Horton Program serving 14 students. Twenty-three (23) of the elementary self contained programs servicing 189 students are inclusionary in nature (special education students are members of a regular education classroom which includes a regular education and a special education teacher). In the non-inclusionary special education programs are primary and intermediate programs that have students with significant needs.

The elementary resource program utilizes 19.3 teachers to service 293 students for an average case load of 15.2 students. Of the 19.3 resource teachers, 3.5 are teachers providing Diagnostic Prescription Teacher (DPT) services and 9 are servicing students in an inclusionary manner. Since only 15.8 (19.3-3.5) teachers are providing actual teaching services, the average student case load increases from 15.2 to 18.5 students per teacher.

At the three middle schools, 15 special education teachers service a total of 192 students. At each of the three middle schools one teacher serves as department chairperson and also provides DPT services (a total of three teachers). The remaining 12 teachers provide service to students in self contained, direct resource, or inclusionary (within regular classrooms) classes. The average student case load is 16 students per teaching teacher.

At Cranston High School West (West) there are 21 special education teachers that have a total unduplicated student case load of 252 students and service 386 students in various student groupings such as direct resource support, DPT support, inclusive, self contained and Team Teaching. Three teachers support the life skills program.

At Cranston High School East (East) a total of 26.5 special education teachers support the Special Education Program. The total student case load is 307 students serviced in various groupings. Three teachers are responsible for the Life Skills Program and one teacher provides the Reading 180/SRA Program. In addition, one specialized resource teacher services 9 students and monitors 11 other students with hearing difficulties. A second such teacher services 11 students and monitors 8 additional students with vision problems.

The Cranston Special Education Department also has a full cadre of related service providers. Two (2) provide Adaptive Physical Education, 5.4 are Occupational Therapists, 9 are Psychologists, 16.6 are Social Workers, and 16.7 are Speech/Language Pathologists. The District also contracted the service of Physical Therapists to complete the Special Education Staffing plan for FY 2009. The total special education professional staff numbers 174.6 FTEs. The overall case load (class size) of the total IEP students (1,900) to Special Education staff is approximately 10.9 to 1.

**Findings**

The Audit Team determined that the Executive Director has put together 12 goals to be attained in the Special Education program over a period of two years. The goals are a means to reorganize the Special Education Department to meet the requirements of the federal Individuals with Disabilities Education Act (IDEA) and the new revised RI
Special Education Regulations. Seven of the twelve goals had been accomplished in part or whole by the end of FY 2009.

The key to reorganization will be to directly tie the delivery of supports and services to the students with disabilities to the District’s staffing needs. The District is required to use the Response To Intervention (RTI) model which will require the District to implement a shift of service providers and supports. The intent of the RTI model is to improve the method by which students are identified as needing special education services and thereby reducing the overall need for specialized services.

In reviewing the staffing reports the Audit Team noted for the most part current case loads were less than maximum. Further, some special education staff members were spending significant time working with regular (non IEP) education students. Also the Audit Team recognized inefficient use of staff under all 3 of the Special Education Directors.

During a period of financial difficulties the public (taxpayers) looks to City and School administrators to make savings wherever possible. Unfortunately, the IDEA and State regulations make saving in a school district very difficult to accomplish. Section 300.203 of the RI Board of Regents Special Education Regulations requires that districts maintain their fiscal commitment to special education at least at the same level as the previous year in order to receive IDEA funds. Based on a strict interpretation of this section it would be almost impossible to take financial advantage of a lower special education enrollment, administrative and organizational efficiencies and even staff contractual improvements in a single fiscal year.

In addition, in April of 2008 a guidance document was provided by the RIDE Office for Diverse Learners to Local Education Agencies (LEA) in the form of a Special Education Staffing Plan. In section 1 of this document there is a requirement that LEA describe its plan for providing supports and interventions for students without IEPs including the types of service providers utilized such as social workers and special educators. Using special education personnel for non-special education students is clearly an unfunded mandate. Section 4 of this same document is labeled Assurances and requires the LEA to provide an assurance the total number of special education and related services staff for the upcoming fiscal year is not less than for the preceding year.

The Audit Team has identified potential savings in the Cranston School Department’s Special Education Budget which the Audit Team believes should be reviewed and implemented. The growth of operational procedures, as well as, decisions regarding increased staffing in the special education budget since 1976 (the year of IDEA’s original enactment) have resulted in some fairly significant inefficiencies in the special education program that should be reexamined and changed where appropriate. It would be in the District’s best interest to slow or eliminate the increase in special education spending above FY 2009 levels by offsetting annual salary increases with savings that are the result of slowly correcting inefficiencies. If this coordination of inflation type increases and the implementation of changes that result in savings are done well over the next few years, the District will be able to meet its maintenance of effort requirements while at the same time achieving savings with the implementation of the efficiencies.
Lastly, the Audit Team noted that the Executive Director’s other administrative duties, such as supervising the Social Studies/English Curriculum and the EPIC program seems to conflict with the Director’s expertise and with the magnitude of the special education responsibilities assigned.

➢ Recommendations:

A. There is a compelling need to establish an obvious chain of command in the Special Education Department to increase the level of staffing oversight, program efficiency and program evaluation.

B. The Audit Team recommends the total Special Education staffing level be reduced by at least 10% over the next 5 years at a minimum of 2% a year. The minimum savings per year would be in excess of $200,000 and a total savings over 5 years would be approximately $1,069,425 using FY 2009 dollars. However, the actual savings could be significantly greater depending on the positions terminated and the contract changes over the 5 year period.

5. Guidance (K - 12)

The Cranston School Department provides elementary certified guidance counselors at the elementary school level. The previous BEP regulations allow other professionals to provide some guidance services at the elementary level. At the Cranston School Department certified counselors provide assistance to the elementary principals with disruptive and/or troubled students, as well as, provide general guidance services.

Over time, Cranston School Department has allowed guidance counselors to be included in student IEPs, which makes reduction of these positions problematic. The new BEP regulations give some credence to certified counselors providing some services at the elementary level but do not require guidance counselors to be included in IEPs.

➢ Recommendation

A. The Audit Team recommends the Cranston School Committee, as soon as possible, implement a policy decision that eliminates the reference to a guidance counselor in a student’s IEP which should significantly help reduce the need for these counselors. The Audit Team believes the Department can reduce 4.4 counselors in the first year at a savings of at least $269,500.
6. Personnel Contracts

**Teacher Contract**

The collective bargaining agreement effective September 1, 2005 through August 31, 2008 between the Cranston School Committee and the Cranston Teachers Alliance, Local 1704, AFT was analyzed in detail by independent consultants Lisa Blais and Mark Colborn. Their findings, observations, conclusions and recommendations are included in their report titled “Cranston Public Schools Teachers Contract (9/1/2005 – 8/31/2008) Contract Analysis” which was issued under separate cover.

The Audit Team reviewed and determined that a new contract has been negotiated between the Cranston Teacher’s Alliance and the Cranston School Committee that extends through FY 2012. Many provisions have been changed in this new contract allowing the School Committee to realize cost savings, educational progress, and improved management rights.

The Audit Team commends the Cranston School Committee and Teacher’s Alliance on reaching agreement on a number of items that improve the education process while reducing costs. For example, the new middle school schedule improved the educational opportunities for Cranston students and reduced costs by more than a million dollars. The parties also reached agreement on the grievance regarding system-wide supervisors which provided both sides with reasonable gains.

In addition, the Cranston School Committee achieved additional savings in salaries and wages which will be paid under the new contract; a 1% increase for only step 11 teachers in FY 2010, a 2.25% salary increase for all teachers in FY 2011 and an additional 2.25% increase for all teachers in FY 2012. Savings were also achieved in health insurance cost by increasing the employee co-share of the insurance premium to 15% for FY 2010 and an increase to 17% for the last year of the contract, FY 2012.

Unfortunately the Audit Team identified one major impediment still in the teacher’s contract that reduces the Cranston School Committee’s potential for future cost savings. The Audit Team considers the layoff cap provision of 1% of teachers in any given year artificial and restrictive on management rights. The Audit Team believes the controlling factors for determining layoffs should be the number of positions needed to meet programmatic requirements and contractual class sizes.

An artificial 1% cap on layoffs makes no financial sense and significantly reduces management’s rights to manage the School Department. This provision should be eliminated in the next negotiations or sooner if possible.
Custodian Contract

The contract between Rhode Island Local 153 (Custodians) is a typical contract between a custodian’s union and a School Committee. This contract was the first one negotiated during the current difficult financial times and is in effect through FY 2011. This contract covers the areas of working conditions, management rights, salaries and benefits.

This contract was the first Cranston contract to address the fact the employee’s co-share portion of the health benefits premium was at that time extremely low in all of the union contracts in the Cranston School Department. This contract increased the employee health insurance co-share from 3% to 10%. Although this is a step in the right direction, the Audit Team recommends that during the next negotiation cycle the co-share percentage should continue to increase until it reaches an acceptable level of at least 20%.

Clerical Contract

The contract between Rhode Island Council 94, AFSCME, AFL-CIO Local 2004 and the Cranston School Committee is also a typical contract between a clerical workers and a school committee. This contract covers the standard provisions of management rights, working conditions, salaries and benefits. The present contract ended as of June 30, 2008 and the Department is currently in negotiations with this union.

As with the old custodial contract, the clerical employees contribute only 3% of the health insurance premium as their co-share. The Audit Team recommends as part of the current contract negotiations the parties agree to an increase in the employee insurance co-share of at least 20%.

Bus Drivers Contract

The contract between the Laborers’ Local 1322 and the Cranston School Committee, is atypical for a Rhode Island school district. Most Rhode Island school districts provide student bussing through a third party contractor which specialize in providing transportation of students.

The Audit Team determined the School Committee recently approved a 3 year contract with the bus drivers union through FY 2011. The new contract has a number of improvements that will save the District money such as a provision for no raises until the third year of the contract, when a 3% increase will be provided.

In addition to salary savings, the School Committee obtained savings in health insurance costs. The employees have agreed to a health insurance co-share of 12-14% of the monthly premium as of March 16, 2009. The Audit team noted the School Committee achieved other financial savings in the Department’s contributions to the Pension and Legal Services Funds. Although these savings are admirable the Audit Team still believes an in-house transportation department is a bad decision for this school district.
Elsewhere in this report the Audit Team has recommended that, at the very least, the School Committee should go out for bids for third party providers of transportation services due to a variety of reasons including, but not limited to, the age of buses and in-house risks and costs of providing busing.

Unfortunately, the Audit Team determined the new bussing contract prevents the bidding process from taking place until FY 2012. The Audit Team finds this provision of the new contract inappropriate and shortsighted. However, there is a clause in the new contract that allows for the modification, or termination, of the in-house transportation system and the Local 1322 Contract should the Rhode Island Department of Education institute a “State-Wide” transportation program. Strong consideration should be given to the statewide option when it becomes available and the School Committee should consider transferring as much of its in-house transportation activities to the State and redirect its attention to the education of students.

Food Service Providers Contract

The contract between the RI Local 155 and the Cranston School Committee is also atypical in Rhode Island as many; if not most, school systems within Rhode Island provide food service through third party provider with food service expertise. The audit Team noted food service personnel covered by this contract work between 20 to 35 hours a week based upon their individual classification.

The Audit Team found benefits for food service employees are generous given the hours worked by these employees. For example, food service managers receive at least 14 paid holiday days and all of the school recess periods as vacation days. Other food service workers receive up to 10 paid days off depending on the hours worked per day. In addition, all food service workers receive sick leave (proportionate to the hours worked per day) that can accumulate up to 170 days. This sick leave can be cashed in for up to $25 dollars per day when retiring or the employee can take up to 3 additional days paid in any given year in exchange for 3 used sick days.

With respect to health care, the Audit Team determined the benefits for food service employees are excellent, if not excessive. Food service personnel who work 30 hours or more are eligible for individual, and if married, full family health care (including dental) and their co-share is only 3% of the monthly premium. Food service personnel who work 20 hours per week or less receive full individual health and dental insurance and their co-share is likewise only 3% of monthly premium.

The School Department completed an in-house study of the food service program which was completed in April of 2009. The study reached the conclusion the in-house program should continue with only minor, insignificant changes. The Audit Team respectively disagrees with the findings and conclusion of the in-house study team. The Audit Team believes it is very difficult, if not impossible, to make and significant changes or reduce cost with the present food service workers contract.
Recommendations:

A. The Audit Team recommends the food service program obtain bids from third party providers who specialize in providing food services at schools and who are not burdened by the excessive salaries and fringe benefits currently provided through the food service contract. It should be noted that at the present time the Food Service Fund is in deficit and the Cranston School Department was unable to provide the Audit Team with any realistic plan to correct that status.

B. The Audit Team is aware that the State of Rhode Island has identified through the state bidding process a third party provider with whom the Cranston School Committee could engage. The Audit Team recommends the Cranston School Committee review this option and take steps to outsource the food service program.

C. The Audit Team believes transportation and food services are not tasks directly relating to education and therefore these two tasks should not distract from the Cranston School Committee’s more important activities. The Audit Team recommends the Cranston School Committee concentrate its efforts on its main responsibility which is the education of the Cranston School students and outsource the transportation and food services programs to companies that provide these services as their main responsibility.

Teacher Assistant and Bus Aide Unit Contract

The contract between the Local 1704, AFT and the Cranston School Committee covers teacher assistants and bus aides. The contract provides for working conditions, salaries and benefits and ended on August 31, 2008.

The Audit Team determined that the employees covered under this contract work a number of different schedules. Some work a school day, others work a school year and some work a summer only schedule. Most if not all of these employees work 30 hours or more per week.

These employees receive benefits such as vacations, holiday pay and sick leave. Currently their co-share for health insurance is 3%. When a new contract is negotiated the health insurance cost sharing should at least be comparable (hopefully 20%) to all other employees whose contracts have already been approved.

Technical Assistant Unit Contract

The contract between Local 1704, AFT Technical Assistants and the Cranston School Committee ended on August 31, 2008. The Contract provisions are similar to all of the non-certified contracts with respect to working conditions and benefits.
This contract is currently being negotiated, but the existing 3% employee co-share of health insurance premiums remains in place. When a new contract is negotiated the employee co-share should be at least comparable (hopefully 20%) to the other Cranston employees whose contracts have already been approved.

**Non-Certified Administrative Staff**

There is presently no group contract for these employees. Salaries are determined by the School Committee and benefits are consistent with other employees. Salary increases are very susceptible to budget shortfalls. This group of workers is absolutely needed to run the system and should be given consideration with respect to maintaining their relative salary and benefit package with respect to group contract employees.

**Certified Administrative Staff Contract**

Individual contracts are awarded by the School Committee for these employees. As part of its review the Audit Team noted that, although salary increases have been budgeted each year for this class of employees, most often the increases have been reduced or eliminated due to reduced revenues or deficits. The Audit Team is concerned that high quality administrators could be lost to other higher paying school districts in and out of state, if salaries of administrators are not comparable.
VII. REVIEW OF FINANCIAL AND ADMINISTRATIVE ACTIVITIES

1. Administrative Overview

As part of the Audit Team’s Performance Audit the Audit Team reviewed various areas of the Cranston School Department’s administrative procedures and staffing (Central Office) to determine the effectiveness and efficiency of the financial and administrative activities. The Audit Team was mindful of areas where there were opportunities for financial savings and areas where there could be opportunities for additional revenues or reimbursements. The following section of the report will summarize those areas that were reviewed and the Audit Team’s findings, observations and recommendations.

Please note, the Audit Team attempted to review the City side of the administrative departments of Information Services and Financial Applications in order to determine if there were additional savings that could be achieved by combining similar services provided by the City and School at a central location. Unfortunately, the City did not cooperate with the Audit Team and the Audit Team was denied access to these City Departments.

Central Office Administrative Staffing

The Audit Team reviewed the staffing at the Central Office. Two of the Central Office director’s positions (Executive Director of Educational Program and Services and Executive Director of Pupil Personnel & Curriculum) and their support staff were reviewed in detail as part of the Special Education and Central Office section of this report. This section of the report will review the offices of the following administrators and their staff.

1. Superintendent’s Staff
2. Assistant Superintendent’s Staff
3. Chief Operating Officer’s (COO) Staff
4. Chief Financial Officer’s (CFO) Staff

The Audit Team reviewed the organization chart of the Central Office and met with the CFO to review the current staffing levels in each of the administrative central offices. The staffing levels were then reviewed by the Audit Team and found to be reasonable given the size of the Cranston School Department. The following are the Audit Team findings based upon its review and observations.
Superintendent’s Staff

The Superintendent has reporting to him a cabinet of five senior management positions (Assistant Superintendent, Chief Operating Officer, Chief Financial Officer and two Executive Directors). The Superintendent has only one staff person (an Executive Secretary) reporting directly to him. Given the size of the Cranston School Department it is very reasonable for the Superintendent to have an Executive Secretary.

Assistant Superintendent’s Staff

Reporting directly to the Assistant Superintendent are the Principals of the individual schools, emergency management personnel, and the attendance office personnel. The Assistant Superintendent has an executive secretary. In addition there is a School Committee clerk that shares the responsibilities of the Superintendent’s and Assistant Superintendent’s executive secretaries. The need for each of the staff reporting to the Assistant Superintendent is clear and the Audit Team found no excess personnel.

Chief Operating Officer’s Staff

Reporting to the COO is an Office and Benefits Manager and two secretaries. Given that these few individuals are responsible for the Human Resource office, employee benefits, payroll, and athletics the Audit Team believes the staffing is reasonable and there is no excess staffing under the COO.

There are two additional individuals that report to both the CFO and the COO. The Energy Manager reports to the CFO for budgeting and reporting purposes and to the COO for interaction with trades people and custodians. The Director of Technology reports to the CFO for management information systems in support of accounting activities and to the COO for technology activities.

Chief Financial Officer’s Staff

The Chief Financial Officer has a significant organizational structure reporting to him. Within the accounting office there is an Executive Secretary, Director of Business Administration; a Senior Accountant; a Grant Manager and her clerk; and three clerical staff (two purchasing clerks and one accounts payable clerk). This office has recently lost two clerk positions.

The Audit Team reviewed the responsibilities of the accounting office and determined that the current staffing (without the recently lost two clerk positions) is reasonable. A school department with an operating budget in excess of $125,000,000 has a significant number of detailed accounting transactions that have to be processed and posted to the appropriate books of original entry. The new chart of accounts recently mandated by the Department of Education has only exacerbated the accounting office’s work load.
The Audit Team intended to review the City’s accounting office to determine if there could be savings as a result of combining functions in the two accounting office’s but was denied access by the City. In these difficult financial times consolidation of the accounting functions at the School and the City, if possible, should be investigated.

The Management Information Systems (MIS) department reports to the CFO. This accounting support function has a Director and two clerks (an MIS supervisor and accounts payable supervisor). This level of staffing appears reasonable. The complete MIS function of the Cranston School Department is discussed in greater detail in a separate section of this report entitled “Computer Technology”.

The Director of Plant and Transportation currently reports to the CFO. This department includes 2 clerks, approximately 95 custodians, one supervisor of transportation, eight trades people, seven grounds people and approximately 100 bus drivers. The Audit Team has recommended the School District outsource the transportation function and move the reporting of this department to the COO for day to day supervision and direct reporting to the Superintendent. Please see the “Central Administration” and “Student Transportation” sections of this report for more details.

Food Services also reports to the CFO. Like the Transportation function the Audit Team is recommending the School Committee outsourced this function.

The Audit Team also has noted elsewhere in this report the Charter School is accounted for within the accounting office of the Department. The Audit Team finds this comingling of accounting functions of the Department and the Charter School troubling and most likely more expensive to the Cranston taxpayers than need be. The Audit Team has recommended the Charter School hire its own financial officer and establish its own accounting department that would prepare the Charter School’s budget and record all of the accounting transactions of the Charter School. The total cost of operating the Charter School can then be collected from the communities using the Charter School through tuitions.
2. Budgetary Review

The Audit Team determined the Cranston School Committee’s annual budget format has been a source of frustration and bewilderment for City Council members and the public for many years. The Audit Team found the budget format is difficult for ordinary elected officials and citizens to understand. The current format reflects one page of revenues and a detailed line item budget (approximately 2,000 individual line items) showing two years of actual expense, the current year budget and the requested budget. However, there is no summarized expenditure data at any level.

The Audit Team has reviewed the current format, the court order and discussed various options to satisfy the needs of budget reviewers. The Audit Team identified these needs as: 1) simplification, 2) clarity, 3) summarization of important data and 4) sufficient detail so as to allow appropriate and optimum budgetary decisions. These changes will assist everyone within the budgeting process. The School Committee will be able to provide a better way to document why the total requested budget is necessary. The City will be able to see what is causing the budget increases. The Citizens will be able to understand the overall budget with significantly less review time.

➤ Recommendation:

A. The Audit Team recommends the Cranston School Committee, at a minimum. Prepare a one page summarized expenditure report, District-Wide, Educational Program Wide (i.e. high school, middle school and elementary) and individual school.

B. The Audit Team recommends that the budget have an Executive Summary which the School Committee can use to explain the changes in the budget (increases and decreases) in words before the reader gets into the actual figures. This Executive Summary would be the same type of presentation as the School Committee already provides to the City when it presents its budget. Having the oral presentation made to the City in writing at the beginning of the budget document is extremely helpful to the general public, consultants, lawyers and judges who are not always in attendance at the School Committee’s presentation to the City.

C. The Audit Team recommends that the School Committee prepare the annual budget in two different formats:

1) A conventional presentation, with four levels of summarization
2) A “need to have” budget format.

The conventional format would begin with a simple snapshot of the budget broken down by the categories of total salaries, benefits, purchased services, materials, capital and other. The second layer of the budget would be a one line summary of the budget by location (school)/department.
The third layer would provide the location (school)/department budget broken down by salaries, benefits, purchased services, materials, capital and other. The fourth layer would be the current line item detail budget.

The “need to have” budget format would be divided into two sections: 1) items that are required by law, regulation and/or contract “must have” and 2) items that exceed the requirements of law, regulation and contract “nice to have” or “discretionary”. The “must have” items would follow, for the most part, the BEP requirements. The “nice to have” items would be listed in the budget in a prioritized order by value to the School Committee. This would serve as a road map to making the proper budgetary decisions to achieve the maximum benefit for the appropriated dollars.

D. The Audit Team understands there could be efficiency savings within the both the “must haves” and the “nice to haves” but the Audit Team believes it is the responsibility of the School Committee to review its budget annually to identify and implement all efficiencies. Any budget process or format is limited in its ability to show the most efficient budget but the Audit Team feels that identifying items such as “must have” and “nice to have” is a step in the right direction.

3. Student Transportation

Almost all RI School Districts out-source their busing contracts and therefore do not have a full time transportation supervisor and related staff (please note Cranston’s transportation supervisor is also the plant supervisor). The Audit Team was advised by the school that “the Cranston School transportation program has shown itself to be a very cost effective program”. After review, the Audit Team respectfully disagreed with this conclusion but did not invest the time to determine the effectiveness and financial costliness of this program. The easily identified transportation costs in FY 2008 were $5,049,000 excluding fringe benefits and approximately $6,500,000 with fringe benefits. Clearly this is a very costly line item in the budget that deserves careful attention.

The Audit Team analyzed the accounting data provided by the School, met with and discussed the operations of the Cranston in-house bussing program with the supervisor of the program, and reviewed bussing operations with regional management of First Student (a private school bus operator). After these reviews it was obvious that a full analysis of the current in-house bussing program would have been costly and not the best use of the District’s resources.

Instead of analyzing the costs of the in-house transportation program the Audit Team recommends that the best way to determine the financial effectiveness of the in-house program is to prepare a request for proposal (RFP) and solicit bids form qualified transportation companies to determine what outsourcing would cost and then compare that cost to the total cost of the in-house program. The Audit Team recommends the request for proposals be completed and solicited as soon as possible so that no more time and money is spent on the current in-house program.
It is important to realize the cost of the in-house program includes some costs frequently overlooked such as the replacement cost of busses (which has been neglected for years), the benefit costs of health insurance and dental for the drivers that was $1.5 million dollars in the 2008 Group Health Insurance Program Audit, insurance costs relating to the transportation of students, and the additional liability risks relating to owning busses and transporting students. There are also costs relating to the safety of the students who are currently riding on Cranston busses that average 12 years old. There is the hidden cost of training the replacement for the current transportation supervisor who is at retirement age (no plan is in place at the present time), the legal risks involved in not being current on all laws and regulations relating to the transportation of students, etc.

Even after completing the full analysis of the costs, the Audit Team believes it is important to note the financial considerations of an in-house bussing program are not the only concerns that should be addressed. Providing transportation services “in-house” distracts the School Committee and the school administration from the primary purpose of the Department which is to provide the highest quality of education possible with the limited funds provided by the City and the State.

Outsourcing the transportation program would:

1) Provide students transportation on newer (arguably safer) busses,
2) It would significantly reduce the insurance risk (and insurance costs) of transporting students on Cranston’s owned and operated busses, and
3) To some extent it would reduce the risk of higher mid-year fuel prices.

Cranston is just one of only three communities which still provide bus services “in-house”.
The Audit Team is concerned that providing transportation services in-house results in unnecessary legal risks that the Audit Team believes the Department should not take. Providing transportation services requires specialized knowledge of an ever changing set of laws and regulations. Keeping up with these laws and regulations (if done) distracts the Department’s administration from its goal of providing a quality education to the students.

A review of the transportation capital budget and expense accounts suggest that the Department has no formal financial plan to upgrade its current inventory of busses. The average age (12 years) and condition of the Department’s busses are unfortunately not at the same level maintained by the transportation companies providing service within the State of Rhode Island. It would cost the Department millions of dollars to upgrade its buses to a more appropriate age level.

It should also be noted that RIDE is instituting a statewide regionalized student busing system for special education and private school students. Cranston is implementing this program in FY 2010 and has budgeted $600,000 in annual savings as a result of this participation. If Cranston can save $600,000 per year outsourcing its special education and private school bussing, one would expect that Cranston could save even more outsourcing its entire in-house bussing.
The Audit Team made no effort to determine the savings that could be obtained from outsourcing the District’s bussing but recently one of the other two districts that still use in-house bussing went out for a bid to outsource its bussing and found the savings were in the hundreds of thousands of dollars per year and in excess of a million dollars over five years. That district is much smaller than Cranston so it is reasonable to believe that Cranston could save well over a million dollars over the next five years if it were to outsource its bussing.

**Other Steps Taken**

A meeting with three top First Student representatives, school personnel and two members of the Audit Team was held. Various issues were discussed and First Student offered to provide a free cost analysis of Cranston’s operations. First Student provided data forms that could be used to identify the costs of the Cranston program. Unfortunately, the required data forms were not completed by the Department and therefore the cost analysis was not performed. The Audit Team met with the supervisor of the in-house program and noted that the Department is highly dependent upon this one individual in the operation of the transportation system. The Audit Team brought its concern to the Department’s administration noting this employee is past retirement age and his retirement would cause an adverse effect upon the operation of the transportation system.

4. **Computer Technology**

The Cranston School Department’s IT department is split into three different sections at three different locations. The sections are as follows:

A. The largest and most substantial computer section is one that provides the day to day business office operations such as handling the accounting functions of payroll, accounts payable, purchasing, etc. This section has the most employees and is located in the basement of the Briggs building.

B. The computer hardware/software support section is a very small in space and staff. It is also located in the Briggs building across from the main computer room servicing the business office. The main purpose of this section is to provide a help desk for users and technical assistance at the schools. This section also maintains the Department’s in house email system.

C. The Student Information Group computer operation is housed in the basement of the Horton Building which is by far the best computer housing in the District. This group maintains up to date student information on an internet based computer system.
The Audit Team’s intent was to obtain access to the City’s computer operations so a
determination could be made as to the possibility of identifying even greater joint savings
by combing the City and School computer operations. Unfortunately, the Audit Team
was not permitted to review the City’s computer operations, so no calculation of the
possible savings from a combined computer system could be made. Nevertheless, the
Audit Team expects there would be additional savings and these savings could provide the
finances needed to make significant technological upgrades by combining the computer
operations of the City and the School. The Audit Team recommends the City side be
reviewed as soon as possible and the resulting findings be compared to the computer
related findings in this report.

Although the split functions and sections work well with limited resources, it does seem
they function as separate identities and not as a cohesive computer division. The
combination of the three sections into one coordinated computer division would increase
the functionality of all three and most likely cut the overhead cost of each. The biggest
problem of the all three locations is the lack of proper infrastructure as listed below.

**Business Group Computer Section**

This section is managed by John Campellone, MIS Director/Payroll Administrator. John
supervises three individuals which reside in this section. The Audit Team found this
office had little or no security and housed all of the servers for the business office as well
as the email server and the communications equipment.

The Audit Team is concerned with the continued traffic from outside employees within
feet of the servers which results in a data and security problem. Even more alarming is
the fact there is a sprinkler head located directly above the servers. When the Audit
Team inquired about offsite backups it was told there is no complete offsite backup or
plan to run offsite in case of a disaster.

Another concern was the observation that MIS Director appears to do everything himself.
He updates to the MUNIS systems, creates reports, makes programming changes, and
implements system updates. While this is commendable for him to do it all, it is also not
a wise practice. If anything was to happen to the MIS Director the systems would be in
jeopardy.

**The Hardware/Software Support Section**

This section uses mostly outside help and warranted equipment to maintain the hardware
and network equipment. The staff, in addition to providing technical assistance at the
schools, also is charged with the maintenance of the email server (housed in the main
business office computer room). The two technicians providing in school assistance
work on a revolving schedule of one technician assigned to a school building for a half a
day per week. The Audit Team found this to be a good staffing plan which appears to
keep the majority of the users happy with a defined time for service.
The email system used by the Department is called IPSWITCH and it is an old non-
industry standard, cheap, self contained email system. Although the staff that maintains
the email system seems happy with it, the Audit Team recommends the District invest in a
more modern solution but would not consider this recommendation the highest priority as
long as the current system is working. It should be noted the general consensus of the
teachers and some of the other users is that the system is unreliable and often emails are
lost and/or users have trouble getting them.

The Student Information System Group

This computer section uses an internet based product called SCHOOLMAX which is
housed and supported by RINET located in North Kingstown. Although the space
requirements for an internet based product are much less than the in-house group this
section has space and some isolation from the outside world.

With the current version of SCHOOLMAX closing in on the end of its lifecycle this group
will need to migrate to another product in the future. Knowing this, they tried a
conversion, last year, to a newer version of SCHOOLMAX. Unfortunately, they where
the first in the state to try this new product but the product proved unreliable and they
were forced to convert back to the prior version. The conversion and then reconversion
process took a lot of departmental resources and pushed staff to the limit. This section
should spend some time catching up with current work and wait for some other City to
prove the next product works before converting again.

➤ Recommendations

1. The Audit Team was denied access to the city’s computer operations so the Audit
Team cannot make a conclusive recommendation on combining the computer
operations of the City and School Departments. The Audit Team believes from
general information reviewed and some information provided orally there is an
opportunity to save money and increase productivity if the City and the School
where to share information systems and staffing.

2. The Cranston School Department needs to find a common location where they can
house its entire computer operations (a data center) with state of the art security
and environmental controls. The Audit Team recommends all of the systems
currently located on different servers to be placed on a single server rack. A
single rack with multiple blade servers would decrease the maintenance cost,
reduce power consumption, and add redundancy to the department. It would also
be an important improvement for the school to create an offsite backup solution
and a disaster recovery plan which would be easier to create and maintain with a
single computer location.

3. The Audit Team recommends the Cranston School Department migrate to a newer
and more state of the art email system (such as Microsoft Exchange) that could be
housed on the same servers currently used for the current email system.
4. With a central computer location that has additional space, the combined computer staff could set up test labs and work areas which would allow them to make certain warranty repairs as time allows. This would also give them room to bring in students on a limited basis from the career and technical school to assist them with networking and repair of equipment.

5. The overall IT department is generally under staffed in the middle management area with little or no backup for key personnel. As they currently exist all three sections could use additional management personnel. However, in a combined computer operation with one top management person current staff could be cross trained to provide redundancy and in house advancement.

6. As stated above the Audit Team believes the combination of the City and School IT departments would result in savings (and has so in most communities where it has been tried). The Audit Team believes the same will hold true for Cranston. It may be in the best interest of both the City and the School to pool their recourses and seek a proposal for a new computer system that is designed for a City/School joint ventures starting from the ground up.

5. Central Supply:

Given today’s technology and the delivery capabilities of office product suppliers there is no longer a need for a Central Supply function in a school district. Cranston School Department still has a Central Supply function that should be closed.

The two individuals that run the Central Supply are custodians and could easily be reassigned to fill positions vacated by other custodians who retire. In the interim, they could be used to fill in for absentees of custodians at other schools reducing the need for overtime. Elimination of the Central Supply would save two custodial positions at an approximate $90,000 of savings.

6. Food Services:

Like Transportation, the Audit Team recommends the Department immediately request proposals to outsource its food services operation (school lunch program). The school lunch program generated $2,642,089 in revenues in FY 2008 but incurred $2,878,284 in expenditures. This resulted in a $236,195 deficiency of revenues for the school lunch program and a comparable burden on the Department’s general fund. There were 547,974 meals served at 26 serving sites. Eight preparation sites served the 26 serving sites. Free lunches were 309,908; there were 51,681 reduced priced and 186,385 were paid lunches.
The Audit Team analyzed the accounting data provided by the School, reviewed personnel by site, food costs by site and discussed the operation of the program with the School’s CFO and program manager. Also the Audit Team had discussions with representatives of a private school lunch operator.

Management represented the operating loss was largely caused by the food nutrition requirements that do not allow the selling of items such as soda or French fries which the students prefer. Also the free and reduced lunches result in part of the loss. Management did not offer a plan to balance the budget.

The Audit Team determined that the previous practice in the elementary and middle schools of having the students preorder and pay for their lunches in the homeroom period had been discontinued in a labor negotiation settlement. In addition to this resulting in the possibility of poor utilization of food, the elimination of ordering lunch in the home room also required the hiring of an additional 3 hr temp at each site to collect the funds during the lunch period. It has been represented that this one change costs approximately $80,000 per year (which is about one third of the FY 2008 loss).

At the request of the Audit Team, the school lunch private contractor offered to assist the Cranston School Department in preparing bid specifications if the School Committee publically voted to consider outsourcing the lunch program. This has not been done.

Instead, the School Committee chose to establish an internal committee to evaluate the food service function. The internal committee consisted of two school committee members, the superintendent, the executive director of finance, the food service director, the union president, and one parent. The internal committee prepared and presented a plan to the School Committee which they believed would address the problem.

It is unclear at this time as to the cost savings/revenue enhancement potential of the internal committee’s plan. The only expressed cost reduction in the Food Service Fund is by eliminating the full cost allocation of various school personnel involved in the delivery of lunches and food supplies. Under this plan the costs would revert to the School’s General Fund, so there would be no overall savings just cost shifting.

➢ Recommendations:

A. The Audit Team recommends the School Committee consider outsourcing food service and to immediately begin the bidding process. The bid documents will need to provide the vendor with the possibility of generating at a minimum a no cost scenario for the School Department. In other words, the bid document must encourage an entrepreneurial approach.

B. A system needs to be developed at the elementary and middle schools to reinstitute the preorder and prepay process in order to save the extra $80,000 caused by the elimination of this process.

C. Food price increases or selection reductions should be considered.
7. Health and Dental:

The Audit Team has reviewed the health and dental costs of the Department and has read the 2008 Group Health Insurance Program Audit Report prepared by Mr. Kevin D Walsh, MBA LIA. The Audit Team was very impressed by the scope of the 2008 engagement and the list of suggested savings provided by Mr. Walsh.

In its interim report the Audit Team recommended increases in all employees co-share of health insurance premiums of at least 5% which (per Mr. Walsh’s calculations) would save the District approximately $1,200,000. This recommendation was before any renegotiation of union contracts by the School Committee.

Since the Audit Team’s Interim Report, the School Committee has taken significant steps to exceed the recommended savings by the Audit Team in its Interim Report. The Audit Team strongly supports the School Committee’s efforts in this area and recommends progress continue until all employees are paying at least a 20% co-share of their health insurance premiums. Since a 5% increase resulted in a $1,200,000; a 20% increase from zero percent to a 20% co-share is $4,800,000.

In addition, the Audit Team believes the School Committee should make a review of all other health insurance program benefits. Such a review could identify some significant areas where there could be additional health insurance savings. For example, the level of health insurance co-pays can be adjusted from current levels to better reflect current trends. Approximately $250,000 a year can be saved by simply increasing doctor office visit co-pays from $15 to $20. An additional $500,000 could be saved annually by increasing co-pays for “Urgent-Care” facilities to $50 and emergency room co-pays from $50 to $100. Further, the Audit Team noted significant savings can be obtained from increasing prescription drug co-pays. All of these items should be part of any further union contract negotiations.

It should be noted at this time, the Mr. Walsh’s report identifies other significant health insurance savings the Audit Team believes could only be implemented after the School Committee negotiated these changes with the Department’s unions. These major changes in the health insurance program would result in significant savings but the Audit Team does not believe that these changes can be implemented at this time or in the near future.
VIII. Health and Safety of Pupils:  
Standards for School Buildings/  
Annual Approval Process

Introduction

Rhode Island General Law 16-21-3, Standards for School Buildings and 16-21-3.1, Approval requires the Superintendent of Schools to ensure that the District’s schools are not opened until notification is received from the agencies mentioned in RIGL 16-21-3 (Exhibit 10). This notification must be attained by August 1st of each year and must state that the schools are in compliance with their respective codes.

As a matter of routine protocol when conducting a performance audit of this scope, the Audit Team requested copies of the inspection reports submitted by the local Fire Chief, the local Building Inspector, the Director of the State Department of Health and the Director of the State Department of Labor and Training. The reports/certificates collected for the FY 2009 school year are included in the Appendix section of this report to confirm the District’s compliance with the aforementioned laws for FY 2009.

Findings

1. Discussion with the Director of Plant & Transportation on October 16, 2008 confirmed that, although the schools were open, the District’s schools had not been inspected as of October 16, 2008 by the City’s Building Inspector or the Director of the State Department of Health as required by State Law. However, the School Department’s records (Exhibit 11) confirmed the inspections required by law by the local Fire Chief (certification of inspection dated 9/25/08), and the State Department of Labor and Training (certification notice dated July 16, 2008) were conducted.

2. As a result of its review of the Department’s 2008 school building inspection reports the Audit Team determined the following:
   a. On July 10, 2008, the Director of Transportation and Plant Operations was notified that: “Re- Inspection by the Department of Labor and Training revealed all violations cited at the safety inspection conducted on April 22, 2008 were abated”.
   b. On April 28, 2008, the Director of the CAC/TC was notified by the Department of Labor and Training that “Our inspector’s report indicates that during the course of his inspection, “no violations were determined”.
   c. On September 25, 2008, the School Department was notified that the Department’s buildings were in compliance with the State’s Fire code.
d. The Director of the Career Technical Center (CAC/TC) received a written notice dated June 31, 2008 (Exhibit 11B) from the Rhode Island Department of Elementary and Secondary Education (RIDE) School Construction Coordinator that all deficiencies documented by the Rhode Island State Fire Marshall during the annual inspection process “must be corrected in a timely manner or a variance secured”. This notice also states that “all deficiencies must be corrected no later than August 30, 2008”. In this regard, the inspection report dated June 20, 2008 (Exhibit 11C) identifies 10 deficiencies, 9 of which are noted as corrected and 1 (item 3 on pages 2 and 3) which documents that a variance was granted regarding RIGL 15.2.11 (Special Means of Egress Features) and 15.2.11.1 (Windows for Rescue).

e. The same correspondence noted in item D above (Exhibit 11B) also notifies the CAC/TC Director that: On March 28, 2008, RIDE issued “Independent Contracts” in the amount of $5,000 to each State owned CTAC’s for immediate facility repairs. Given the aggressive timetable for the fire safety remediation, it is anticipated that the independent contracts concentrate on these fire safety deficiencies and are executed and processed at the local level”.

f. The Department has not provided the Audit Team with documentation the Director of the State Department of Health inspected the Cranston School Department’s schools and the CAC/TC as required by State Law.

3. Inspections by the City Building Inspector were conducted during the time frame of November 14, 2008-December 4, 2008. The building inspection form requires the inspector to circle one of the following conditions:

a. “The school is in substantial conformance with the provisions of the State Building Code for existing buildings as required in Chapter 16-21-3 of the General Laws entitled “Standards for School Building. The following list of corrections must be completed by ______________ and a re-inspection scheduled with the Building Officials Office.”

Or:

b. “The school is in non-compliance with the aforementioned code provisions. The following list of corrections must be completed before the school can be occupied and a re-inspection scheduled with this office.”

The Audit Team reviewed the State Building Code Certificates of Inspection forms and confirmed the inspection status of the following buildings (Exhibit 12).

➢ The following are certified as “in substantial conformance, with no corrections and no re-inspection required” before the school can be occupied:

   Eden Park       Rhodes       Garden City
   Chester Barrows Norwood     Sanders
   Hortons (minor corrections required)
   Hope Highlands (minor corrections required)
The following are schools documented as “in substantial conformance”. However, this group of schools required corrections that must be completed by the date specified on the inspection form as identified below:

- Edgewood Highland (1/1/09) Stadium (12/31/08)
- Arlington (12/31/08) NEL/CPS (12/11-31/08)
- Stone Hill (12/31/08) Oak Lawn (12/31/08)
- Woodridge (12/31/08) Peters (12/31/08)
- Glen Hills (12/31/08) Waterman (12/31/08)
- Wm. Dutemple (12/31/08)

The remaining school inspection forms completed by the City Building Inspector do not identify if the school is either “in substantial compliance” or in “non compliance”. Instead the inspection forms for most of the following buildings list various, and in some cases, numerous corrections that must be addressed but they do not specify a required re-inspection date.

- Gladstone
- * Cranston West
- * Briggs
- ** Bain
- Park view
-Early Childhood Center
- Orchard Farms
- ** Western Hills

* Back page of inspection report missing.
** Team 3 lists school as “in substantial compliance” and noted that listed corrections must be completed by December 31, 2008.
*** Team 2 lists school as “in substantial compliance” and noted that listed corrections must be completed by December 31, 2008

4. An inspection conducted by the City Building Official on November 24, 2009 does not indicate that the Cranston West High School is in substantial conformance with the State Building Code for existing buildings nor does it indicate that the buildings are in non-compliance with the State Building Code. However, the inspection form lists numerous corrections that must be addressed but does not provide a completion date as required on the inspection form (Exhibit 12). The District did not provide the Audit Team with documentation that the CAC/TC was inspected by the State Building Commissioner as required by State law.

5. A report prepared by the Cranston West Principal, which was submitted to the New England Association of Schools & Colleges, Inc. on April 23, 2009, stating the physical condition of CAC/TC continues to pose an unhealthy and potentially hazardous learning environment. Attached to the Principal’s report is a list of major Life Safety work compiled by the Director of CAC/TC that needs to be done at the Center.
Because the magnitude and severity of the concerns expressed by the Building Principal and the Director of CAC/TC regarding Life Safety work that has to be done at the center, copies of both reports are included in the appendix of this report (Exhibit 13). The principal’s report conflicts with the inspection notice issued by the department of labor and training for CAC/TC.

6. Report Prepared by the Director of Plant Operations: Condition of the Pneumatic (HVAC) system at CAC/TC Dated May 1, 2009 (Exhibit 14). This report advises the Program Director that the system no longer operates properly. Specifically, the report states that:

“The condition of the pneumatic system is at the point where it no longer operates properly.”

“The compressor in the boiler room is blowing oil past the pistons contaminating the thermostats which causes the building to overheat uncontrollably. There are areas in the building well over 85 degrees making the environment unbearable. Next season we will have the same problem of the building overheating”.

“During the cooling season thermostats will not switch over for cooling. The chiller has one bad compressor therefore it is operating on one compressor. We have changed contractors, cleaned condensers and nursed this compressor for the past five (5) years. Now it is at the point of no longer operating.”

“With no air conditioning during the summer we will have a problem with mold in the building.”

7. The Executive Summary (pages1-2) of the Vocational Technical School Buildings Existing Conditions Report prepared by RGB #5540-2000 regarding the Cranston Vocational Technical Facility dated March 13 2006 (Exhibit 15) identified numerous Life Safety, Accessibility, Asset Protection, Building Systems and Security issues that are considered “highest priority” and required immediate attention. This report stated “The approximate cost to correct this work is estimated at $506,501.40”. Also, the report identifies major concerns regarding Asset Protection, Building Systems and Security that are considered high and medium priorities that will require attention within the next one to ten years at an estimated cost of $3,165,805.

A comparison of the Life Safety and Asset Protection issues documented in the RGB Executive Summary Report prepared in March 2006 with the report prepared by the Director of CAC/TC dated April 22, 2009 (Exhibit 13) identifies those Life Safety and Asset Protection issues that have not been completely addressed since the issuance of the RGB report in 2006.

Those issues are as follows:
a) Poor operation of the building HVAC system-unreliable/faulty temperature controls
b) The continued growth of mold and mildew in various parts of the building.
c) Site drainage issues which causes the migration of water through the foundation wall has contributed to the persistent moisture and mold issues in numerous rooms on the lower building level
d) Electrical safety work/upgrades
e) Window replacement/window seals leak and all classroom windows do not meet rescue requirements (variance granted (Exhibit 11C))
f) Replacement of asbestos floor tiles
g) Compliance with handicapped accessibility requirements
h) Communication/security system between Cranston West High School and the Vocational Building
i) The unreliability of the building elevator
j) Exterior masonry needs repair


Exhibit 17 presents a list of the Department’s service contracts for mechanical systems and equipment pursuant to the aforementioned Vocational Regulations.

Summary

The Audit Team’s effort to confirm the Department’s compliance with Rhode Island General Laws 16-21-3, Standards for School Buildings and 16-21-3.1 Approvals resulted in the discovery that the Department’s Schools were in fact opened without conforming to the aforementioned laws in reference to the completion of the annual inspections required by August 1st of the ensuing school year. This conclusion was reached as a result of the Audit Team’s review of the inspection certificates submitted by the local Fire Chief, the City Building Inspector, and the Director of the State Department of Health. In fact, the Audit Team did not receive an inspection report conducted by the Director of the State Department of Health at any point in time confirming the Department’s School or CAC/TC’s compliance with the State Health Code.

The Local Fire Chief’s Certificate of Inspection was submitted to the School Department in the form of a blanket certification dated September 25, 2008 stating that the Cranston Public Schools “Comply with Fire Safety code”. This Certificate of inspection does not confirm the compliance of each individual school building with the Fire Safety Code by August 1, 2008 as required by the RIGL 16-21-3.
The City Building Official’s inspections commenced, according to the dates posted on the inspection reports submitted to the Audit Team, on November 14, 2008 and concluded on December 4, 2008. Certificates of Inspection for the Horton, Early Childhood Center, and the Orchard Farm School were undated.

The building inspection certificates submitted to the School Department during the inspection period of November 14, 2008 and December 4, 2008 confirmed that 8 of the Department’s schools were in substantial conformance with the provisions of the State Building Code for existing building, eleven were in “substantial conformance” but required corrections that “must” be completed by the date specified on the inspection certificate submitted by the City Building official. The Audit Team was not provided confirmation that the specified corrections listed on the inspection forms have been addressed by the School Department.

Lastly, the Inspection Certificates for nine of the Department’s buildings do not identify the buildings as either “in substantial compliance” or in “non-compliance”. Although these inspection reports state that most of these buildings have various and, in some cases, numerous corrections that must be addressed, there are no re-inspection dates recorded on the inspection form.

After review of the certificates of inspection submitted by the City’s Building Inspector, the Deputy Fire Marshall’s Certificate of Inspection for code compliance with State law, the absence of inspection reports that should have been submitted by the Director of the State Department of Health for both the District’s Schools and the CAC/TC, and the absence of an inspection report that should have been submitted by the State Building Commissioner for the CAC/TC, the Audit Team could only conclude that the aforementioned agencies did not comply with the requirements of RIGL 16-21-3 Standards for School Building (Exhibit 10). Also, the District did not comply with RIGL 16-23-3.1 Approvals (Exhibit 10) which requires the Superintendent to ensure that the District’s Schools are not opened until notification is received from all of the agencies mentioned in RIGL 16-21-3 that the schools are in compliance with their respective codes.

When the Audit Team considered 1) the 2008 inspection reports; 2) RIDE’s failure to fully address the Vocational Technical School Buildings Existing Conditions Report prepared by RGB Architectural Firm in March of 2006 for the Cranston Vocational Technical Facility; 3) the Reports submitted to the New England Association of Secondary Schools and Colleges (NEASC) by the Principal of Cranston West High School; 4) the Director of CAC/TC report dated April 23, 2009 and 5) the report submitted by the Director of Plant and transportation regarding the very poor physical and operating condition of the HVAC system of CAC/TC, the Audit Team concluded that there is cause for serious concern regarding the overall physical condition of CAC/TC and the funding required to effectively abate these conditions.

Although the inspection report submitted by the Director of the State Department of Labor and Training dated April 28, 2008 confirms that the CAC/TC “was in compliance to the codes, rules and regulations enforced by the Division” in reference to their safety inspection of the of the building conducted on April 25, 2008, the reports submitted to NEASC by the Cranston West High School Principal and the Director of the CAC/TC on
April 23, 2009 confirm at least ten Life Safety and Asset Protection issues identified in the RGB report dated March 13, 2006 have yet to be properly abated to comply with life safety and building codes. Further, the Audit Team has concerns that the Cranston School Department and/or the Rhode Island Department of Education may not have the funding resources that were estimated in the RGB report to bring the CAC/TC into compliance with all Life Safety, Accessibility, Asset Protection Building Systems, and Security items which were considered as the “highest priority and require immediate attention” (Exhibit 15, pg. 1) in order to continue operations as they currently exist by the start of the FY 2010 school year.

The correspondence received from RIDE’s Chief of Operations on October 28, 2009 explaining the mechanisms available for funding physical plan improvements at CTAC facilities (Exhibit 18) supports the Audit Team’s aforementioned concern regarding the Department’s and RIDE’s FY 2010 ability to properly fund the abatement of the physical plant deficiencies at the CAC/TC which were identified in the Cranston West Principal’s physical condition’s report (Exhibit 13) to the New England Association of Secondary Schools and Colleges.

Since this Performance Audit was restricted to the District’s operations for the FY 2009 the Audit Team is not aware of the status of the funding mechanism items described on pages 1 and 2 of Exhibit 18 for the FY 2010. Page 3 of this exhibit describes a capital budget request totaling $1,689,051 proposed by RIDE to address remaining code compliance issues and replace the HVAC system at the Cranston Career and Technical Center. However, the Audit Team notes that CTAC’s election to request funding through this mechanism is advised by RIDE as follows: “these requests must be reviewed, and approved by the Board of Regents, Department of Administration, Capital Development, Planning and Oversight Committee, the Governor and the Legislature, before any expenditures may be processed. Due to the state’s fiscal crisis, all State purchases have been significantly reduced. However, districts reaching agreement on accepting ownership of their CTAC centers have received state fiscal support through the capital budget process for agreed upon work to be completed as part of the transfer process” As noted above the Audit Team was not informed about the District’s position on RIDE’s offer to request funding for a capital budget project that requires a district to reach agreement on accepting ownership of its CTAC center.

➤ Recommendations:

A. The Cranston School Department should notify all of the agencies mentioned in RIGL 16-21-3 on or before April 15, annually that the Department is prepared for the annual School Building inspection process pursuant to RIGL 16-21-3 (Exhibit 10).

B. The Director of Plant and Transportation should schedule an inspection by the State Health Department as soon as possible for all of the School Buildings under the direct care and control of the Cranston School Department if in fact the annual inspection has not been completed.
C. The City Building Official should review and complete all of the reporting requirements specified on the State Building Codes Certificate of Inspection, previously submitted for FY 2009.

D. The School Department should request that all inspection agencies issue a certificate of inspection confirming the compliance of each school building with all life safety and building code requirements. The current practice by the Local Fire Chief and the State Department of Labor and Training of issuing one blanket certificate of inspection for all of the Department’s school buildings should be reconsidered.

E. The Superintendent must require all inspections by the agencies listed in RIGL 16-21-3 be completed on or before August 1st of the ensuing school year and further that the Superintendent must prohibit the opening of any school building that has not been inspected pursuant to the applicable laws governing the annual inspection of all school buildings.

F. The School Department should prepare an updated budget estimate that will support the abatement of all of the Life Safety issues identified by the Cranston Building Official, the Director of Plant Operations, the Director of the CAC/TC, the Principal of Cranston West High School and any issues identified in the RGB Vocational Technical School Buildings Existing Conditions Report dated March 13, 2006 (Exhibit 15).

G. The School Committee should confirm its compliance with all of the Rhode Island Department of Education’s Vocational Education Regulations and demand, through legal or any other authorized action (which is considered necessary and appropriate); that the Rhode Island Department of Education comply with its own regulations and funding requirements in reference to compliance with all Life Safety and building codes, and building accessibility regulations.

H. The CAC/TC facility should be brought into compliance with all building and Life Safety codes pursuant to the requirements of RIGL 16-21-3 and 16-21-3.1 (Exhibit 10) if the Cranston School Department intends to continue in its capacity as the Administering School District for the current Career and Technical Education Program offered at the Cranston West High School facility.
EXHIBIT SH 1
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<th>Classrooms</th>
<th>No. of Rooms in Use</th>
<th>No. of Unused Rooms</th>
<th>&quot;&quot;Room Size/Sq. Ft.&quot;</th>
<th>Oct. 1, '08 Enroll.</th>
<th>Enrollment Capacity</th>
<th>FTE of Teachers Assigned</th>
<th>FTE of Support Staff Assigned</th>
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<td>Art (Including storage. and work room)</td>
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<td>Music (including practice and ensemble)</td>
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<td>Enrollment Capacity</td>
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<td>FTE of Support Staff Assigned</td>
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<td>Media Center/Library</td>
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<td>School Office</td>
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<td>FTE of Teachers Assigned</td>
<td>FTE of Support Staff Assigned</td>
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**NOTES**

Principal's Signature: ____________________________ Date ______________________

** ROOM SIZE/SQUARE FOOTAGE DATA-LEAVE BLANK**

*SURVEY INSTRUMENT FORMAT DEVELOPED FROM A MODIFICATION OF: RIDE SCHOOL CONSTRUCTION REGULATIONS, SPACE ALLOWANCE BY PROGRAM ACTIVITY. (section 1.06-3 page 13)*
EXHIBIT SH 2
TO: M. Richard Scherza, Superintendent of Schools, Cranston, RI
FROM: Ellen W. Kelly, Ed.M., Donald Kennedy, Ed.D., Demographic Team
DATE: November 14, 2007
RE: Enrollment Projections

We are pleased to send you the enclosed documents displaying the past, present, and projected enrollments for the Cranston School District. We have used the figures given to us by the district and we assume that the method of collecting the enrollment data has been consistent from year to year.

NESDEC's enrollment projection totals from fall of 2006 came within 0.2% of the actual enrollment total for fall 2007. The cohort survival ratios continue to maintain a consistent pattern.

If your district has need for further assistance in the area of long range facilities planning, we would urge you to call so that we might discuss our planning services which include our Demographic and Long-Range Enrollment Projection Studies.

We have enclosed suggestions for interpreting the printout and a brief description of the modified cohort survival methodology used in preparing the projections. As always, we would be delighted to hear from you regarding ways in which we might make the enrollment forecasts more useful to you. Please don't hesitate to call or email us at ep@nesdec.org. Best wishes for the school year.
Enclosed with this update are the latest NESDEC projections. These have traditionally been very accurate. NESDEC, as you know, is an independent vendor who has been providing this service to districts and state governmental units for nearly seventy years. Unlike the numbers presented in the parental minority report, there are no projections that even remotely approach the 10% range increases they talk about. In fact, as you will note, there will be virtually no change over the next five years, district-wide. Statistically, the data and projections become less reliable the further into the future you go.

As the NESDEC reporters noted in their response to us, "... Their projection totals came within .2 of 1% of the actual enrollment for this year. The cohort survival ratios continue to maintain a consistent pattern..."
PROJECTION METHODOLOGY

The cohort survival technique is the most frequently used method of preparing enrollment forecasts. NESDEC uses that technique, but modifies it in order to move away from forecasts which are wholly computer or formula driven. Such modification permits the incorporation of important, current town-specific information into the generation of the enrollment forecasts. Basically, percentages are calculated from the historical enrollment data to determine a reliable percentage of increase or decrease in enrollment between any two grades. For example, if 100 students enrolled in Grade 1 in 2001-02, increased to 104 students in Grade 2 in 2002-03, the percentage of survival would have been 104% or a ratio of 1.04. Such ratios are calculated between each pair of grades or years in school over several recent years.

After study and analysis of the historical ratios and based upon a reasonable set of assumptions regarding births, migration rates, retention rates, etc., ratios most indicative of future growth patterns are determined for each pair of grades. The ratios thus selected are applied to the present enrollment statistics for a pre-determined number of years.

The ratios used are the key factors in the reliability of the projections, given the validity of the data at the starting point. The strength of the ratios lies in the fact that each ratio encompasses collectively the variables that account for increases or decreases in the size of a grade enrollment as it moves on to the next grade. Each ratio represents the cumulative effect of the following factors:

1. Migration, in or out, of the schools;
2. Retention in the same grade;
3. Drop-outs, transfers, etc.;
4. Births and deaths;
5. New house construction.

GENERAL COMMENT

Projections can serve as useful guides to school administrators for educational planning. In this regard, the projections are generally most reliable when they are closest in time to the current year. Projections six to ten years out may serve as a guide to future enrollments, and are useful for facility planning purposes. However, they should be viewed as subject to change given the possibility for change in the underlying assumptions. Annual updates allow for the identification of any recent changes in historical trends.

In light of this, NESDEC urges all school districts to have updated enrollment forecasts developed by NESDEC each October. This service is available at no cost to affiliated school districts.
### HISTORICAL ENROLLMENTS BY GRADE

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### HISTORICAL ENROLLMENT DATA

#### ANNUAL PERCENTAGE CHANGES

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**TOTAL CHANGE 1997-2007**

| Total | 98   | 0.0% |
HISTORICAL ENROLLMENT, K-12 1997-2007  Cranston, RI
(includes vocational and city charter students)
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*Projections should be updated on an annual basis.

## Projected Enrollment Data

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**Total Change 2007-2012**: 3 0.0%
PROJECTED K-12 ENROLLMENT TO 2012 BASED ON DATA THROUGH SCHOOL YEAR 2007-08 Cranston, RI
(includes vocational and city charter students)

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HISTORICAL & PROJECTED ENROLLMENTS
Pre-K-12, 1997 TO 2012  Cranston, RI
(includes vocational and city charter students)
**ADDITIONAL HISTORICAL DATA: Cranston, RI**

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* SFDU = Single Family Dwelling Unit  
  MF DU = Multiple Family Dwelling Unit

The above data was used to assist in the preparation of the enrollment projections which follow. If additional demographic work is needed, please contact our office.
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**Birth to Kindergarten survival ratio is based on 5 year average.

***Total enrollment does not include an estimate for pre-kindergarten or for special education enrollments.

## Cranston Public Schools Population Counts for 2009

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### Elementary Totals

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**Grand Total CPS**

5240

These are actual counts as of 10-02-08
ELEMENTARY SCHOOL SURVEY RESULTS

EXHIBIT SH- 5
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<th>GRADE LEVEL</th>
<th>No. of rooms in use</th>
<th>No. of unused rooms</th>
<th>Oct. 1st enroll. 2008</th>
<th>2008 enroll. capacity</th>
<th>No. of unassigned student seats</th>
<th>Utilization of available seating</th>
<th>FTE of teachers assigned</th>
<th>Avg. Class Size by grade</th>
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<td>86%</td>
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<td>21.6</td>
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<td>824</td>
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<td>87%</td>
<td>38.5</td>
<td>21.7</td>
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*Not included in total enrollment count

**FTE of Teachers assigned to Kindergarten is based on 1/2 of Kindergarten enrollment.

***District-Wide Average class size
### EXHIBIT 6 #1 of 17

**ELEMENTARY SCHOOL SURVEY -- 2008-09 BUILDING GRADE LEVEL SUMMARY**

**AVAILABLE CLASSROOMS, UTILIZATION OF ENROLLMENT CAPACITY & CLASSROOM TEACHER ASSIGNMENTS**

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<th>FTE of teachers assigned</th>
<th>Avg. class size by grade</th>
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<td><strong>77%</strong></td>
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* Average class size and FTE of Kindergarten teachers is based on 1/2 Kindergarten enrollment. ** Average class size by building.
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<th>Utilization of available seating</th>
<th>FTE of teachers assigned</th>
<th>Avg. class size by grade</th>
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<td>50</td>
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<td>73%</td>
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* Average class size and FTE of Kindergarten teachers is based on 1/2 Kindergarten enrollment. **Average class size by building.
<table>
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<th>Avg. class size by grade</th>
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<td>1</td>
<td>0</td>
<td>30</td>
<td>25</td>
<td>-5</td>
<td>120%</td>
<td>1.5</td>
<td>30</td>
</tr>
<tr>
<td>GRADE 2</td>
<td>2</td>
<td>0</td>
<td>45</td>
<td>50</td>
<td>5</td>
<td>90%</td>
<td>2</td>
<td>22.5</td>
</tr>
<tr>
<td>GRADE 3</td>
<td>2</td>
<td>0</td>
<td>41</td>
<td>50</td>
<td>9</td>
<td>82%</td>
<td>2</td>
<td>20.5</td>
</tr>
<tr>
<td>GRADE 4</td>
<td>2</td>
<td>0</td>
<td>43</td>
<td>54</td>
<td>11</td>
<td>80%</td>
<td>2</td>
<td>21.5</td>
</tr>
<tr>
<td>GRADE 5</td>
<td>2</td>
<td>0</td>
<td>44</td>
<td>54</td>
<td>10</td>
<td>81%</td>
<td>2</td>
<td>22</td>
</tr>
<tr>
<td>GRADE 6</td>
<td>2</td>
<td>0</td>
<td>35</td>
<td>54</td>
<td>19</td>
<td>65%</td>
<td>2</td>
<td>17.5</td>
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<tr>
<td><strong>TOTAL</strong></td>
<td>12</td>
<td>0</td>
<td>284</td>
<td>337</td>
<td>53</td>
<td>84%</td>
<td>12.5</td>
<td><strong>22</strong></td>
</tr>
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</table>

*Average class size and FTE of Kindergarten teachers is based on 1/2 Kindergarten enrollment. **Average class size by building.
<table>
<thead>
<tr>
<th>EDEN PARK</th>
<th>No. of rooms in use</th>
<th>No. of unused rooms</th>
<th>Oct. 1st enroll. 2008</th>
<th>2008 enroll. capacity</th>
<th>No. of unassigned student seats</th>
<th>Utilization of available seating</th>
<th>FTE of teachers assigned</th>
<th>Avg. class size by grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRE-KINDERGARTEN</td>
<td>1</td>
<td>0</td>
<td>30</td>
<td>50</td>
<td>20</td>
<td>60%</td>
<td>1</td>
<td>**15</td>
</tr>
<tr>
<td>KINDERGARTEN</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GRADE 1</td>
<td>2</td>
<td>0</td>
<td>56</td>
<td>50</td>
<td>-6</td>
<td>112%</td>
<td>2</td>
<td>28</td>
</tr>
<tr>
<td>GRADE 2</td>
<td>2</td>
<td>0</td>
<td>47</td>
<td>50</td>
<td>3</td>
<td>94%</td>
<td>2</td>
<td>23.5</td>
</tr>
<tr>
<td>GRADE 3</td>
<td>2</td>
<td>0</td>
<td>37</td>
<td>50</td>
<td>13</td>
<td>74%</td>
<td>2</td>
<td>18.5</td>
</tr>
<tr>
<td>GRADE 4</td>
<td>2</td>
<td>0</td>
<td>46</td>
<td>54</td>
<td>8</td>
<td>85%</td>
<td>2</td>
<td>23</td>
</tr>
<tr>
<td>GRADE 5</td>
<td>2</td>
<td>0</td>
<td>44</td>
<td>54</td>
<td>10</td>
<td>81%</td>
<td>2</td>
<td>22</td>
</tr>
<tr>
<td>GRADE 6</td>
<td>2</td>
<td>0</td>
<td>39</td>
<td>54</td>
<td>15</td>
<td>72%</td>
<td>2</td>
<td>19.5</td>
</tr>
<tr>
<td>TOTAL</td>
<td>13</td>
<td>0</td>
<td>299</td>
<td>362</td>
<td>63</td>
<td>83%</td>
<td>13</td>
<td>**22</td>
</tr>
</tbody>
</table>

*Average class size and FTE of Kindergarten teachers is based on 1/2 Kindergarten enrollment. **Average class size by building.
# EXHIBIT 6 #5 of 17

ELEMENTARY SCHOOL SURVEY -- 2008-09 BUILDING GRADE LEVEL SUMMARY
AVAILABLE CLASSROOMS, UTILIZATION OF ENROLLMENT CAPACITY & CLASSROOM TEACHER ASSIGNMENTS

<table>
<thead>
<tr>
<th>EDGECOOD HIGHLAND</th>
<th>No. of rooms in use</th>
<th>No. of unused rooms</th>
<th>Oct. 1st enroll. 2008</th>
<th>2008 enroll. capacity</th>
<th>No. of unassigned student seats</th>
<th>Utilization of available seating</th>
<th>FTE of teachers assigned</th>
<th>Avg. Class Size by grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRE-KINDERGARTEN</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* KINDERGARTEN</td>
<td>1</td>
<td>0</td>
<td>25</td>
<td>50</td>
<td>25</td>
<td>50%</td>
<td>1</td>
<td>*12.5</td>
</tr>
<tr>
<td>GRADE 1</td>
<td>2</td>
<td>0</td>
<td>54</td>
<td>50</td>
<td>-4</td>
<td>108%</td>
<td>2</td>
<td>27</td>
</tr>
<tr>
<td>GRADE 2</td>
<td>2</td>
<td>0</td>
<td>36</td>
<td>50</td>
<td>14</td>
<td>72%</td>
<td>2</td>
<td>18</td>
</tr>
<tr>
<td>GRADE 3</td>
<td>2</td>
<td>0</td>
<td>31</td>
<td>50</td>
<td>19</td>
<td>62%</td>
<td>2</td>
<td>15.5</td>
</tr>
<tr>
<td>GRADE 4</td>
<td>1</td>
<td>0</td>
<td>28</td>
<td>27</td>
<td>-1</td>
<td>104%</td>
<td>1</td>
<td>28</td>
</tr>
<tr>
<td>GRADE 5</td>
<td>2</td>
<td>0</td>
<td>40</td>
<td>54</td>
<td>14</td>
<td>74%</td>
<td>2</td>
<td>20</td>
</tr>
<tr>
<td>GRADE 6</td>
<td>3</td>
<td>0</td>
<td>74</td>
<td>81</td>
<td>7</td>
<td>91%</td>
<td>3</td>
<td>24.7</td>
</tr>
<tr>
<td>TOTAL</td>
<td>13</td>
<td>0</td>
<td>288</td>
<td>362</td>
<td>74</td>
<td>80%</td>
<td>13</td>
<td>**21</td>
</tr>
</tbody>
</table>

*Average class size and FTE of assigned Kindergarten teachers is based on 1/2 Kindergarten enrollment. **Average class size by building.
## EXHIBIT 6 # 6 of 17
### ELEMENTARY SCHOOL SURVEY -- 2008-09 BUILDING GRADE LEVEL SUMMARY
### AVAILABLE CLASSROOMS, UTILIZATION OF ENROLLMENT CAPACITY & CLASSROOM TEACHER ASSIGNMENTS

<table>
<thead>
<tr>
<th>GARDEN CITY</th>
<th>No. of rooms in use</th>
<th>No. of unused rooms</th>
<th>Oct. 1st enroll. 2008</th>
<th>2008 enroll. capacity</th>
<th>No. of unassigned student seats</th>
<th>Utilization of available seating</th>
<th>FTE of teachers assigned</th>
<th>Avg. class size by grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRE-KINDERGARTEN</td>
<td>2</td>
<td>0</td>
<td>63</td>
<td>100</td>
<td>37</td>
<td>63%</td>
<td>2</td>
<td>*15.8</td>
</tr>
<tr>
<td>* KINDERGARTEN</td>
<td>2</td>
<td>0</td>
<td>63</td>
<td>100</td>
<td>37</td>
<td>63%</td>
<td>2</td>
<td>21</td>
</tr>
<tr>
<td>GRADE 1</td>
<td>2</td>
<td>0</td>
<td>42</td>
<td>50</td>
<td>8</td>
<td>84%</td>
<td>2</td>
<td>21</td>
</tr>
<tr>
<td>GRADE 2</td>
<td>2</td>
<td>0</td>
<td>40</td>
<td>50</td>
<td>10</td>
<td>80%</td>
<td>2</td>
<td>20</td>
</tr>
<tr>
<td>GRADE 3</td>
<td>2</td>
<td>0</td>
<td>35</td>
<td>50</td>
<td>15</td>
<td>70%</td>
<td>2</td>
<td>17.5</td>
</tr>
<tr>
<td>GRADE 4</td>
<td>2</td>
<td>0</td>
<td>36</td>
<td>54</td>
<td>18</td>
<td>67%</td>
<td>2</td>
<td>18</td>
</tr>
<tr>
<td>GRADE 5</td>
<td>2</td>
<td>0</td>
<td>47</td>
<td>54</td>
<td>7</td>
<td>87%</td>
<td>2</td>
<td>23.5</td>
</tr>
<tr>
<td>GRADE 6</td>
<td>2</td>
<td>0</td>
<td>42</td>
<td>54</td>
<td>12</td>
<td>78%</td>
<td>2</td>
<td>21</td>
</tr>
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<td>TOTAL</td>
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<td>0</td>
<td>305</td>
<td>412</td>
<td>107</td>
<td>74%</td>
<td>14</td>
<td>**20</td>
</tr>
</tbody>
</table>

*Average class size and FTE of assigned Kindergarten teachers based on 1/2 Kindergarten enrollment. **Average class size by building.
# EXHIBIT 6 # 7 OF 17

ELEMENTARY SCHOOL SURVEY – 2008-09 BUILDING GRADE LEVEL SUMMARY
AVAILABLE CLASSROOMS, UTILIZATION OF ENROLLMENT CAPACITY & CLASSROOM TEACHER ASSIGNMENTS

<table>
<thead>
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<th>GLADSTONE STREET</th>
<th>No. of rooms in use</th>
<th>No. of unused rooms</th>
<th>Oct. 1st enroll. 2008</th>
<th>2008 enroll. capacity</th>
<th>No. of unassigned student seats</th>
<th>Utilization of available seating</th>
<th>FTE of teachers assigned</th>
<th>Avg class size by grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRE-KINDERGARTEN</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* KINDERGARTEN</td>
<td>2</td>
<td>0</td>
<td>84</td>
<td>100</td>
<td>16</td>
<td>84%</td>
<td>2</td>
<td>*21</td>
</tr>
<tr>
<td>GRADE 1</td>
<td>4</td>
<td>0</td>
<td>93</td>
<td>100</td>
<td>7</td>
<td>93%</td>
<td>4</td>
<td>23.3</td>
</tr>
<tr>
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<td>89</td>
<td>100</td>
<td>11</td>
<td>89%</td>
<td>4</td>
<td>22.3</td>
</tr>
<tr>
<td>GRADE 3</td>
<td>4</td>
<td>0</td>
<td>85</td>
<td>100</td>
<td>15</td>
<td>85%</td>
<td>4</td>
<td>21.3</td>
</tr>
<tr>
<td>GRADE 4</td>
<td>4</td>
<td>0</td>
<td>82</td>
<td>108</td>
<td>26</td>
<td>76%</td>
<td>4</td>
<td>20.5</td>
</tr>
<tr>
<td>GRADE 5</td>
<td>4</td>
<td>0</td>
<td>72</td>
<td>108</td>
<td>36</td>
<td>67%</td>
<td>4</td>
<td>18.0</td>
</tr>
<tr>
<td>GRADE 6</td>
<td>1</td>
<td>0</td>
<td>10</td>
<td>10</td>
<td>0</td>
<td>100%</td>
<td>1</td>
<td>10.0</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
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<td>0</td>
<td>515</td>
<td>626</td>
<td>111</td>
<td>82%</td>
<td>23</td>
<td>**21</td>
</tr>
</tbody>
</table>

*Average class size and FTE of assigned Kindergarten teachers (2) creating 4 classes is based on 1/2 Kindergarten enrollment. **
Average class size by building.
# EXHIBIT 6 #8 of 17
ELEMENTARY SCHOOL SURVEY - 2008-09 BUILDING GRADE LEVEL SUMMARY
AVAILABLE CLASSROOMS, UTILIZATION OF ENROLLMENT CAPACITY & CLASSROOM TEACHER ASSIGNMENTS

<table>
<thead>
<tr>
<th>GLEN HILLS</th>
<th>No. of rooms in use</th>
<th>No. of unused rooms</th>
<th>Oct. 1st enroll. 2008</th>
<th>2008 enroll. capacity</th>
<th>No. of unassigned student seats</th>
<th>Utilization of available seating</th>
<th>FTE of teachers assigned</th>
<th>Avg. class size by grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRE-KINDERGARTEN</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* KINDERGARTEN</td>
<td>1</td>
<td>0</td>
<td>42</td>
<td>50</td>
<td>8</td>
<td>84%</td>
<td>1</td>
<td>*21</td>
</tr>
<tr>
<td>GRADE 1</td>
<td>3</td>
<td>0</td>
<td>56</td>
<td>75</td>
<td>19</td>
<td>75%</td>
<td>3</td>
<td>18.7</td>
</tr>
<tr>
<td>GRADE 2</td>
<td>2</td>
<td>0</td>
<td>52</td>
<td>50</td>
<td>-2</td>
<td>104%</td>
<td>2</td>
<td>26.0</td>
</tr>
<tr>
<td>GRADE 3</td>
<td>2</td>
<td>0</td>
<td>42</td>
<td>50</td>
<td>8</td>
<td>84%</td>
<td>2</td>
<td>21.0</td>
</tr>
<tr>
<td>GRADE 4</td>
<td>2</td>
<td>0</td>
<td>43</td>
<td>54</td>
<td>11</td>
<td>80%</td>
<td>2</td>
<td>21.5</td>
</tr>
<tr>
<td>GRADE 5</td>
<td>2</td>
<td>0</td>
<td>55</td>
<td>54</td>
<td>-1</td>
<td>102%</td>
<td>2</td>
<td>27.5</td>
</tr>
<tr>
<td>GRADE 6</td>
<td>2</td>
<td>0</td>
<td>44</td>
<td>54</td>
<td>10</td>
<td>81%</td>
<td>2</td>
<td>22.0</td>
</tr>
<tr>
<td>TOTAL</td>
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<td>0</td>
<td>334</td>
<td>387</td>
<td>53</td>
<td>86%</td>
<td>14</td>
<td>**22</td>
</tr>
</tbody>
</table>

* Average class size and FTE of assigned Kindergarten teachers is based on 1/2 of Kindergarten enrollment. **Average class size by building.
<table>
<thead>
<tr>
<th>HOPE HIGHLANDS</th>
<th>No. of rooms in use</th>
<th>No. of unused rooms</th>
<th>Oct. 1st enroll. 2008</th>
<th>2008 enroll. capacity</th>
<th>No. of unassigned student seats</th>
<th>Utilization of available seating</th>
<th>FTE of teachers assigned</th>
<th>Avg. class size by grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRE-KINDERGARTEN</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* KINDERGARTEN</td>
<td>1</td>
<td>1</td>
<td>51</td>
<td>100</td>
<td>49</td>
<td>51%</td>
<td>1</td>
<td>*25.5</td>
</tr>
<tr>
<td>GRADE 1</td>
<td>3</td>
<td>0</td>
<td>52</td>
<td>75</td>
<td>23</td>
<td>69%</td>
<td>2.5</td>
<td>17.3</td>
</tr>
<tr>
<td>GRADE 2</td>
<td>3</td>
<td>0</td>
<td>55</td>
<td>75</td>
<td>20</td>
<td>73%</td>
<td>3</td>
<td>18.3</td>
</tr>
<tr>
<td>GRADE 3</td>
<td>2</td>
<td>0</td>
<td>46</td>
<td>50</td>
<td>4</td>
<td>92%</td>
<td>2</td>
<td>23.0</td>
</tr>
<tr>
<td>GRADE 4</td>
<td>2</td>
<td>0</td>
<td>51</td>
<td>54</td>
<td>3</td>
<td>94%</td>
<td>2</td>
<td>25.5</td>
</tr>
<tr>
<td>GRADE 5</td>
<td>2</td>
<td>0</td>
<td>56</td>
<td>54</td>
<td>-2</td>
<td>104%</td>
<td>2</td>
<td>28.0</td>
</tr>
<tr>
<td>GRADE 6</td>
<td>3</td>
<td>0</td>
<td>75</td>
<td>81</td>
<td>6</td>
<td>93%</td>
<td>3</td>
<td>25.0</td>
</tr>
<tr>
<td>TOTAL</td>
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<td>1</td>
<td>386</td>
<td>489</td>
<td>103</td>
<td>79%</td>
<td>15.5</td>
<td>**23</td>
</tr>
</tbody>
</table>

Includes 50 available unassigned kindergarten seats

* Average class size and FTE of assigned Kindergarten teachers is based on 1/2 of Kindergarten enrollment. Grade 1 has an FTE of 2.5 creating the need for 3 classrooms.

**Average class size by building.
**Exhibit 6 #10 of 17**

**ELEMENTARY SCHOOL SURVEY--2008-09 BUILDING GRADE LEVEL SUMMARY**

**AVAILABLE CLASSROOMS, UTILIZATION OF ENROLLMENT CAPACITY & CLASSROOM TEACHER ASSIGNMENTS**

<table>
<thead>
<tr>
<th>OAKLAWN</th>
<th>No. of rooms in use</th>
<th>No. of unused rooms</th>
<th>Oct. 1st enroll. 2008</th>
<th>2008 enrollment capacity</th>
<th>No. of unassigned student seats</th>
<th>Utilization of available seating</th>
<th>FTE of teachers assigned</th>
<th>Avg. class size by grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRE-KINDERGARTEN</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* Kindergarten</td>
<td>1</td>
<td>0</td>
<td>40</td>
<td>50</td>
<td>10</td>
<td>80%</td>
<td>1</td>
<td>*20</td>
</tr>
<tr>
<td>GRADE 1</td>
<td>2</td>
<td>0</td>
<td>49</td>
<td>50</td>
<td>1</td>
<td>98%</td>
<td>2</td>
<td>24.5</td>
</tr>
<tr>
<td>GRADE 2</td>
<td>2</td>
<td>0</td>
<td>45</td>
<td>50</td>
<td>5</td>
<td>90%</td>
<td>2</td>
<td>22.5</td>
</tr>
<tr>
<td>GRADE 3</td>
<td>2</td>
<td>0</td>
<td>49</td>
<td>50</td>
<td>1</td>
<td>98%</td>
<td>2</td>
<td>24.5</td>
</tr>
<tr>
<td>GRADE 4</td>
<td>2</td>
<td>0</td>
<td>49</td>
<td>54</td>
<td>5</td>
<td>91%</td>
<td>2</td>
<td>24.5</td>
</tr>
<tr>
<td>GRADE 5</td>
<td>2</td>
<td>0</td>
<td>42</td>
<td>54</td>
<td>12</td>
<td>78%</td>
<td>2</td>
<td>21.0</td>
</tr>
<tr>
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<td>2</td>
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<td>43</td>
<td>54</td>
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<td>80%</td>
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<td>21.5</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>13</td>
<td>0</td>
<td>317</td>
<td>362</td>
<td>45</td>
<td>88%</td>
<td>13</td>
<td><strong>23</strong></td>
</tr>
</tbody>
</table>

*Average class size and FTE of Kindergarten teachers is based on 1/2 of Kindergarten enrollment. **Average Class size by building.
<table>
<thead>
<tr>
<th>ORCHARD FARMS</th>
<th>No. of rooms in use</th>
<th>No. of unused rooms</th>
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<th>2008 enroll. capacity</th>
<th>No. unassigned student seats</th>
<th>Utilization of available seating</th>
<th>FTE of teachers assigned</th>
<th>Avg. class size by grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRE-KINDERGARTEN</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* KINDERGARTEN</td>
<td>1</td>
<td>0</td>
<td>43</td>
<td>50</td>
<td>7</td>
<td>86%</td>
<td>1</td>
<td>*21.5</td>
</tr>
<tr>
<td>GRADE 1</td>
<td>3</td>
<td>0</td>
<td>54</td>
<td>75</td>
<td>21</td>
<td>72%</td>
<td>3</td>
<td>18.0</td>
</tr>
<tr>
<td>GRADE 2</td>
<td>3</td>
<td>0</td>
<td>65</td>
<td>75</td>
<td>10</td>
<td>87%</td>
<td>3</td>
<td>21.6</td>
</tr>
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<td>GRADE 3</td>
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<td>0</td>
<td>63</td>
<td>75</td>
<td>12</td>
<td>84%</td>
<td>3</td>
<td>21.0</td>
</tr>
<tr>
<td>GRADE 4</td>
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<td>0</td>
<td>62</td>
<td>81</td>
<td>19</td>
<td>77%</td>
<td>3</td>
<td>20.6</td>
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<td>0</td>
<td>55</td>
<td>54</td>
<td>-1</td>
<td>102%</td>
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<td>27.5</td>
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<td>464</td>
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<td>86%</td>
<td>17</td>
<td><strong>22</strong></td>
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</table>

*Average class size and FTE of Assigned Kindergarten teachers is based on 1/2 of Kindergarten enrollment. **Average class size by building.
<table>
<thead>
<tr>
<th>GEORGE PETERS</th>
<th>No. of rooms in use</th>
<th>No. of unused rooms</th>
<th>Oct. 1st enroll. 2008</th>
<th>2008 enroll. capacity</th>
<th>No of unassigned student seats</th>
<th>Utilization of available seating</th>
<th>FTE of teachers assigned</th>
<th>Avg. class size by Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRE-KINDERGARTEN</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* KINDERGARTEN</td>
<td>1</td>
<td>0</td>
<td>47</td>
<td>50</td>
<td>3</td>
<td>94%</td>
<td>1</td>
<td>23.5</td>
</tr>
<tr>
<td>GRADE 1</td>
<td>2</td>
<td>0</td>
<td>41</td>
<td>50</td>
<td>9</td>
<td>82%</td>
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</tr>
<tr>
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<td>50</td>
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<tr>
<td>GRADE 3</td>
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<td>50</td>
<td>50</td>
<td>0</td>
<td>100%</td>
<td>2</td>
<td>25.0</td>
</tr>
<tr>
<td>GRADE 4</td>
<td>2</td>
<td>0</td>
<td>34</td>
<td>54</td>
<td>20</td>
<td>63%</td>
<td>2</td>
<td>17.0</td>
</tr>
<tr>
<td>GRADE 5</td>
<td>3</td>
<td>0</td>
<td>69</td>
<td>81</td>
<td>12</td>
<td>85%</td>
<td>3</td>
<td>23.0</td>
</tr>
<tr>
<td>GRADE 6</td>
<td>2</td>
<td>0</td>
<td>44</td>
<td>54</td>
<td>10</td>
<td>81%</td>
<td>2</td>
<td>22.0</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>14</td>
<td>0</td>
<td>339</td>
<td>389</td>
<td>50</td>
<td>87%</td>
<td>14</td>
<td><strong>23</strong></td>
</tr>
</tbody>
</table>

* Average class size and FTE of assigned Kindergarten teachers is based on 1/2 of Kindergarten enrollment. **Average class size by building.
EXHIBIT 6 #13 OF 17
ELEMENTARY SCHOOL SURVEY -- 2008-09 BUILDING GRADE LEVEL SUMMARY
AVAILABLE CLASSROOMS, UTILIZATION OF ENROLLMENT CAPACITY & CLASSROOM TEACHER ASSIGNMENTS

<table>
<thead>
<tr>
<th>E.S. RHODES</th>
<th>No. of rooms in use</th>
<th>No. of unused rooms</th>
<th>Oct. 1st enroll. 2008</th>
<th>2008 enroll. capacity</th>
<th>No of unassigned student seats</th>
<th>Utilization of available seating</th>
<th>FTE of teachers assigned</th>
<th>Avg. Class Size by grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRE-KINDERGARTEN</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* KINDERGARTEN</td>
<td>0.5</td>
<td>0.5</td>
<td>23</td>
<td>50</td>
<td>27</td>
<td>46%</td>
<td>0.5</td>
<td>*23</td>
</tr>
<tr>
<td>GRADE 1</td>
<td>2</td>
<td>0</td>
<td>33</td>
<td>50</td>
<td>17</td>
<td>66%</td>
<td>2</td>
<td>16.5</td>
</tr>
<tr>
<td>GRADE 2</td>
<td>2</td>
<td>0</td>
<td>40</td>
<td>50</td>
<td>10</td>
<td>80%</td>
<td>2</td>
<td>20.0</td>
</tr>
<tr>
<td>GRADE 3</td>
<td>2</td>
<td>0</td>
<td>35</td>
<td>50</td>
<td>15</td>
<td>70%</td>
<td>2</td>
<td>17.5</td>
</tr>
<tr>
<td>GRADE 4</td>
<td>2</td>
<td>0</td>
<td>36</td>
<td>54</td>
<td>18</td>
<td>67%</td>
<td>2</td>
<td>18.0</td>
</tr>
<tr>
<td>GRADE 5</td>
<td>2</td>
<td>0</td>
<td>44</td>
<td>54</td>
<td>10</td>
<td>81%</td>
<td>2</td>
<td>22.0</td>
</tr>
<tr>
<td>GRADE 6</td>
<td>1</td>
<td>0</td>
<td>28</td>
<td>27</td>
<td>-1</td>
<td>104%</td>
<td>1</td>
<td>28.0</td>
</tr>
<tr>
<td>TOTAL</td>
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<td>0.5</td>
<td>239</td>
<td>335</td>
<td>96</td>
<td>71%</td>
<td>11.5</td>
<td>**21</td>
</tr>
</tbody>
</table>

* Average class size and FTE of assigned Kindergarten teachers is based on 1/2 of kindergarten enrollment. **Average class size by building.
<table>
<thead>
<tr>
<th>STADIUM</th>
<th>No. of rooms in use</th>
<th>No. of unused rooms</th>
<th>Oct. 1st enroll. 2008</th>
<th>2008 enroll. capacity</th>
<th>No. of assigned student seats</th>
<th>Utilization of available seating</th>
<th>FTE of teachers assigned</th>
<th>Avg. class size by grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRE-KINDERGARTEN</td>
<td>1</td>
<td>0</td>
<td>46</td>
<td>50</td>
<td>4</td>
<td>92%</td>
<td>1</td>
<td>*23</td>
</tr>
<tr>
<td>* KINDERGARTEN</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GRADE 1</td>
<td>2</td>
<td>0</td>
<td>51</td>
<td>50</td>
<td>-1</td>
<td>102%</td>
<td>2</td>
<td>25.5</td>
</tr>
<tr>
<td>GRADE 2</td>
<td>2</td>
<td>0</td>
<td>45</td>
<td>50</td>
<td>5</td>
<td>90%</td>
<td>2</td>
<td>22.5</td>
</tr>
<tr>
<td>GRADE 3</td>
<td>2</td>
<td>0</td>
<td>33</td>
<td>50</td>
<td>17</td>
<td>66%</td>
<td>2</td>
<td>16.5</td>
</tr>
<tr>
<td>GRADE 4</td>
<td>2</td>
<td>0</td>
<td>42</td>
<td>54</td>
<td>12</td>
<td>78%</td>
<td>2</td>
<td>21.0</td>
</tr>
<tr>
<td>GRADE 5</td>
<td>2</td>
<td>0</td>
<td>38</td>
<td>54</td>
<td>16</td>
<td>70%</td>
<td>2</td>
<td>19.0</td>
</tr>
<tr>
<td>GRADE 6</td>
<td>2</td>
<td>0</td>
<td>53</td>
<td>54</td>
<td>1</td>
<td>98%</td>
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<td>26.5</td>
</tr>
<tr>
<td>TOTAL</td>
<td>13</td>
<td>0</td>
<td>308</td>
<td>362</td>
<td>54</td>
<td>85%</td>
<td>13</td>
<td>**22</td>
</tr>
</tbody>
</table>

* Average class size and FTE of Kindergarten teachers is based on 1/2 Kindergarten enrollment. **Average class size by building.
<table>
<thead>
<tr>
<th>Grade</th>
<th>Rooms in use</th>
<th>Unused rooms</th>
<th>Oct. 1st enroll. 2008</th>
<th>2008 enroll. capacity</th>
<th>Unassigned student seats</th>
<th>Utilization of available seating</th>
<th>FTE of teachers assigned</th>
<th>Avg. class size by grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pre-Kinder</td>
<td>1</td>
<td>0</td>
<td>37</td>
<td>50</td>
<td>13</td>
<td>74%</td>
<td>1</td>
<td>18.5</td>
</tr>
<tr>
<td>Kindergarten</td>
<td>2</td>
<td>0</td>
<td>42</td>
<td>50</td>
<td>8</td>
<td>84%</td>
<td>2</td>
<td>21.0</td>
</tr>
<tr>
<td>Grade 1</td>
<td>2</td>
<td>0</td>
<td>42</td>
<td>50</td>
<td>8</td>
<td>84%</td>
<td>2</td>
<td>24.5</td>
</tr>
<tr>
<td>Grade 2</td>
<td>2</td>
<td>0</td>
<td>49</td>
<td>50</td>
<td>1</td>
<td>98%</td>
<td>2</td>
<td>24.5</td>
</tr>
<tr>
<td>Grade 3</td>
<td>2</td>
<td>0</td>
<td>49</td>
<td>50</td>
<td>1</td>
<td>98%</td>
<td>2</td>
<td>24.5</td>
</tr>
<tr>
<td>Grade 4</td>
<td>2</td>
<td>0</td>
<td>43</td>
<td>54</td>
<td>11</td>
<td>80%</td>
<td>2</td>
<td>21.5</td>
</tr>
<tr>
<td>Grade 5</td>
<td>2</td>
<td>0</td>
<td>46</td>
<td>54</td>
<td>8</td>
<td>85%</td>
<td>2</td>
<td>23.0</td>
</tr>
<tr>
<td>Grade 6</td>
<td>2</td>
<td>0</td>
<td>44</td>
<td>54</td>
<td>10</td>
<td>81%</td>
<td>2</td>
<td>22.0</td>
</tr>
</tbody>
</table>

**Total** 13 0 310 362 52 86% 13 **22**

* Average class size and FTE of assigned Kindergarten teachers is based on 1/2 of Kindergarten enrollment. **Average class size by building.
### EXHIBIT 6 #16 OF 17
**ELEMENTARY SCHOOL SURVEY -- 2008-09 BUILDING GRADE LEVEL SUMMARY**
**AVAILABLE CLASSROOMS, UTILIZATION OF ENROLLMENT CAPACITY & CLASSROOM TEACHER ASSIGNMENTS**

<table>
<thead>
<tr>
<th>DANIEL WATERMAN</th>
<th>No. of rooms in use</th>
<th>No. of unused rooms</th>
<th>Oct. 1st enroll. 2008</th>
<th>2008 enroll. capacity</th>
<th>No. of unassigned student seats</th>
<th>Utilization of available seating</th>
<th>FTE of teachers assigned</th>
<th>Avg. class size by grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRE-KINDERGARTEN</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>*0</td>
</tr>
<tr>
<td>KINDERGARTEN</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>GRADE 1</td>
<td>2</td>
<td>0</td>
<td>43</td>
<td>50</td>
<td>7</td>
<td>86%</td>
<td>2</td>
<td>21.5</td>
</tr>
<tr>
<td>GRADE 2</td>
<td>2</td>
<td>0</td>
<td>37</td>
<td>50</td>
<td>13</td>
<td>74%</td>
<td>2</td>
<td>18.5</td>
</tr>
<tr>
<td>GRADE 3</td>
<td>2</td>
<td>0</td>
<td>36</td>
<td>50</td>
<td>14</td>
<td>72%</td>
<td>2</td>
<td>18.0</td>
</tr>
<tr>
<td>GRADE 4</td>
<td>2</td>
<td>0</td>
<td>34</td>
<td>54</td>
<td>20</td>
<td>63%</td>
<td>2</td>
<td>17.0</td>
</tr>
<tr>
<td>GRADE 5</td>
<td>2</td>
<td>0</td>
<td>34</td>
<td>54</td>
<td>20</td>
<td>63%</td>
<td>2</td>
<td>17.0</td>
</tr>
<tr>
<td>GRADE 6</td>
<td>2</td>
<td>0</td>
<td>44</td>
<td>54</td>
<td>10</td>
<td>81%</td>
<td>2</td>
<td>22.0</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>12</strong></td>
<td><strong>0</strong></td>
<td><strong>228</strong></td>
<td><strong>312</strong></td>
<td><strong>84</strong></td>
<td><strong>73%</strong></td>
<td><strong>12</strong></td>
<td><strong>19</strong></td>
</tr>
</tbody>
</table>

*Average class size and FTE of assigned Kindergarten teachers is based on 1/2 of Kindergarten enrollment. **Average class size by building.
## EXHIBIT 6 #17 of 17

**ELEMENTARY SCHOOL SURVEY-- 2008-09 BUILDING GRADE LEVEL SUMMARY**

**AVAILABLE CLASSROOMS, UTILIZATION OF ENROLLMENT CAPACITY & CLASSROOM TEACHER ASSIGNMENTS**

<table>
<thead>
<tr>
<th>WOODRIDGE</th>
<th>No. of rooms in use</th>
<th>No. of unused rooms</th>
<th>Oct. 1st enroll. 2008</th>
<th>2008 enroll. capacity</th>
<th>No. of unassigned student seats</th>
<th>Utilization of available seating</th>
<th>FTE of teachers assigned</th>
<th>Avg. class size by grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>PRE-KINDERGARTEN</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>* KINDERGARTEN</td>
<td>1</td>
<td>0</td>
<td>36</td>
<td>50</td>
<td>14</td>
<td>72%</td>
<td>1</td>
<td>*18</td>
</tr>
<tr>
<td>GRADE 1</td>
<td>2</td>
<td>0</td>
<td>42</td>
<td>50</td>
<td>8</td>
<td>84%</td>
<td>2</td>
<td>21.0</td>
</tr>
<tr>
<td>GRADE 2</td>
<td>2</td>
<td>0</td>
<td>51</td>
<td>50</td>
<td>-1</td>
<td>102%</td>
<td>2.5</td>
<td>25.5</td>
</tr>
<tr>
<td>GRADE 3</td>
<td>2</td>
<td>0</td>
<td>39</td>
<td>50</td>
<td>11</td>
<td>78%</td>
<td>2</td>
<td>19.5</td>
</tr>
<tr>
<td>GRADE 4</td>
<td>2</td>
<td>0</td>
<td>42</td>
<td>54</td>
<td>12</td>
<td>78%</td>
<td>2</td>
<td>21.0</td>
</tr>
<tr>
<td>GRADE 5</td>
<td>3</td>
<td>0</td>
<td>54</td>
<td>81</td>
<td>27</td>
<td>67%</td>
<td>3</td>
<td>18.0</td>
</tr>
<tr>
<td>GRADE 6</td>
<td>2</td>
<td>0</td>
<td>39</td>
<td>54</td>
<td>15</td>
<td>72%</td>
<td>2</td>
<td>19.5</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>14</td>
<td>0</td>
<td>303</td>
<td>389</td>
<td>86</td>
<td>78%</td>
<td>14.5</td>
<td><strong>20</strong></td>
</tr>
</tbody>
</table>

* Average class size and FTE of Kindergarten teachers is based on 1/2 of Kindergarten enrollment. **Average class size by building.
EXHIBIT SH 7
# Financial Impact on 2008-2009 and future budgets

<table>
<thead>
<tr>
<th>Scenario #4</th>
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<tbody>
<tr>
<td>Move to 7th/8th grade model w/current schedule</td>
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</tr>
<tr>
<td>Core Academic/UA various -15.6 FTE</td>
<td>$1,280,653.20</td>
</tr>
<tr>
<td>Guidance Counselor/Administrators Reduced</td>
<td>$ 573,740.40</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,854,393.60</strong></td>
</tr>
<tr>
<td>Add back for Itinerants</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,335,648.00</strong></td>
</tr>
<tr>
<td>Reading Street Program</td>
<td>$ -154,718.00</td>
</tr>
<tr>
<td>Comp. for FASTT Math (one-time expense)</td>
<td>$ -95,000.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$1,085,930.00</strong></td>
</tr>
</tbody>
</table>
Financial Impact on 2008-2009 and future budgets

<table>
<thead>
<tr>
<th>Scenario #4</th>
<th>Summary</th>
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</thead>
<tbody>
<tr>
<td>First year savings</td>
<td>$1,085,930.00</td>
</tr>
<tr>
<td>Second and following years savings</td>
<td>$1,335,648.00</td>
</tr>
</tbody>
</table>
Financial Impact on 2008-2009 and future budgets

<table>
<thead>
<tr>
<th>Scenario #2,3 &amp; 4 Summary</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Additional annual savings in bldg. costs and supplies</td>
<td>$ 51,134.33</td>
</tr>
</tbody>
</table>
## Redistricting Option

<table>
<thead>
<tr>
<th>School</th>
<th>Capacities*</th>
<th>Present Population**</th>
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</thead>
<tbody>
<tr>
<td>Park View</td>
<td>750</td>
<td>778</td>
</tr>
<tr>
<td>Bain</td>
<td>600</td>
<td>715</td>
</tr>
<tr>
<td>Western Hills</td>
<td>900</td>
<td>1,129</td>
</tr>
</tbody>
</table>

*Capacities based on Jr. High model prior to Special Ed., Health, Art, and Music mandates and prior to Literacy mandates.

** Redistricting is not a feasible option due to the fact that all three schools are overpopulated to some degree.
EXHIBIT SH 8
## AGE OF SCHOOL BUILDINGS

<table>
<thead>
<tr>
<th>HIGH SCHOOLS</th>
<th>YEAR BUILT</th>
<th>AGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHSE</td>
<td>1925</td>
<td>83</td>
</tr>
<tr>
<td>Briggs / CHSE</td>
<td>1919</td>
<td>89</td>
</tr>
<tr>
<td>CHSW</td>
<td>1958</td>
<td>50</td>
</tr>
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</table>

<table>
<thead>
<tr>
<th>MIDDLE SCHOOLS</th>
<th>YEAR BUILT</th>
<th>AGE</th>
</tr>
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<tbody>
<tr>
<td>Bain</td>
<td>1928</td>
<td>80</td>
</tr>
<tr>
<td>Park View</td>
<td>1954</td>
<td>54</td>
</tr>
<tr>
<td>Western Hills</td>
<td>1970</td>
<td>38</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ELEMENTARY SCHOOLS</th>
<th>YEAR BUILT</th>
<th>AGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Arlington</td>
<td>1957</td>
<td>51</td>
</tr>
<tr>
<td>Barrows</td>
<td>1924</td>
<td>84</td>
</tr>
<tr>
<td>Dutemple</td>
<td>1931</td>
<td>77</td>
</tr>
<tr>
<td>Eden Park</td>
<td>1951</td>
<td>57</td>
</tr>
<tr>
<td>Edgewood Highlands</td>
<td>1970</td>
<td>38</td>
</tr>
<tr>
<td>Garden City</td>
<td>1953</td>
<td>55</td>
</tr>
<tr>
<td>Gladstone</td>
<td>1952</td>
<td>56</td>
</tr>
<tr>
<td>Glen Hills</td>
<td>1964</td>
<td>44</td>
</tr>
<tr>
<td>Horton</td>
<td>1923</td>
<td>85</td>
</tr>
<tr>
<td>Hope Highlands</td>
<td>1992</td>
<td>16</td>
</tr>
<tr>
<td>Norwood</td>
<td>1936</td>
<td>72</td>
</tr>
<tr>
<td>Oaklawn</td>
<td>1950</td>
<td>58</td>
</tr>
<tr>
<td>Orchard Farms</td>
<td>2002</td>
<td>6</td>
</tr>
<tr>
<td>Peters</td>
<td>1957</td>
<td>51</td>
</tr>
<tr>
<td>Rhodes</td>
<td>1930</td>
<td>78</td>
</tr>
<tr>
<td>Special Services</td>
<td>1971</td>
<td>37</td>
</tr>
<tr>
<td>Stadium</td>
<td>1955</td>
<td>53</td>
</tr>
<tr>
<td>Stone Hill</td>
<td>1962</td>
<td>46</td>
</tr>
<tr>
<td>Waterman</td>
<td>1926</td>
<td>82</td>
</tr>
<tr>
<td>Woodridge</td>
<td>1953</td>
<td>55</td>
</tr>
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</table>

### SCHOOL AGE

<table>
<thead>
<tr>
<th>SCHOOL AGE</th>
<th>NUMBER OF SCHOOLS</th>
</tr>
</thead>
<tbody>
<tr>
<td>80 years or more</td>
<td>6</td>
</tr>
<tr>
<td>70 years or more</td>
<td>9</td>
</tr>
<tr>
<td>50 years or more</td>
<td>19</td>
</tr>
<tr>
<td>40 years or more</td>
<td>21</td>
</tr>
<tr>
<td>30 years or more</td>
<td>24</td>
</tr>
<tr>
<td>Less than 20 years</td>
<td>2</td>
</tr>
</tbody>
</table>

3/25/08
08-13 Capital Budget and Improvement Program
Departmental / Agency or Division Request Summary Form

(Complete one form for each Department / Agency or Division that you represent and convert all text to the color black upon completion.)

Department / Agency or Division: Cranston Public Schools

Project summary Table

Complete the table below by using one row to summarize each improvement / acquisition that your Department / Agency or Division is proposing for 07-12 Capital Budget and Improvement Program. List the project title under "project title" in priority order, what funds have been budgeted for the effort in the current year under "budgeted 2006-2007" and the estimated costs for each fiscal year through 2112 in their corresponding locations.

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Cranston West</td>
<td>150,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>150,000</td>
</tr>
<tr>
<td>2. Cranston West / Western Hills</td>
<td>2,400,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2,400,000</td>
</tr>
<tr>
<td>3. Park View</td>
<td>100,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>100,000</td>
</tr>
<tr>
<td>4. Bain / Park View / Western Hills</td>
<td>1,700,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1,700,000</td>
</tr>
<tr>
<td>5. Portables</td>
<td>400,000</td>
<td></td>
<td></td>
<td>500,000</td>
<td></td>
<td></td>
<td>400,000</td>
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<tr>
<td>6. Bain / Park View / Western Hills</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>500,000</td>
</tr>
<tr>
<td>7. Western Hills</td>
<td>500,000</td>
<td></td>
<td></td>
<td>900,000</td>
<td></td>
<td></td>
<td>500,000</td>
</tr>
<tr>
<td>8. Park View</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>900,000</td>
</tr>
<tr>
<td>9. Park View</td>
<td>500,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>500,000</td>
</tr>
<tr>
<td>10. Bain</td>
<td>135,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>135,000</td>
</tr>
<tr>
<td>11. Bain</td>
<td>625,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>625,000</td>
</tr>
<tr>
<td>TOTALS</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
</tbody>
</table>

Prepared By: [Signature]

Date: [Signature]
08-13 Capital Budget and Improvement Program

Departmental / Agency or Division Request Summary Form

(Complete one form for each Department / Agency or Division that you represent and convert all text to the color black upon completion.)

Department / Agency or Division: Cranston Public Schools

**Project summary Table**

Complete the table below by using one row to summarize each improvement / acquisition that your Department / Agency or Division is proposing for 07-12 Capital Budget and improvement Program. List the project title under "project title" in priority order, what funds have been budgeted for the effort in the current year under "budgeted 2006-2007” and the estimated costs for each fiscal year through 2112 in their corresponding locations.

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Bain</td>
<td></td>
<td>1,300,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1,300,000</td>
</tr>
<tr>
<td>2. Bain</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>550,000</td>
<td></td>
<td>550,000</td>
</tr>
<tr>
<td>Western Hills</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>100,000</td>
<td></td>
<td>100,000</td>
</tr>
<tr>
<td>4. Western hills</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>600,000</td>
<td></td>
<td>600,000</td>
</tr>
<tr>
<td>5. Cranston West</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>800,000</td>
<td>800,000</td>
</tr>
<tr>
<td>6. Arlington</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>225,000</td>
<td></td>
<td>225,000</td>
</tr>
<tr>
<td>7. Arlington</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>325,000</td>
<td></td>
<td>325,000</td>
</tr>
<tr>
<td>8. Barrows</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>260,000</td>
<td></td>
<td>260,000</td>
</tr>
<tr>
<td>9. Dutemple</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>275,000</td>
<td></td>
<td>275,000</td>
</tr>
<tr>
<td>10. Eden Park</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>375,000</td>
<td></td>
<td>375,000</td>
</tr>
<tr>
<td>11. Edgewood</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>230,000</td>
<td></td>
<td>230,000</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td><strong>$</strong></td>
<td><strong>$</strong></td>
<td><strong>$</strong></td>
<td><strong>$</strong></td>
<td><strong>$</strong></td>
<td><strong>$</strong></td>
<td><strong>$</strong></td>
</tr>
</tbody>
</table>

Prepared By:________________________________________________________

Date: ____________________
08-13 Capital Budget and Improvement Program
Departmental / Agency or Division Request Summary Form

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<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Garden City</td>
<td></td>
<td></td>
<td>500,000</td>
<td></td>
<td>270,000</td>
<td></td>
<td>270,000</td>
</tr>
<tr>
<td>2. Gladstone</td>
<td></td>
<td></td>
<td></td>
<td>275,000</td>
<td></td>
<td>500,000</td>
<td></td>
</tr>
<tr>
<td>Glen Hills</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>275,000</td>
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<tr>
<td>4. Horton</td>
<td></td>
<td></td>
<td></td>
<td>200,000</td>
<td></td>
<td></td>
<td>200,000</td>
</tr>
<tr>
<td>5. Rhodes</td>
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<td></td>
<td></td>
<td>285,000</td>
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<td>6. Sanders</td>
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<td></td>
<td></td>
<td>175,000</td>
<td></td>
<td></td>
<td>175,000</td>
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<td>7. Stadium</td>
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<td></td>
<td>275,000</td>
<td></td>
<td></td>
<td>275,000</td>
</tr>
<tr>
<td>8. Stone Hill</td>
<td></td>
<td></td>
<td></td>
<td>275,000</td>
<td></td>
<td></td>
<td>275,000</td>
</tr>
<tr>
<td>9. Waterman</td>
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<td></td>
<td></td>
<td>250,000</td>
<td></td>
<td></td>
<td>250,000</td>
</tr>
<tr>
<td>10. Asbestos Removal</td>
<td></td>
<td></td>
<td></td>
<td>600,000</td>
<td></td>
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<tr>
<td>11.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

TOTALS                  | $4,750,000          | $3,560,000 | $3,330,000 | $1,510,000         | $2,905,000 | $16,055,000 |

Prepared By:__________________________

Date:______________________________
08-13 Capital Budget and Improvement Program
Proposed Project Briefing Report Form

(Complete one form for each project proposed for the 08-13 Capital Budget & Improvement Program and convert all text to the color black upon completion)

Department / Agency or Division: Cranston Public Schools

Project Title: Cranston West

Project Priority:
The highest priority project within the Departmental / Agency or Division request should be assigned the number 1 with numerical rankings for lower priority projects increasing accordingly. Furthermore please note that projects assigned the same priority number will be discarded.

Project Description: Bleachers

Project Need: Safety

Implementation / Work Plan
Please provide an implementation / work plan below which summarizes the estimated time for completion of the suggested benchmarks listed below.

1. Preliminary Design: 8/08
2. Final Design and Bid Specification: 1/09
3. RFP and Contract Award: 3/09
4. Construction / acquisition Completion: 8/09

Estimated Costs
Indicate the approved and estimated project cost by fiscal year and total estimated costs below.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
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<tbody>
<tr>
<td>150,000</td>
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<td></td>
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<td></td>
<td>150,000</td>
</tr>
</tbody>
</table>
08-13 Capital Budget and Improvement Program
Proposed Project Briefing Report Form

(Complete one form for each project proposed for the 08-13 Capital Budget & Improvement Program and convert all text to the color black upon completion)

Department / Agency or Division: Cranston Public Schools

Project Title: Cranston West / Western Hills - Sprinklers

Project Priority:
The highest priority project within the Departmental / Agency or Division request should be assigned the number 1 with numerical rankings for lower priority projects increasing accordingly. Furthermore please note that projects assigned the same priority number will be discarded.

Project Description: Sprinkler Systems

Project Need: Per order of State Fire Safety Code

Implementation / Work Plan
Please provide an implementation / work plan below which summarizes the estimated time for completion of the suggested benchmarks listed below.

1. Preliminary Design: 8/08
2. Final Design and Bid Specification: 1/09
3. RFP and Contract Award: 3/09
4. Construction / acquisition Completion: 9/09

Estimated Costs
Indicate the approved and estimated project cost by fiscal year and total estimated costs below.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>2,400,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>2,400,000</td>
</tr>
</tbody>
</table>

Proposed Financing
1. Current Bonding Authority: 04-25

2. Additional Funding Sources:

Prepared By:
08-13 Capital Budget and Improvement Program
Proposed Project Briefing Report Form

Department / Agency or Division: Cranston Public Schools

Project Title: Park View

Project Priority:
The highest priority project within the Departmental / Agency or Division request should be assigned the number 1 with numerical rankings for lower priority projects increasing accordingly. Furthermore please note that projects assigned the same priority number will be discarded.

Project Description: Renovate Library

Project Need: New shelving and redesign area for computer stations

Implementation / Work Plan
Please provide an implementation / work plan below which summarizes the estimated time for completion of the suggested benchmarks listed below.

1. Preliminary Design: 8/08

2. Final Design and Bid Specification: 12/08

3. RFP and Contract Award: 3/09

4. Construction / acquisition Completion: 9/09

Estimated Costs
Indicate the approved and estimated project cost by fiscal year and total estimated costs below.

<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td></td>
<td>100,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>100,000</td>
</tr>
</tbody>
</table>

Proposed Financing
1. Current Bonding Authority: 427 / 529

2. Additional Funding Sources: 

Prepared By:
08-13 Capital Budget and Improvement Program
Proposed Project Briefing Report Form

(Complete one form for each project proposed for the 08-13 Capital Budget & Improvement Program and convert all text to the color black upon completion)

Department / Agency or Division: Cranston Public Schools

Project Title: Bain / Park View / Western Hills

Project Priority:
The highest priority project within the Departmental / Agency or Division request should be assigned the number 1 with numerical rankings for lower priority projects increasing accordingly. Furthermore please note that projects assigned the same priority number will be discarded.

Project Description: Renovate Science Rooms

Bain – 4  Park View – 9  Western Hills – 8

Project Need:

Implementation / Work Plan
Please provide an implementation / work plan below which summarizes the estimated time for completion of the suggested benchmarks listed below.

1. Preliminary Design: 8/09
2. Final Design and Bid Specification: 1/10
3. RFP and Contract Award: 3/10
4. Construction / acquisition Completion: 9/10

Estimated Costs
Indicate the approved and estimated project cost by fiscal year and total estimated costs below.

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
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</thead>
<tbody>
<tr>
<td></td>
<td>1,700,000</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>1,700,000</td>
</tr>
</tbody>
</table>

Proposed Financing
1. Current Bonding Authority: 427 / 529

2. Additional Funding Sources:

Prepared By:
08-13 Capital Budget and Improvement Program
Proposed Project Briefing Report Form

(Complete one form for each project proposed for the 08-13 Capital Budget & Improvement Program and convert all text to the color black upon completion)

Department / Agency or Division: Cranston Public Schools

Project Title: Relocate 4 portable classrooms

Project Priority:
The highest priority project within the Departmental / Agency or Division request should be assigned the number 1 with numerical rankings for lower priority projects increasing accordingly. Furthermore please note that projects assigned the same priority number will be discarded.

Project Description: Relocate and renovate 4 portable classrooms

Project Need: (2) two to Woodridge  (2) two to Arlington

Implementation / Work Plan
Please provide an implementation / work plan below which summarizes the estimated time for completion of the suggested benchmarks listed below.

1. Preliminary Design:
   5/08

2. Final Design and Bid Specification:
   5/08

3. RFP and Contract Award:
   6/08

4. Construction / acquisition Completion:
   6/08

Estimated Costs
Indicate the approved and estimated project cost by fiscal year and total estimated costs below.

<table>
<thead>
<tr>
<th></th>
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</thead>
<tbody>
<tr>
<td>400,000</td>
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<td>400,000</td>
</tr>
</tbody>
</table>

Proposed Financing
1. Current Bonding Authority:

2. Additional Funding Sources:

Prepared By:
08-13 Capital Budget and Improvement Program
Proposed Project Briefing Report Form

(Complete one form for each project proposed for the 08-13 Capital Budget & Improvement Program and convert all text to the color black upon completion)

Department / Agency or Division: Cranston Public Schools

Project Title: Bain / Park View / Western Hills

Project Priority:
The highest priority project within the Departmental / Agency or Division request should be assigned the number 1 with numerical rankings for lower priority projects increasing accordingly. Furthermore please note that projects assigned the same priority number will be discarded.

Project Description: 10 Art Rooms

Project Need: Renovate

Implementation / Work Plan
Please provide an implementation / work plan below which summarizes the estimated time for completion of the suggested benchmarks listed below.

1. Preliminary Design:

2. Final Design and Bid Specification:

3. RFP and Contract Award:

4. Construction / acquisition Completion:

Estimated Costs
Indicate the approved and estimated project cost by fiscal year and total estimated costs below.

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Proposed Financing
1. Current Bonding Authority: 427 / 529

2. Additional Funding Sources:

Prepared By:
08-13 Capital Budget and Improvement Program
Proposed Project Briefing Report Form

(Complete one form for each project proposed for the 08-13 Capital Budget & Improvement Program and convert all text to the color black upon completion)

Department / Agency or Division: Cranston Public Schools

Project Title: Western Hills

Project Priority:
The highest priority project within the Departmental / Agency or Division request should be assigned the number 1 with numerical rankings for lower priority projects increasing accordingly. Furthermore please note that projects assigned the same priority number will be discarded.

Project Description: Windows

Project Need: Replace exterior windows

Implementation / Work Plan
Please provide an implementation / work plan below which summarizes the estimated time for completion of the suggested benchmarks listed below.

1. Preliminary Design: 8/09
2. Final Design and Bid Specification: 1/10
3. RFP and Contract Award: 3/10
4. Construction / acquisition Completion: 9/10

Estimated Costs
Indicate the approved and estimated project cost by fiscal year and total estimated costs below.

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Proposed Financing
1. Current Bonding Authority: 427 / 529

2. Additional Funding Sources:

Prepared By:

Date:
08-13 Capital Budget and Improvement Program  
Proposed Project Briefing Report Form

(Complete one form for each project proposed for the 08-13 Capital Budget & Improvement Program and convert all text to the color black upon completion)

Department / Agency or Division: Cranston Public Schools

Project Title: Park View Boiler

Project Priority:
The highest priority project within the Departmental / Agency or Division request should be assigned the number 1 with numerical rankings for lower priority projects increasing accordingly. Furthermore please note that projects assigned the same priority number will be discarded.

Project Description: Boiler replacement

Project Need: Inefficient / Age

Implementation / Work Plan
Please provide an implementation / work plan below which summarizes the estimated time for completion of the suggested benchmarks listed below.

1. Preliminary Design: 8/11
2. Final Design and Bid Specification: 1/12
3. RFP and Contract Award: 3/12
4. Construction / acquisition Completion: 9/12

Estimated Costs
Indicate the approved and estimated project cost by fiscal year and total estimated costs below.

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Proposed Financing
1. Current Bonding Authority: 427 / 529

2. Additional Funding Sources:

Prepared By:
08-13 Capital Budget and Improvement Program
Proposed Project Briefing Report Form

(Check one form for each project proposed for the 08-13 Capital Budget & Improvement Program and convert all text to the color black upon completion)

Department / Agency or Division: Cranston Public Schools

Project Title: Park View

Project Priority:
The highest priority project within the Departmental / Agency or Division request should be assigned the number 1 with numerical rankings for lower priority projects increasing accordingly. Furthermore please note that projects assigned the same priority number will be discarded.

Project Description: Windows

Project Need: Replace exterior windows due to age and condition

Implementation / Work Plan
Please provide an implementation / work plan below which summarizes the estimated time for completion of the suggested benchmarks listed below.

1. Preliminary Design: 8/09

2. Final Design and Bid Specification: 1/10

3. RFP and Contract Award: 3/10

4. Construction / Acquisition Completion: 9/10

Estimated Costs
Indicate the approved and estimated project cost by fiscal year and total estimated costs below.

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Proposed Financing
1. Current Bonding Authority: 427 / 529

2. Additional Funding Sources:

Prepared By:
08-13 Capital Budget and Improvement Program
Proposed Project Briefing Report Form

(Complete one form for each project proposed for the 08-13 Capital Budget & Improvement Program and convert all text to the color black upon completion)

Department / Agency or Division: Cranston Public Schools

Project Title: Bain

Project Priority:
The highest priority project within the Departmental / Agency or Division request should be assigned the number 1 with numerical rankings for lower priority projects increasing accordingly. Furthermore please note that projects assigned the same priority number will be discarded.

Project Description: Replace roof – Science Wing

Project Need: Due to age / leaks

Implementation / Work Plan
Please provide an implementation / work plan below which summarizes the estimated time for completion of the suggested benchmarks listed below.

1. Preliminary Design: 8/09
2. Final Design and Bid Specification: 1/10
3. RFP and Contract Award: 3/10
4. Construction / acquisition Completion: 8/10

Estimated Costs
Indicate the approved and estimated project cost by fiscal year and total estimated costs below.

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Proposed Financing
1. Current Bonding Authority: 427 / 529
2. Additional Funding Sources:

Prepared By:
08-13 Capital Budget and Improvement Program
Proposed Project Briefing Report Form

(Complete one form for each project proposed for the 08-13 Capital Budget & Improvement Program and convert all text to the color black upon completion)

Department / Agency or Division: Cranston Public Schools

Project Title: Bain - Windows

Project Priority:
The highest priority project within the Departmental / Agency or Division request should be assigned the number 1 with numerical rankings for lower priority projects increasing accordingly. Furthermore please note that projects assigned the same priority number will be discarded.

Project Description: Replace exterior windows

Project Need: Due to age and condition

Implementation / Work Plan
Please provide an implementation / work plan below which summarizes the estimated time for completion of the suggested benchmarks listed below.

1. Preliminary Design: 8/09

2. Final Design and Bid Specification: 1/10

3. RFP and Contract Award: 3/10

4. Construction / acquisition Completion: 9/10

Estimated Costs
Indicate the approved and estimated project cost by fiscal year and total estimated costs below.

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<th>Approved</th>
<th>2008-2009</th>
<th>2009-2010</th>
<th>2010-2011</th>
<th>2011-2012</th>
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Proposed Financing
1. Current Bonding Authority: 427 / 529

2. Additional Funding Sources:

Prepared By:
08-13 Capital Budget and Improvement Program
Proposed Project Briefing Report Form

(Complete one form for each project proposed for the 08-13 Capital Budget & Improvement Program and convert all text to the color black upon completion)

Department / Agency or Division: Cranston Public Schools

Project Title: Bain

Project Priority:
The highest priority project within the Departmental / Agency or Division request should be assigned the number 1 with numerical rankings for lower priority projects increasing accordingly. Furthermore please note that projects assigned the same priority number will be discarded.

Project Description: Sprinkler Systems

Project Need: Per order of State Fire Safety Code

Implementation / Work Plan
Please provide an implementation / work plan below which summarizes the estimated time for completion of the suggested benchmarks listed below.

1. Preliminary Design: 8/09
2. Final Design and Bid Specification: 1/10
3. RFP and Contract Award: 3/10
4. Construction / acquisition Completion: 9/10

Estimated Costs
Indicate the approved and estimated project cost by fiscal year and total estimated costs below.

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Proposed Financing
1. Current Bonding Authority: 427 / 529
2. Additional Funding Sources:

Prepared By:
08-13 Capital Budget and Improvement Program
Proposed Project Briefing Report Form

Department / Agency or Division: Cranston Public Schools

Project Title: Bain

Project Priority:
The highest priority project within the Departmental / Agency or Division request should be assigned the number 1 with numerical rankings for lower priority projects increasing accordingly. Furthermore please note that projects assigned the same priority number will be discarded.

Project Description: Lavatories

Project Need: Renovate / fixtures / plumbing

Implementation / Work Plan
Please provide an implementation / work plan below which summarizes the estimated time for completion of the suggested benchmarks listed below.

1. Preliminary Design: 8/10
2. Final Design and Bid Specification: 1/11
3. RFP and Contract Award: 3/11
4. Construction / acquisition Completion: 9/11

Estimated Costs
Indicate the approved and estimated project cost by fiscal year and total estimated costs below.

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Proposed Financing
1. Current Bonding Authority: 427 / 529

2. Additional Funding Sources:

Prepared By:
08-13 Capital Budget and Improvement Program
Proposed Project Briefing Report Form

(Complete one form for each project proposed for the 08-13 Capital Budget & Improvement Program and convert all text to the color black upon completion)

Department / Agency or Division: Cranston Public Schools

Project Title: Western Hills

Project Priority: The highest priority project within the Departmental / Agency or Division request should be assigned the number 1 with numerical rankings for lower priority projects increasing accordingly. Furthermore please note that projects assigned the same priority number will be discarded.

Project Description: Bleachers

Project Need: Replace

Implementation / Work Plan
Please provide an implementation / work plan below which summarizes the estimated time for completion of the suggested benchmarks listed below.

1. Preliminary Design: 8/10

2. Final Design and Bid Specification: 1/11

3. RFP and Contract Award: 3/11

4. Construction / acquisition Completion: 8/11

Estimated Costs
Indicate the approved and estimated project cost by fiscal year and total estimated costs below.

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Proposed Financing
1. Current Bonding Authority: 427 / 529

2. Additional Funding Sources:

Prepared By:
Department / Agency or Division: Cranston Public Schools

Project Title: Western Hills

Project Priority:
The highest priority project within the Departmental / Agency or Division request should be assigned the number 1 with numerical rankings for lower priority projects increasing accordingly. Furthermore please note that projects assigned the same priority number will be discarded.

Project Description: Redesign entrance

Project Need: Safety issues

Implementation / Work Plan
Please provide an implementation / work plan below which summarizes the estimated time for completion of the suggested benchmarks listed below.

1. Preliminary Design: 8/10
2. Final Design and Bid Specification: 2/11
3. RFP and Contract Award: 4/11
4. Construction / acquisition Completion: 8/11

Estimated Costs
Indicate the approved and estimated project cost by fiscal year and total estimated costs below.

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Proposed Financing
1. Current Bonding Authority: 427 / 529
2. Additional Funding Sources:

Prepared By:
08-13 Capital Budget and Improvement Program
Proposed Project Briefing Report Form

(Complete one form for each project proposed for the 08-13 Capital Budget & Improvement Program and convert all text to the color black upon completion)

Department / Agency or Division: Cranston Public Schools

Project Title: Cranston West

Project Priority: The highest priority project within the Departmental / Agency or Division request should be assigned the number 1 with numerical rankings for lower priority projects increasing accordingly. Furthermore please note that projects assigned the same priority number will be discarded.

Project Description: Renovate Lavatories

Project Need: Replace fixtures / plumbing

Implementation / Work Plan
Please provide an implementation / work plan below which summarizes the estimated time for completion of the suggested benchmarks listed below.

1. **Preliminary Design:** 8/12

2. **Final Design and Bid Specification:** 1/13

3. **RFP and Contract Award:** 3/13

4. **Construction / acquisition Completion:** 9/13

Estimated Costs
*Indicate the approved and estimated project cost by fiscal year and total estimated costs below.*

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Proposed Financing

1. **Current Bonding Authority:**

2. **Additional Funding Sources:** Bond before voters

Prepared By: ________________________________
08-13 Capital Budget and Improvement Program
Proposed Project Briefing Report Form

(Complete one form for each project proposed for the 08-13 Capital Budget & Improvement Program and convert all text to the color black upon completion)

Department / Agency or Division: Cranston Public Schools

Project Title: Arlington

Project Priority: The highest priority project within the Departmental / Agency or Division request should be assigned the number 1 with numerical rankings for lower priority projects increasing accordingly. Furthermore please note that projects assigned the same priority number will be discarded.

Project Description: Windows

Project Need: Replace exterior windows

Implementation / Work Plan
Please provide an implementation / work plan below which summarizes the estimated time for completion of the suggested benchmarks listed below.

1. Preliminary Design: 8/09
2. Final Design and Bid Specification: 1/10
3. RFP and Contract Award: 3/10
4. Construction / acquisition Completion: 9/10

Estimated Costs
Indicate the approved and estimated project cost by fiscal year and total estimated costs below.

<table>
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</table>

Proposed Financing
1. Current Bonding Authority:
2. Additional Funding Sources: Bond before voters

Prepared By: 
08-13 Capital Budget and Improvement Program
Proposed Project Briefing Report Form

(Check one form for each project proposed for the 08-13 Capital Budget & Improvement Program and convert all text to the color black upon completion)

Department / Agency or Division: Cranston Public Schools

Project Title: Arlington

Project Priority:
The highest priority project within the Departmental / Agency or Division request should be assigned the number 1 with numerical rankings for lower priority projects increasing accordingly. Furthermore please note that projects assigned the same priority number will be discarded.

Project Description: Boiler

Project Need: Replace aged boiler

Implementation / Work Plan
Please provide an implementation / work plan below which summarizes the estimated time for completion of the suggested benchmarks listed below.

1. Preliminary Design: 8/10

2. Final Design and Bid Specification: 1/12

3. RFP and Contract Award: 4/12

4. Construction / acquisition Completion: 9/12

Estimated Costs
Indicate the approved and estimated project cost by fiscal year and total estimated costs below.

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<th>Approved</th>
<th>2008-2009</th>
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Proposed Financing
1. Current Bonding Authority:

2. Additional Funding Sources:

Prepared By:
08-13 Capital Budget and Improvement Program
Proposed Project Briefing Report Form

(Complete one form for each project proposed for the 08-13 Capital Budget & Improvement Program and convert all text to the color black upon completion)

Department / Agency or Division: Cranston Public Schools

Project Title: Barrows

Project Priority:
The highest priority project within the Departmental / Agency or Division request should be assigned the number 1 with numerical rankings for lower priority projects increasing accordingly. Furthermore please note that projects assigned the same priority number will be discarded.

Project Description: Window replacement

Project Need: Age / Leaks

Implementation / Work Plan
Please provide an implementation / work plan below which summarizes the estimated time for completion of the suggested benchmarks listed below.

1. Preliminary Design: 8/12

2. Final Design and Bid Specification: 1/13

3. RFP and Contract Award: 3/13

4. Construction / acquisition Completion: 9/13

Estimated Costs
Indicate the approved and estimated project cost by fiscal year and total estimated costs below.

<table>
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Proposed Financing
1. Current Bonding Authority:

2. Additional Funding Sources: Bond to Voters

Prepared By:
08-13 Capital Budget and Improvement Program
Proposed Project Briefing Report Form

(Complete one form for each project proposed for the 08-13 Capital Budget & Improvement Program and convert all text to the color black upon completion)

Department / Agency or Division: Cranston Public Schools

Project Title: Dutemple

Project Priority:
The highest priority project within the Departmental / Agency or Division request should be assigned the number 1 with numerical rankings for lower priority projects increasing accordingly. Furthermore please note that projects assigned the same priority number will be discarded.

Project Description: Window replacement

Project Need: Age / Leaks

Implementation / Work Plan
Please provide an implementation / work plan below which summarizes the estimated time for completion of the suggested benchmarks listed below.

1. Preliminary Design: 8/12

2. Final Design and Bid Specification: 1/13

3. RFP and Contract Award: 3/13

4. Construction / acquisition Completion: 9/13

Estimated Costs
Indicate the approved and estimated project cost by fiscal year and total estimated costs below.

<table>
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Proposed Financing
1. Current Bonding Authority:

2. Additional Funding Sources:

Prepared By:
08-13 Capital Budget and Improvement Program
Proposed Project Briefing Report Form

(Complete one form for each project proposed for the 08-13 Capital Budget & Improvement Program and convert all text to the color black upon completion)

Department / Agency or Division: Cranston Public Schools

Project Title: Eden Park

Project Priority:
The highest priority project within the Departmental / Agency or Division request should be assigned the number 1 with numerical rankings for lower priority projects increasing accordingly. Furthermore please note that projects assigned the same priority number will be discarded.

Project Description: Replace Boiler

Project Need: Age

Implementation / Work Plan
Please provide an implementation / work plan below which summarizes the estimated time for completion of the suggested benchmarks listed below.

1. Preliminary Design: 8/12
2. Final Design and Bid Specification: 1/13
3. RFP and Contract Award: 3/13
4. Construction / acquisition Completion: 9/13

Estimated Costs
Indicate the approved and estimated project cost by fiscal year and total estimated costs below.

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<tr>
<th>Approved</th>
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<th>2010-2011</th>
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Proposed Financing
1. Current Bonding Authority:

2. Additional Funding Sources:

Prepared By:
08-13 Capital Budget and Improvement Program
Proposed Project Briefing Report Form

(Complete one form for each project proposed for the 08-13 Capital Budget & Improvement Program and convert all text to the color black upon completion)

Department / Agency or Division: Cranston Public Schools

Project Title: Edgewood

Project Priority:
The highest priority project within the Departmental / Agency or Division request should be assigned the number 1 with numerical rankings for lower priority projects increasing accordingly. Furthermore please note that projects assigned the same priority number will be discarded.

Project Description: Replace Central AC Unit

__________

Project Need: Age / High cost repair

Implementation / Work Plan
Please provide an implementation / work plan below which summarizes the estimated time for completion of the suggested benchmarks listed below.

1. Preliminary Design: 8/10

2. Final Design and Bid Specification: 1/11

3. RFP and Contract Award: 3/11

4. Construction / acquisition Completion: 9/11

Estimated Costs
Indicate the approved and estimated project cost by fiscal year and total estimated costs below.

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Proposed Financing
1. Current Bonding Authority:

2. Additional Funding Sources: Bond to voters

Prepared By: __________________________
08-13 Capital Budget and Improvement Program
Proposed Project Briefing Report Form

(Check one form for each project proposed for the 08-13 Capital Budget & Improvement Program and convert all text to the color black upon completion)

Department / Agency or Division: Cranston Public Schools

Project Title: Garden City

Project Priority:
The highest priority project within the Departmental / Agency or Division request should be assigned the number 1 with numerical rankings for lower priority projects increasing accordingly. Furthermore please note that projects assigned the same priority number will be discarded.

Project Description: Windows

Project Need: Age / Leaks

Implementation / Work Plan
Please provide an implementation / work plan below which summarizes the estimated time for completion of the suggested benchmarks listed below.

1. Preliminary Design: 8/12

2. Final Design and Bid Specification: 1/13

3. RFP and Contract Award: 3/13

4. Construction / Acquisition Completion: 9/13

Estimated Costs
Indicate the approved and estimated project cost by fiscal year and total estimated costs below.

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Proposed Financing
1. Current Bonding Authority:

2. Additional Funding Sources:

Prepared By: 
08-13 Capital Budget and Improvement Program
Proposed Project Briefing Report Form

(Complete one form for each project proposed for the 08-13 Capital Budget & Improvement Program and convert all text to the color black upon completion)

Department / Agency or Division: Cranston Public Schools

Project Title: Gladstone

Project Priority:
The highest priority project within the Departmental / Agency or Division request should be assigned the number 1 with numerical rankings for lower priority projects increasing accordingly. Furthermore please note that projects assigned the same priority number will be discarded.

Project Description: Windows

Project Need: Age / Leaks

Implementation / Work Plan
Please provide an implementation / work plan below which summarizes the estimated time for completion of the suggested benchmarks listed below.

1. Preliminary Design: 8/09

2. Final Design and Bid Specification: 1/10

3. RFP and Contract Award: 3/10

4. Construction / acquisition Completion: 9/10

Estimated Costs
Indicate the approved and estimated project cost by fiscal year and total estimated costs below.

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Proposed Financing
1. Current Bonding Authority: 04 - 25

2. Additional Funding Sources:

Prepared By: 
08-13 Capital Budget and Improvement Program
Proposed Project Briefing Report Form

(Complete one form for each project proposed for the 08-13 Capital Budget & Improvement Program and convert all text to the color black upon completion)

Department / Agency or Division: Cranston Public Schools

Project Title: Glen Hills

Project Priority:
The highest priority project within the Departmental / Agency or Division request should be assigned the number 1 with numerical rankings for lower priority projects increasing accordingly. Furthermore please note that projects assigned the same priority number will be discarded.

Project Description: Windows

Project Need: Age / Leaks / Operation

Implementation / Work Plan
Please provide an implementation / work plan below which summarizes the estimated time for completion of the suggested benchmarks listed below.

1. Preliminary Design: 8/12
2. Final Design and Bid Specification: 1/13
3. RFP and Contract Award: 3/13
4. Construction / acquisition Completion: 9/13

Estimated Costs
Indicate the approved and estimated project cost by fiscal year and total estimated costs below.

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Proposed Financing
1. Current Bonding Authority:

2. Additional Funding Sources:

Prepared By:
08-13 Capital Budget and Improvement Program
 Proposed Project Briefing Report Form

(Complete one form for each project proposed for the 08-13 Capital Budget & Improvement Program and convert all text to the color black upon completion)

Department / Agency or Division: Cranston Public Schools

Project Title: Horton

Project Priority:
The highest priority project within the Departmental / Agency or Division request should be assigned the number 1 with numerical rankings for lower priority projects increasing accordingly. Furthermore please note that projects assigned the same priority number will be discarded.

Project Description: Windows

Project Need: Age / Leaks / Operation

Implementation / Work Plan
Please provide an implementation / work plan below which summarizes the estimated time for completion of the suggested benchmarks listed below.

1. Preliminary Design: 8/12

2. Final Design and Bid Specification: 1/13

3. RFP and Contract Award: 3/13

4. Construction / acquisition Completion: 9/13

Estimated Costs
Indicate the approved and estimated project cost by fiscal year and total estimated costs below.

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Proposed Financing
1. Current Bonding Authority:

2. Additional Funding Sources: Bond before voters

Prepared By:
08-13 Capital Budget and Improvement Program
Proposed Project Briefing Report Form

(COMPLETE ONE FORM FOR EACH PROJECT PROPOSED FOR THE 08-13 CAPITAL BUDGET & IMPROVEMENT PROGRAM AND CONVERT ALL TEXT TO THE COLOR BLACK UPON COMPLETION)

DEPARTMENT / AGENCY OR DIVISION: Cranston Public Schools

PROJECT TITLE: Rhodes

PROJECT PRIORITY:
The highest priority project within the Departmental / Agency or Division request should be assigned the number 1 with numerical rankings for lower priority projects increasing accordingly. Furthermore please note that projects assigned the same priority number will be discarded.

PROJECT DESCRIPTION: Windows

PROJECT NEED: Age / Leaks / Operation

IMPLEMENTATION / WORK PLAN
Please provide an implementation / work plan below which summarizes the estimated time for completion of the suggested benchmarks listed below.

1. Preliminary Design: 8/11

2. Final Design and Bid Specification: 1/12

3. RFP and Contract Award: 3/12

4. Construction / Acquisition Completion: 9/12

ESTIMATED COSTS
Indicate the approved and estimated project cost by fiscal year and total estimated costs below.

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PROPOSED FINANCING
1. Current Bonding Authority:

2. Additional Funding Sources: Bond before voters

Prepared By:
08-13 Capital Budget and Improvement Program
Proposed Project Briefing Report Form

(Complete one form for each project proposed for the 08-13 Capital Budget & Improvement Program and convert all text to the color black upon completion)

Department / Agency or Division: Cranston Public Schools

Project Title: Sanders

Project Priority: The highest priority project within the Departmental / Agency or Division request should be assigned the number 1 with numerical rankings for lower priority projects increasing accordingly. Furthermore please note that projects assigned the same priority number will be discarded.

Project Description: Windows

Project Need: Age /Leaks /Operation

Implementation / Work Plan
Please provide an implementation / work plan below which summarizes the estimated time for completion of the suggested benchmarks listed below.

1. Preliminary Design: 8/12
2. Final Design and Bid Specification: 1/13
3. RFP and Contract Award: 3/13
4. Construction / acquisition Completion: 9/13

Estimated Costs
Indicate the approved and estimated project cost by fiscal year and total estimated costs below.

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Proposed Financing
1. Current Bonding Authority:

2. Additional Funding Sources:

Prepared By:
08-13 Capital Budget and Improvement Program
Proposed Project Briefing Report Form

(Complete one form for each project proposed for the 08-13 Capital Budget & Improvement Program and convert all text to the color black upon completion)

Department / Agency or Division: Cranston Public Schools

Project Title: Stadium

Project Priority: The highest priority project within the Departmental / Agency or Division request should be assigned the number 1 with numerical rankings for lower priority projects increasing accordingly. Furthermore please note that projects assigned the same priority number will be discarded.

Project Description: Windows

Project Need: Age / Leaks / Operation

Implementation / Work Plan
Please provide an implementation / work plan below which summarizes the estimated time for completion of the suggested benchmarks listed below.

1. Preliminary Design: 8/12
2. Final Design and Bid Specification: 1/13
3. RFP and Contract Award: 3/13
4. Construction / acquisition Completion: 9/13

Estimated Costs
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Proposed Financing
1. Current Bonding Authority:

2. Additional Funding Sources:

Prepared By: 
08-13 Capital Budget and Improvement Program
Proposed Project Briefing Report Form

(Check one form for each project proposed for the 08-13 Capital Budget & Improvement Program and convert all text to the color black upon completion)

Department / Agency or Division: Cranston Public Schools

Project Title: Stone Hill

Project Priority:
The highest priority project within the Departmental / Agency or Division request should be assigned the number 1 with numerical rankings for lower priority projects increasing accordingly. Furthermore please note that projects assigned the same priority number will be discarded.

Project Description: Windows

Project Need: Age / Leaks / Operation

Implementation / Work Plan
Please provide an implementation / work plan below which summarizes the estimated time for completion of the suggested benchmarks listed below.

1. Preliminary Design: 8/10

2. Final Design and Bid Specification: 1/11

3. RFP and Contract Award: 3/11

4. Construction / acquisition Completion: 9/11

Estimated Costs
Indicate the approved and estimated project cost by fiscal year and total estimated costs below.

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Proposed Financing
1. Current Bonding Authority:

2. Additional Funding Sources: Bond before voters

Prepared By:__________
08-13 Capital Budget and Improvement Program
Proposed Project Briefing Report Form

(Complete one form for each project proposed for the 08-13 Capital Budget & Improvement Program and convert all text to the color black upon completion)

Department / Agency or Division: Cranston Public Schools

Project Title: Waterman

Project Priority:
The highest priority project within the Departmental / Agency or Division request should be assigned the number 1 with numerical rankings for lower priority projects increasing accordingly. Furthermore please note that projects assigned the same priority number will be discarded.

Project Description: Windows

Project Need: Age / Leaks / Operation

Implementation / Work Plan
Please provide an implementation / work plan below which summarizes the estimated time for completion of the suggested benchmarks listed below.

1. Preliminary Design: 8/10
2. Final Design and Bid Specification: 1/11
3. RFP and Contract Award: 3/11
4. Construction / acquisition Completion: 9/11

Estimated Costs
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Proposed Financing
1. Current Bonding Authority:
2. Additional Funding Sources:

Prepared By: [Signature]
08-13 Capital Budget and Improvement Program
Proposed Project Briefing Report Form

(Complete one form for each project proposed for the 08-13 Capital Budget & Improvement Program and convert all text to the color black upon completion)

Department / Agency or Division: Cranston Public Schools

Project Title: Asbestos Removal

Project Priority:
The highest priority project within the Departmental / Agency or Division request should be assigned the number 1 with numerical rankings for lower priority projects increasing accordingly. Furthermore please note that projects assigned the same priority number will be discarded.

Project Description: Tile at Cranston East and Cranston West

Project Need: Age / Wear

Implementation / Work Plan
Please provide an implementation / work plan below which summarizes the estimated time for completion of the suggested benchmarks listed below.

1. Preliminary Design: 8/10

2. Final Design and Bid Specification: 1/11

3. RFP and Contract Award: 3/11

4. Construction / acquisition Completion: 8/11

Estimated Costs
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Proposed Financing
1. Current Bonding Authority:

2. Additional Funding Sources: Bond before voters

Prepared By:
ASSET PROTECTION
2008 – 2009

REPLACEMENT OF CHALKBOARDS
East 20 rooms
Park View 32 rooms
Gladstone 20 rooms
Glen Hills 10 rooms
Stone Hill 10 rooms
Replacement will be with whiteboard (24 linear feet per room @ 925 per room) 85,100

PAINTING
West Paint auditorium / lobby 15,000
Dutemple Repair and paint classroom ceilings 17,500
Rhodes Paint auditorium 12,000

44,500

TERIA TABLES ($925 per table)
Western Hills 10 Glen Hills 4
Arlington 3 Hope Highlands 7
Barrows 3 Oaklawn 6
Dutemple 4 Rhodes 4
Edgewood 4 Waterman 3
Garden City 3 Woodridge 4

50,875

REPAVING
Park View reconstruction of parking lot 33,000
Barrows reconstruct playground 21,800
Garden City Handicap playground track 1,700
Glen Hills playground overlay 63,000
Stadium playground overlay 25,500
Stone Hill playground reconstruct 52,300
Woodridge parking area & road back of school 33,000

230,300

410,775
application proceeds to Stage 2. Stage 2 of the process requires districts to complete a feasibility study, cost projections, design plans, and site work.

1.08-1 Necessity of School Construction: Stage 1

The project approval process begins with informing RIDE of the district’s intent to modernize, modernize and build an addition, or construct a new school building. The intent is confirmed once the Necessity of School Construction Application packet has been completed by the district, submitted to RIDE, and accepted by RIDE in writing. The Stage 1 Necessity of School Construction Application shall include the following:

1) Statement of Interest/Project Justification

Districts must submit a letter from the School Committee to RIDE signed by the Superintendent, School Committee Chair, and a representative of the municipality in which the district is located (Town Council, Mayor, etc.) indicating the intent of the district to request school housing aid funds and clearly justifying why the proposed project is necessary.

When submitting a Statement of Interest, the district must clearly demonstrate why the project is deemed necessary to the district’s educational mission and the building deficiencies that this project will remediate such as: not meeting student enrollment needs, class size above appropriate limits, reduced ability or inability to offer ancillary services, and/or learning environments and classroom sizes that are inadequate for student learning or student programs.

The district must indicate whether the building will be a major renovation of a current building, a major renovation with an addition, or construction of a new building. In the case of new construction, the district must clearly demonstrate why new construction is necessary as opposed to renovating existing facilities. With renovation projects, the Facility Analysis must clearly indicate that the condition of the affected facility is poor. The application, through the Facility Analysis, should note the reason for the renovations, such as the need to rectify building code compliance issues, safety and/or health concerns, or security issues. When renovations to or closing of an historic building are proposed, the justification should identify historic tax credits or other potential costs if the building were put to commercial use.

The district must indicate how the current condition of existing facilities has been addressed through the Asset Protection plan below and link this information to the need for new construction or a major renovation project.

If the district is applying for High Performance Green School Status and the additional 2-4% reimbursement for energy efficiency pursuant to Section 1-12.2, this must be stated in the Necessity of Construction Application.

2) School Building Committee members

The district must submit names and backgrounds of the members of the school building committee that shall be formed in accordance with the provisions of the district’s local charter and/or by-laws.

The school building committee must, at a minimum consist of eight people, including the superintendent of schools, at least one member of the school committee, the local official responsible for building maintenance, a representative of the office or body authorized by law to construct school buildings in the municipality, the school principal from the subject school, a member who has knowledge of the educational mission and function of the facility, a local budget official or member of the local finance committee, and at least one member of the community with architectural, engineering and/or construction experience to provide input relative to the effect of the project on the community and to examine building design and construction plans for reasonableness.

3) District Asset Protection Plan

The district must submit the district’s Asset Protection Plans for the three years prior to the Application documenting spending on preventive maintenance, renovation, and adaptation of the building to be modernized or
REIDE School Construction Regulations (5/24/07)

replaced with notes explaining actions taken by the district to ensure protection of its physical assets. Particular attention must be given to projects receiving Housing Aid reimbursement in previous years.

A review of a district's past investment in maintenance and ongoing maintenance activities will indicate to the Regents whether the district has effectively maintained existing buildings in accordance with its asset protection plans, such that approval of the proposed project by the Regents is justified.

4) **Capital Improvement Plan**

The district must submit the municipality or district's most recently submitted Capital Improvement Plan showing how the proposed building modernization or construction project has been anticipated in district planning or a written explanation of the reason that the project has been moved up in the planning sequence or added to the Plan.

If the district does not have a current five-year Capital Improvement Plan on file with RIDE, the district must complete and submit such Plan. Districts submitting new plans or amendments to existing plans will be notified in writing if the Commissioner of Education accepted the plan prior to Stage 2 of the approval process.

5) **Facility Analysis of Existing Buildings**

A facility analysis must be submitted. The Facility Analysis should list any deficiencies in the district's existing buildings. The Facility Analysis must be conducted by a licensed engineer and must include:

- Inspection and analysis of the building envelope (roof, walls, glazing, foundation, floor/slab)
- Inspection and analysis of the structural elements of the facility
- Inspection and analysis of all mechanical systems, including condition, age, energy efficiency, levels of ventilation, and compliance with American Society of Heating, Refrigerating, and Air Conditioning Engineers (ASHRAE) standards
- Inspection and analysis of the lighting system, including condition, age, energy efficiency and lighting levels
- Inspection and analysis of all controls including lighting controls and sensors, energy management systems, emergency shutoffs
- Inspection and analysis of all fire, safety and security systems including emergency plans
- Analysis of the energy use (electric and heating and/or cooling) of the facility for at least the last two years, a survey of the facility systems, and recommendations for improving energy efficiency. The use of Energy Star Portfolio Manager or ComCheck software systems to benchmark the facility against other buildings or the Rhode Island Building Energy Code is highly encouraged.

6) **District and Community Demographics**

Districts must submit enrollment projections for the next five years for each grade with a brief analysis (increases/decreases from year to year shown in actual numbers or percents) of how the data supports the need for the project. When possible, local enrollment projections should be supported by those from an outside source, such as RIDE or the New England School Development Council (NESDEC).

The district must submit community data including actual and projected population, housing statistics, birth rates, or immigration estimates, and an analysis of how the data supports the need for the project.

7) **Cross Districting**

Districts must provide an analysis for the potential economic and non-economic impact of cross-districting, which shall demonstrate that the district has considered district boundaries, other existing facilities, and population trends in determining the need and site of proposed projects.
RIDE School Construction Regulations (5/24/07)

8) Approval of Funding for Architectural Feasibility Study

The district must submit an agreement to fund an Architectural Feasibility Study, to include initial energy modeling of energy efficiency or renewable energy technologies, signed by the school district authority or municipal authority. No application will be considered unless there has been an approval by the authority that authorizes funding of an Architectural Feasibility Study.

The Stage 1 application is reviewed by RIDE and either approved, returned to the district for further information, or disapproved.

Plan Review options:

- Approval: RIDE approves the Application and schedules and conducts a conference with the School Building Committee and RIDE at which questions about the Application may be asked and answered and the school construction regulations and feasibility study requirements are discussed. If a project is approved, a written timeline will be established for how the project will proceed.

- Further information needed: RIDE returns the Application with requests to provide timely answers to questions, clarification of prescribed issues or request supplemental information. This step may also include a Plan Review where the concerns are addressed at the scheduled conference.

- Disapproval: RIDE returns the Application and notes the reasons for disapproval. The district may request a meeting with RIDE to review the Application and the decision.

Once RIDE has approved the Stage 1 Necessity Application, the district has one year in which to complete Stage 2 of the application. This is the critical step in project design since Stage 2 will include the projected total cost of construction of the project as well as the rationale for the project to be presented to voters, if a bond issue is required. If districts do not submit Stage 2 within one year of the preliminary approval, the approval will expire and districts will have to start at Stage 1 again.

1.08-2 Necessity of School Construction: Stage 2

The following Stage 2 Necessity of School Construction items are submitted within one year of the preliminary approval and must include the following:

1) Architectural Feasibility Study

The Architectural Feasibility Study must include the following items:

- Design and Educational Program as defined in Section 1.02
- The site selected in the case of new construction along with a comparison of the costs and feasibility of modernization/adoption and new construction.
- Cost comparison between this project and other alternatives reviewed. If the project involves new construction, the cost analysis must show clearly and fully that the proposed new construction is the best available alternative to meet the projected need based upon educational programs to be housed, total cost effectiveness (including life cycle cost analysis using twenty years as the lifetime), and the public interest. A consideration of indirect costs associated with the project, such as new sewers, roads, transportation or utilities, must be included. If there are surplus buildings, include benefits or costs to the public, such as resale value or demolition costs. If the project includes the renovation of an existing building, the Facility Analysis must clearly demonstrate that the building is structurally sound or can be made so reasonably.
- Documentation of compliance with Site Standards as referenced in these regulations and the Northeast-CHPS
- Consideration of school district or school facility consolidation pursuant to Section 1.05-4
- Analysis of historic implications and comments from the RI Historical Preservation and Heritage Commission, if applicable.
- Traffic/Transportation Impact Plan pursuant to Section 1.05-7
- Preliminary energy analysis or modeling [reference Northeast-CHPS]
- Feasibility of using renewable energy technologies [reference Northeast-CHPS]
2) **Architect’s Design Plans**

District must submit three sets of architect’s schematic design plans to RIDE for Plan Review.

3) **Design and Construction Cost Projection**

Cost projections must consider the effects of initial capital costs versus maintenance costs over the life of the building with the goal of reducing operation and maintenance costs. Districts must demonstrate the incorporation of life cycle cost analysis in the selection of mechanical systems, equipment, and materials.

The projection shall include a detailed breakdown of the costs associated with this project. This cost analysis should include not only the estimated costs of construction escalated for inflation at the anticipated bid date but also the project management and design fees. Refer to Section 1.07-1. Project management and design fees as a percentage of total construction costs shall not exceed 20% of the general construction costs, as determined by RIDE.

Basic architectural services shall consist of the following phases, schematic design, design development, construction documents, bidding, and construction administration and include the following: architectural drawings, mechanical, electrical, plumbing, fire protection, structural, site development, basic environmental permitting, graphics, lighting design, acoustics, data and communication, educational consultants, any specialty consultants for laboratory, library/media center and kitchen space, code consultants, accessibility, and other services established by RIDE. Additional architectural services may include: geotechnical consultants, asbestos consulting, wetlands flagging, and other additional services as determined by RIDE.

Cost projections must be broken down between new space (i.e. addition) and space improvements (i.e. renovation). If a district is building an addition onto a school as well as conducting major renovations, the soft costs shall be pro-rated between the two aspects of the project. By separating the costs, RIDE is able to compare the cost of the new construction versus renovation. RIDE provides cost guidelines as prescribed in Section 1.07-1. The cost comparison should also include an evaluation of the potential for the use of historic tax credits for historic buildings that are being reused or surplused.

4) **Financing plan**

Districts must consider the impact on the operating budget of implementing the project in such detail and format as required by the Regents, including but not limited to, an estimate of the costs of additional maintenance required of the district, the costs of additional instructional or support staff, additional utility costs, the costs of additional transportation, if any, and the estimated revenue, if any, from the sale or lease of any school facility decommissioned as a result of implementing the project.

5) **Site Purchase Plan (if required)**

Districts must detail information about the location, cost, and acquisition plan for any new site. The site must meet all site standards included in these regulations. The district has sole responsibility for identifying and acquiring control of the site.

6) **Local Support, Approval by the Regents, and Memorandum of Agreement**

Districts must submit documentation of community support for the project, including City/Town Council and School Committee approvals. Please include a timeline for when the project will be submitted to voters for approval, if applicable.

Upon receipt of the Stage 2 Application, RIDE conducts a project feasibility review followed by a Plan Review meeting with the school building committee, design team, commissioning agent (see Section 1.09-2), and other applicable parties. After the Plan Review, if the application has received preliminary approval by RIDE, the project will be sent to the Regents for final approval. If the project is approved, a Memorandum of Agreement will be entered into with the district that sets forth the dollar authorization for the project (budget agreement), the scope of
RIDE School Construction Regulations (5/24/07)

the project, and any contingencies that the district must comply with. Districts will be required to agree to any contingencies noted in the Memorandum of Agreement. A standing contingency is that districts will be expected to warn and conduct the vote for public approval for funding within six months of the Regents approval. If the voters do not approve the project within that time frame, the approval will expire and districts will have to start at Stage 1 again. The district will submit a signed copy of the Memorandum of Agreement to RIDE within 10 days of receipt. The Superintendent, or other chief administrative officer of the district, as well as all members of the School Committee must sign the agreement.

Finally, there will be ongoing design document review and approval process by RIDE that occurs, at a minimum, at the following three stages of project implementation (see Section 1.10):

- Completion of Schematic Design
- Completion of Design Development
- 60% completion of Construction documents

RIDE 1.09: DESIGN AND REVIEW PROCESS

1.09-1 Design Review

RIDE will conduct an architectural and technical peer review of each Approved Project at the completion of schematic design, design development, and construction document phases, or at such other times determined by RIDE. Such a review will ensure that the designs comply with the approved Design and Educational Program approved by the Regents and these regulations. In the event that the school project involves historic buildings or districts, the RI Historical Preservation and Heritage Commission may require an ongoing review through construction.

Districts are responsible for submitting all required documentation to RIDE upon completion of each design phase and attending Plan Review meetings as scheduled by RIDE. At the Plan Review meetings, the design team and building committee are expected to answer all questions posed by RIDE and, upon successful conclusion of the review, may move to the next phase of design.

Listed below is the required documentation for each phase of the design process:

**Schematic Design:**
The purpose of the documentation submitted during the Schematic Design is to document the continuing development of the school construction project and its major components and to project a project budget. The documentation should also demonstrate compliance with the Northeast-CHPS.

Site plan and Landscape plan @ 1/16" = 1'-0"
Floor plans @ 1/16" = 1'-0" showing all partitions and door swings
Color Rendering
Exterior elevations @ 1/16" = 1'-0"
Typical building wall sections
Single line engineering diagrams
Outline specifications
City Planning Board submission
Civil engineering drawings (scale as required)
Confirm Project schedule
Site engineering calculations
Construction Cost Estimates
Project Report
LEED™ Checklist Form
Project Review Meeting
Educational Specifications and Schematic submission to DOE
EXHIBIT - 10
§ 16-21-3 Standards for school building. – (a) The state building codes standards committee, the state fire marshal, the state health department, and the department of labor and training – division of occupational health and safety shall determine whether the school buildings in the several cities and towns or on state property conform to appropriate state law and regulation. Further, it shall be the responsibility of each local fire chief, local building inspector, the director of the state department of health, and the director of the state department of labor and training to determine and notify each local school superintendent or private school official by August 1 of each year as to whether the public and private nursery and elementary and secondary school buildings conform to appropriate state law and regulation. In the case of those schools on state property, it shall be the responsibility of the state building commissioner, the state fire marshal, the director of the department of health, and the department of labor and training to notify the department director responsible for the operation of the school as to whether these schools conform to appropriate state law and regulation.

(b) The state building code standards committee shall establish building code standards necessary for the implementation of this section.
§ 16-21-3.1 Approval. — (a) It shall be the duty of the superintendent of schools, private school official, or in the case of state operated schools, the responsibility of the director of the state operated school, to ensure that schools are not opened until notification is received from the agencies mentioned in § 16-21-2 that the schools are in compliance with their respective codes.

(b) Neglect by any superintendent, private school official, or the director of any state operated school to comply with the provisions of this section shall be a misdemeanor punishable by a fine of not exceeding five hundred dollars ($500).
July 10, 2008

Joel Zisserson, Director of Transportation & Plant Operations
Cranston School Dept.
845 Park Ave.
Cranston, RI 02910
jzisserson@cpsed.net

Dear Mr. Zisserson:

Please be advised that a Re-Inspection by the Department of Labor and Training revealed all violations cited at the Safety Inspection conducted on April 22, 2008 were abated.

This inspection reflects compliance in your schools.

This Certification is for the School Year 2008-2009.

With the continued cooperation of your staff and this office, our goal for a safe and healthful workplace for all employees will be realized.

If we can further assist you, please do not hesitate to contact me at (401)462-8559.

Sincerely,

James Larisa
James Larisa
Assistant Administrator
jlarisa@dlt.state.ri.us
April 28, 2008

Suzanne Coutu, Director
Cranston Area Career & Technical Center
100 Metropolitan Ave.
Cranston, RI 02920
scoutu@cpsed.net

Dear Ms. Coutu:

On April 25, 2008 a representative of the Division of Occupational Safety conducted a safety inspection of your facilities.

Our inspector’s report indicates that during the course of his inspection, no violations were determined.

Therefore, we are pleased to notify you that at the time said inspection was made your facility was in compliance to the codes, rules and regulations enforced by this Division.

This Certification is for the School Year – 2008-2009.

If we can further assist you, please do not hesitate to contact me at (401) 462-8559.

Sincerely,

James Larisa
Assistant Administrator
jlarisa@dlt.state.ri.us
Deputy Fire Marshal's Certificate of Inspection for: Code compliance

Cranston Public Schools

1. Comply with Fire Safety code  X

2. Has filed for a variance

3. Does not comply with Fire Safety Code

The following corrections must be made:


Inspector: Lt. Glenn Bathgate
Date: September 25, 2008
TO: Career and Technical Education Center Directors
CC: Superintendents and Business Managers
FROM: J. Paul da Silva, School Construction Coordinator
DATE: June 31, 2008
RE: Fire Safety Deficiencies Remediation Notice

As you know each of the Career Technical Area Center (CTAC) facilities are annually inspected by the Rhode Island State Fire Marshall and deficiencies are documented for each facility. These deficiencies must be corrected in a timely manner or a variance secured. This letter is to inform you that all deficiencies must be corrected no later than 30 August 2008.

The recent $1.5 million bond work corrected all the major fire safety issues throughout all the CTAC facilities and in general, the majority of the current fire safety deficiencies are minor in scope.

On March 28, 2008, the Rhode Island Department of Elementary and Secondary Education (RIDE) issued "Independent Contracts" in the amount of $5,000 to each of the state-owned CTAC's for immediate facility repairs. Given the aggressive timeline for fire safety remediation, it is anticipated that the independent contracts concentrate on these fire safety deficiencies and are executed and processed at the local level. Please use the following purchase order numbers in future related correspondence:

# 72A00276968-9 Cranston CTAC
# 72A00277043-3 Newport CTAC
# 72A00277539-14 Woonsocket CTAC
# 72A00276987-4 East Providence CTAC
# 72A00276609-3 Charlestown CTAC

As stated above, it is imperative that all fire safety issues be corrected by 30 August 2008. Given the CTAC facilities needs and the current fiscal crisis, expending limited funds on temporary variances is not a prudent course of action. Please call me at 401 222-4294 to collaborate on the successful remediation of these issues. Thank you.
EXHIBIT 11C
State of Rhode Island and Providence Plantations
Executive Department
Rhode Island State Fire Marshal
118 Parade Street
Providence, RI 02909
(401) 462-4200  Fax: (401) 462-4230

DONALD L. CARCERI
GOVERNOR

Date: June 20, 2008

Building Owner: RI Dept. of Elementary & Secondary Ed.
255 Westminster Street
Providence, RI 02903
Attn: Peter McWalters

Occupant: Cranston Area Career & Technical School
100 Metropolitan Avenue
Cranston, RI 02920
Attn: Susan Coutu, Director

Location: 100 Metropolitan Avenue
Cranston, RI

File Number: 24-464

Inspected By: Cynthia Dehler
Deputy State Fire Marshal(s)

Date of Inspection: June 20, 2008

Basis for Inspection: Compliance Inspection

Any violation, deficiency or requirement, which may have been overlooked in the course of this inspection, is also subject to correction under the provisions of any applicable code.

Reporting on a previous visit
100 Metropolitan Avenue, Cranston  
June 20, 2008  
File #24-464  
Page 2

Building Description

This facility has been inspected under the Life Safety Code 2003 Edition, Chapter 15 Existing Educational Occupancies. This is a two level facility constructed of concrete block and brick construction. It is approximately 37,770 square feet in area. There are sixteen (16) classrooms, four (4) bathrooms, a guidance office, school store, boiler room, storage room and main office area.

This facility is equipped with a supervised fire alarm system (Box 5359), fire drill switch, emergency lighting located in the ceiling lights with a generator for backup, illuminated exit signs and fire extinguishers. The Auto Mechanic Room #V-13 and Aqua Culture Room V-17 are sprinkled.

The fire alarm system was last tested on March 14, 2005. Fire extinguishers were tested in July of 2004. The fire suppression system in the kitchen was tested in August of 2004.

Deficiency/Deficiencies:

The following deficiencies are to be corrected:

ITEM #1: Fire extinguishers located in the Room V27 and Aqua Culture room have not had their yearly inspection.

NFPA 1
Maintenance.
13.6.6.3.1 Frequency. Fire extinguishers shall be subjected to maintenance at intervals of not more than 1 year, at the time of hydrostatic test, or when specifically indicated by an inspection or electronic notification.

CORRECTED

ITEM #2: Fire extinguisher located in Room V24 was not mounted at time of inspection.

RIUFC
13.6.3.7* Portable fire extinguishers other than wheeled extinguishers shall be installed securely on the hanger, or in the bracket supplied by the extinguisher manufacturer, or in a listed bracket approved for such purpose, or placed in cabinets or wall recesses. Wheeled fire extinguishers shall be located in a designated location.

CORRECTED

ITEM #3: This facility lacks windows for rescue from all classrooms. However, there are doors that lead into another classroom, but they do not lead into a separate smoke compartment. Also, the second means of egress from the classrooms (back door of each room) have slide bolt locks on them.

LSC 101
15.2.11.2 Special Means of Egress Features.
15.2.11.1 Windows for Rescue.
15.2.11.1.1 Every room or space greater than 23.2 m² (250 ft²) and used for classroom or other educational purposes or normally subject to student occupancy shall have not less than one outside window for emergency rescue that complies with the following, unless otherwise permitted by 15.2.11.1.2:

(1) Such windows shall be openable from the inside without the use of tools and shall provide a clear opening of not less than 510 mm (20 in.) in width, 610 mm (24 in.) in height, and 0.5 m² (5.7 ft²) in area.

(2) The bottom of the opening shall be not more than 1120 mm (44 in.) above the floor, and any latching device shall be capable of being operated from not more than 1370 mm (54 in.) above the finished floor.

(3) The clear opening shall allow a rectangular solid, with a width and height that provides not less than the required 0.5-m² (5.7-ft²) opening and a depth of not less than 510 mm (20 in.), to pass fully through the opening.

15.2.11.1.2 The requirements of 15.2.11.1.1 shall not apply to the following:

(1) Buildings protected throughout by an approved automatic sprinkler system in accordance with Section 9.7.

(2) Where the room or space has a door leading directly to the outside of the building.

(3) Rooms located higher than three stories above grade.

(4) Where awning-type or hopper-type windows that are hinged or subdivided to provide a clear opening of not less than 0.38 m² (4 ft²) or any dimension of not less than 560 mm (22 in.), the following shall apply:

(a) Such windows shall be permitted to continue in use.

(b) Screen walls or devices located in front of required windows shall not interfere with rescue requirements.

(5) Where the room or space complies with the following:

(a) Doors shall exist that allow travel between adjacent classrooms.

(b) Where doors are used to travel from classroom to classroom, they shall provide one of the following:

i. Direct access to exits in both directions

ii. Direct access to an exit in one direction and to a separate smoke compartment that provides access to another exit in the other direction

(c) The corridor shall be separated from the classrooms by a wall that resists the passage of smoke, and all doors between the classrooms and the corridor shall be self-closing or automatic-closing in accordance with 7.2.1.8.

(d) The length of travel to exits along such paths shall not exceed 46 m (150 ft).

(e) Each communicating door shall be marked in accordance with Section 7.10.

(f) No locking device shall be permitted on the communicating doors.
ITEM #4: Doors in the following areas were either locked or blocked shut at time of inspection.
   a) Room V29 desk & cabinets blocking
   b) Room V30 exit into Culinary Room storage impeding

LSC 101
7.1.10.1* Means of egress shall be continuously maintained free of all obstructions or impediments to full instant use in the case of fire or other emergency.

CORRECTED

ITEM #5: Curtains located in the ball at the main entrance are of questionable fire rating.

LSC 101
15.3.3.1 General. Interior finish shall be in accordance with Section 10.2.
15.3.3.2 Interior Wall and Ceiling Finish. Interior wall and ceiling finish materials complying with Section 10.2 shall be permitted as follows:
   (1) Exits — Class A
   (2) Corridors and lobbies — Class A or Class B

CORRECTED: CURTAINS HAVE BEEN REMOVED.

ITEM #6: Fire alarm circuit breaker located in the Culinary Room was not marked in red.

NFPA 72
4.4.1.4.2.2 Circuit disconnecting means shall have a red marking, shall be accessible only to authorized personnel, and shall be identified as “FIRE ALARM CIRCUIT.”

CORRECTED

ITEM #7: Sprinkler system was last inspected on November 6, 2003.

LSC 101
9.7.5 Maintenance and Testing. All automatic sprinkler and standpipe systems required by this Code shall be inspected, tested, and maintained in accordance with NFPA 25, Standard for the Inspection, Testing, and Maintenance of Water-Based Fire Protection Systems.

CORRECTED: TESTED 1/3/08
ITEM #8: Exit sign needed in Robotics Room on the lower level of this facility.

LSC 101
15.2.10 Marking of Means of Egress
7.10 Marking of Means of Egress.
7.10.1 General.
7.10.1.1 Where Required. Means of egress shall be marked in accordance with Section 7.10 where required in Chapter 11 through Chapter 42.
7.10.1.2* Exits. Exits, other than main exterior exit doors that obviously and clearly are identifiable as exits, shall be marked by an approved sign that is readily visible from any direction of exit access.

CORRECTED

ITEM #9: Fire doors leading into the north stair tower, the self-closing device was broken at time of inspection.

LSC 101
4.6.13.1 Whenever or wherever any device, equipment, system, condition, arrangement, level of protection, or any other feature is required for compliance with the provisions of this Code, such device, equipment, system, condition, arrangement, level of protection, or other feature shall thereafter be continuously maintained in accordance with applicable NFPA requirements or as directed by the authority having jurisdiction.

CORRECTED

ITEM #10: Main office entrance hallway doors are plexi-glass and are not rated.

LSC 101
15.2.2.2 Doors.
15.2.2.2.1 Doors complying with 7.2.1 shall be permitted.
15.3.6 Corridors. Corridors shall be separated from other parts of the story by walls having a ½-hour fire resistance rating in accordance with Section 8.3, unless otherwise permitted by the following.
(1) Corridor protection shall not be required where all spaces normally subject to student occupancy have not less than one door opening directly to the outside or to an exterior exit access balcony or corridor in accordance with 7.5.3.
(2)* In buildings protected throughout by an approved automatic sprinkler system with valve supervision in accordance with Section 9.7, corridor walls shall not be required to be rated, provided that such walls form smoke partitions in accordance with Section 8.4.
(3) Where the corridor ceiling is an assembly having a ¼-hour fire resistance rating where tested as a wall, the corridor wall shall be permitted to terminate at the corridor ceiling.
(4) Lavatories shall not be required to be separated from corridors, provided that they are separated from all other spaces by walls having not less than a ½-hour fire resistance rating in accordance with Section 8.3.

(5) Lavatories shall not be required to be separated from corridors, provided the building is protected throughout by an approved, supervised automatic sprinkler system in accordance with Section 9.7.

(6) Existing doors in ½-hour fire resistance-rated corridor walls shall be permitted to be 44-mm (1¾-in.) thick solid-bonded wood core doors or the equivalent.

CORRECTED: New ¾ hour ½ inch solid core wood double doors have been installed.

Cynthia Dehler
Deputy State Fire Marshal(s)

CD/cd

Enclosures:
Occupant
File #24-464
Cranston Fire Prevention
EXHIBIT – 12
STATE BUILDING CODE’S CERTIFICATE OF INSPECTION FOR THE ANNUAL APPROVAL OF EXISTING SCHOOLS

To: Superintendent of Schools or Private School Official

Name of School: EDEN PARK ELEMENTARY SCHOOL

Address: 1900 OAKLAND AVE 02910

1. Maximum number of students regularly attending the school at one time is:

2. Based upon field observations, made upon visiting said facilities on 17 NOV 08, it was found that subject school was in the following condition: (circle one)

   a. The school is in substantial conformance with the provisions of the State Building Code for existing buildings as required in Chapter 16-21-3 of the General Laws entitled “Standards for School Building”. The following list of corrections must be completed by N/A and a reinspection scheduled with the Building Officials Office.

   b. The school is in non-compliance with the aforementioned code provisions. The following list of corrections must be completed before the school can be occupied and a reinspection scheduled with this office.

3. List of Corrections:

   MECH: RM - ASBESTOS PIPE COVERING COOSE, MISSING

   *MET W/ MRK DOYLE - CUSTOMER

   (Attach additional pages if required)

4. I have [ ] have not [ ] reviewed the schools repair log.

5. Any code violation may be appealed by the Superintendent of Schools or the private school official to the Municipality’s Building Code Board of Appeals for a variance or a time delay in accordance with sections 23-27.3-127.2 and 23-27.3-127.2.4 of the State Building Code.

   [Signature]  Date: 17 NOV 08

   Building Official

KEVIN J. BURKE

City of Cranston
1090 Cranston St
Cranston, RI 02920
401-780-6012
STATE BUILDING CODE’S CERTIFICATE OF INSPECTION
FOR THE ANNUAL APPROVAL OF EXISTING SCHOOLS

To: [Name and Address]

YEAR: 08-09

Name of School: Chester Barrows Mario Cardillo

Address: 9 Beachmont Ave

1. Maximum number of students regularly attending the school at one time is:

2. Based upon field observations, made upon visiting said facilities on Nov. 17, 2008, it was found that subject school was in the following condition: (circle one)
   a. The school is in substantial conformance with the provisions of the State Building Code for existing buildings as required in Chapter 16-21-3 of the General Laws entitled “Standards for School Building.” The following list of corrections must be completed by [Date] and a reinspection scheduled with the Building Officials Office.
   b. The school is in non-compliance with the aforementioned code provisions. The following list of corrections must be completed before the school can be occupied and a reinspection scheduled with this office.

3. List of Corrections:
   Girls Bathroom Basement - windows cracked (3)

4. I have [ ] have not [✓] reviewed the schools repair log.

5. Any code violation may be appealed by the Superintendent of Schools or the private school official to the Municipality’s Building Code Board of Appeals for a variance or a time delay in accordance with sections 23-27.3-127.2 and 23-27.3-127.2.4 of the State Building Code.

   [Signature]       Date: 11/17/08

Building Official

City of Cranston
1090 Cranston St
Cranston, RI 02920
401-780-6012

Arrv 715
Dept 745
STATE BUILDING CODE'S CERTIFICATE OF INSPECTION
FOR THE ANNUAL APPROVAL OF EXISTING SCHOOLS

To: Superintendent of Schools or Private School Official

Name of School: Horton Building

Address: 1176 Park Ave Cranston, RI 02920

YEAR: 08-09

John Smith

James Dillon

1. Maximum number of students regularly attending the school at one time is: 25-30

2. Based upon field observations, made upon visiting said facilities on ______________, it was found that subject school was in the following condition: (circle one)

   a. The school is in substantial conformance with the provisions of the State Building Code for existing buildings as required in Chapter 16-21-3 of the General Laws entitled “Standards for School Building”. The following list of corrections must be completed by ______________ and a reinspection scheduled with the Building Officials Office.

   b. The school is in non-compliance with the aforementioned code provisions. The following list of corrections must be completed before the school can be occupied and a reinspection scheduled with this office.

3. List of Corrections:

   a. Boiler Room
   b. No State CRT
   c. Fire System 4-25-08 & No Lock on Door Must Be Locked at All Time
   d. Elec Room Clean Out Trash Basement & Need Lock on Door
   e. General Locks on All Elec Panels in Public Areas

   (Attach additional pages if required)

4. I have ______ have not X reviewed the schools repair log.

5. Any code violation may be appealed by the Superintendent of Schools or the private school official to the Municipality's Building Code Board of Appeals for a variance or a time delay in accordance with sections 23-27.3-127.2 and 23-27.3-127.2.4 of the State Building Code.

   Date: 11/25/08

Building Official

City of Cranston
1090 Cranston St
Cranston, RI 02920
401-780-6012

Arr.: 1:00

Dept.: 1:30
STATE BUILDING CODE'S CERTIFICATE OF INSPECTION
FOR THE ANNUAL APPROVAL OF EXISTING SCHOOLS

To: ____________________________________________________________________________
Superintendent of Schools or Private School Official

Name of School: HOPE HIGHLANDS

Address: 300 HOPE ROAD

1. Maximum number of students regularly attending the school at one time is:__________

2. Based upon field observations, made upon visiting said facilities on ________________,
it was found that subject school was in the following condition: (circle one)

a. The school is in substantial conformance with the provisions of the State Building Code for existing
buildings as required in Chapter 16-21-3 of the General Laws entitled “Standards for School Building”.
The following list of corrections must be completed by __________________________________________________________________________
and a reinspection scheduled with the Building Officials Office.

b. The school is in non-compliance with the aforementioned code provisions. The following list of corrections
must be completed before the school can be occupied and a reinspection scheduled with this office.

3. List of Corrections:
   ◆ AUDITORIUM CLL.
   ◆ WATER STAINED CLL TILES IN CORRIDOR OR STAIRWELL
   ◆ SAFETY COVERS SHOULD BE INSTALLED @ RECEPTACLES
   ◆ GYM: CRACK NOTED @ CMI EXT. WALL ADJACENT TO EXIT
   ◆ DOORS TO CORRIDOR

   ◆ MEET W MIKE HOWCROFT - CUSTODIAN
   ◆ BOILER CERTIFICATION 10/01/07 - 09

(Attach additional pages if required)

4. I have________ have not________ reviewed the schools repair log.

5. Any code violation may be appealed by the Superintendent of Schools or the private school official to the
Municipality’s Building Code Board of Appeals for a variance or a time delay in accordance with sections
23-27.3-127.2 and 23-27.3-127.2.4 of the State Building Code.

_________________________________________ Date: 19 Nov 09
Building Official

City of Cranston
1090 Cranston St
Cranston, RI 02920
401-780-6012
STATE BUILDING CODE'S CERTIFICATE OF INSPECTION
FOR THE ANNUAL APPROVAL OF EXISTING SCHOOLS

To: ________________________________                        YEAR: 08-09
Superintendent of Schools or Private School Official

Name of School: Edward S. Rhodes                             Mike Gelsomino

Address: 160 Shaw Ave, Cranston, RI 02905

1. Maximum number of students regularly attending the school at one time is:

2. Based upon field observations, made upon visiting said facilities on November 14, 2008, it was found that subject school was in the following condition: (circle one)

a. The school is in substantial conformance with the provisions of the State Building Code for existing buildings as required in Chapter 16-21-3 of the General Laws entitled “Standards for School Building”. The following list of corrections must be completed by ____________________________ and a reinspection scheduled with the Building Official’s Office.

b. The school is in non-compliance with the aforementioned code provisions. The following list of corrections must be completed before the school can be occupied and a reinspection scheduled with this office.

3. List of Corrections:

   NONE

   ______________________________________________________
   ______________________________________________________
   ______________________________________________________
   ______________________________________________________
   ______________________________________________________
   ______________________________________________________
   ______________________________________________________
   ______________________________________________________

   (Attach additional pages if required)

4. I have___ have not □ reviewed the schools repair log.

5. Any code violation may be appealed by the Superintendent of Schools or the private school official to the Municipality’s Building Code Board of Appeals for a variance or a time delay in accordance with sections 23-27.3-127.2 and 23-27.3-127.24 of the State Building Code.

   [Signature]                                           Date: 11/14/08
   Building Official

City of Cranston
1090 Cranston St
Cranston, RI 02920
401-780-6012
STATE BUILDING CODE'S CERTIFICATE OF INSPECTION
FOR THE ANNUAL APPROVAL OF EXISTING SCHOOLS

To: Superintendent of Schools or Private School Official

Name of School: 18-21 yr old Trans. Pgm.

Address: 205 Norwood Ave Cranston, RI 02905

1. Maximum number of students regularly attending the school at one time is:

2. Based upon field observations, made upon visiting said facilities on Nov. 25, 2008, it was found that subject school was in the following condition: (circle one)

(a) The school is in substantial conformance with the provisions of the State Building Code for existing buildings as required in Chapter 16-21-3 of the General Laws entitled "Standards for School Building". The following list of corrections must be completed by and a reinspection scheduled with the Building Officials Office.

(b) The school is in non-compliance with the aforementioned code provisions. The following list of corrections must be completed before the school can be occupied and a reinspection scheduled with this office.

3. List of Corrections:

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

(Attach additional pages if required)

4. I have not reviewed the schools repair log.

5. Any code violation may be appealed by the Superintendent of Schools or the private school official to the Municipality's Building Code Board of Appeals for a variance or a time delay in accordance with sections 23-27.3-127.2 and 23-27.3-127.2.4 of the State Building Code.

________________________________________________________________________

City of Cranston
1090 Cranston St
Cranston, RI 02920
401-780-6012

Date: Nov 25, 2008

Building Official
STATE BUILDING CODE'S CERTIFICATE OF INSPECTION
FOR THE ANNUAL APPROVAL OF EXISTING SCHOOLS

To: Superintendent of Schools or Private School Official

Name of School: GARDEN CITY SCHOOL
Address: 20 PLANTATION DR. 02920

1. Maximum number of students regularly attending the school at one time is:

2. Based upon field observations, made upon visiting said facilities on 19 NOV 04, it was found that subject school was in the following condition: (circle one)
   a. The school is in substantial conformance with the provisions of the State Building Code for existing buildings as required in Chapter 16-21-3 of the General Laws entitled "Standards for School Building". The following list of corrections must be completed by __________ and a reinspection scheduled with the Building Officials Office.

b. The school is in non-compliance with the aforementioned code provisions. The following list of corrections must be completed before the school can be occupied and a reinspection scheduled with this office.

3. List of Corrections:
   MEET WITH RON ROOT - CUSTODIAN

BUILDER INSPECTION 7/31/04

(Attach additional pages if required)

4. I have [ ] have not reviewed the schools repair log.  
   IN @ 9:35  
   OUT @ 10:30

5. Any code violation may be appealed by the Superintendent of Schools or the private school official to the Municipality’s Building Code Board of Appeals for a variance or a time delay in accordance with sections 23-273-127.2 and 23-273-127.2.4 of the State Building Code.

Date: 19 NOV 04

Building Official

City of Cranston
1090 Cranston St
Cranston, RI 02920
401-780-6012
STATE BUILDING CODE’S CERTIFICATE OF INSPECTION
FOR THE ANNUAL APPROVAL OF EXISTING SCHOOLS

To: Superintendent of Schools or Private School Official

Name of School: Sanders Academy Program (Sanders Charter)

Address: 205 Norwood Ave, Cranston, RI 02925

YEAR: 08-09

1. Maximum number of students regularly attending the school at one time is:

2. Based upon field observations, made upon visiting said facilities on Nov. 25, 2008, it was found that subject school was in the following condition: (circle one)

   a. The school is in substantial conformance with the provisions of the State Building Code for existing buildings as required in Chapter 16-21-3 of the General Laws entitled “Standards for School Building”. The following list of corrections must be completed by and a reinspection scheduled with the Building Officials Office.

   b. The school is in non-compliance with the aforementioned code provisions. The following list of corrections must be completed before the school can be occupied and a reinspection scheduled with this office.

3. List of Corrections:

   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________
   __________________________________________________________________________

(Attach additional pages if required)

4. I have [ ] have not [ ] reviewed the schools repair log.

5. Any code violation may be appealed by the Superintendent of Schools or the private school official to the Municipality’s Building Code Board of Appeals for a variance or a time delay in accordance with sections 23-27.3-127.2 and 23-27.3-127.2.4 of the State Building Code.

   [Signature]
   Building Official

   Date: Nov. 25, 2008

City of Cranston
1090 Cranston St
Cranston, RI 02920
401-780-6012
STATE BUILDING CODE’S CERTIFICATE OF INSPECTION
FOR THE ANNUAL APPROVAL OF EXISTING SCHOOLS

To: Superintendent of Schools or Private School Official

Name of School: Edgewood Highland

Address: 160 Paintwaxt Ave Cranston, RI 02905

1. Maximum number of students regularly attending the school at one time is:

2. Based upon field observations, made upon visiting said facilities on November 14, 2008, it was found that subject school was in the following condition: (circle one)

   a. The school is in substantial conformance with the provisions of the State Building Code for existing buildings as required in Chapter 16-21-3 of the General Laws entitled “Standards for School Building”. The following list of corrections must be completed by Jan. 1, 2009 and a reinspection scheduled with the Building Officials Office.

   b. The school is in non-compliance with the aforementioned code provisions. The following list of corrections must be completed before the school can be occupied and a reinspection scheduled with this office.

3. List of Corrections:
   1. Insulation Falling off (heat pipe in Boiler Room (Asbestos)
   2. Lack of electrical outlets - Many classrooms (using extension cords)

   (Attach additional pages if required)

4. I have [ ] have not [ ] reviewed the schools repair log.

5. Any code violation may be appealed by the Superintendent of Schools or the private school official to the Municipality’s Building Code Board of Appeals for a variance or a time delay in accordance with sections 23-27.3-127.2 and 23-27.3-127.2.4 of the State Building Code.

   [Signature]
   Date: Nov 14, 2008

   Building Official

City of Cranston
1090 Cranston St
Cranston, RI 02920
401-780-6012

   [Timestamp] AM
   [Timestamp] AM
STATE BUILDING CODE'S CERTIFICATE OF INSPECTION
FOR THE ANNUAL APPROVAL OF EXISTING SCHOOLS

To: Superintendent of Schools or Private School Official

Name of School: Arlington School (CHARLES BALASCO)

Address: 155 Princess

YEAR: 2008

1. Maximum number of students regularly attending the school at one time is: 270

2. Based upon field observations, made upon visiting said facilities on 11/19/2008,
it was found that subject school was in the following condition: (circle one)

   a. The school is in substantial conformance with the provisions of the State Building Code for existing
      buildings as required in Chapter 16-21-3 of the General Laws entitled "Standards for School Building".
      The following list of corrections must be completed by 12-31-2008 and a reinspection scheduled with the Building Officials Office.

   b. The school is in non-compliance with the aforementioned code provisions. The following list of corrections
      must be completed before the school can be occupied and a reinspection scheduled with this office.

3. List of Corrections:
   - Bear temp. Classroom (complaints of odor)
   - Panic hardware
   - Exit door difficult to operate
   - Main valve @ boiler room overhead small leak

(Attach additional pages if required)

4. I have [ ] have not [ ] reviewed the schools repair log. (Work orders)

5. Any code violation may be appealed by the Superintendent of Schools or the private school official to the
   Municipality's Building Code Board of Appeals for a variance or a time delay in accordance with sections
   23-27.3-127.2 and 23-27.3-127.2.4 of the State Building Code.

   Chuck P. [Signature]     Date: 11/19/2008

Building Official

City of Cranston
1090 Cranston St
Cranston, RI 02920
401-780-6012
STATE BUILDING CODE'S CERTIFICATE OF INSPECTION
FOR THE ANNUAL APPROVAL OF EXISTING SCHOOLS

To: Superintendent of Schools or Private School Official

Name of School: Stone Hill  (Al Fuller,ton)

Address: 21 Village Ave Cranston, RI 02920

1. Maximum number of students regularly attending the school at one time is:

2. Based upon field observations, made upon visiting said facilities on Nov. 19, 2008
   it was found that subject school was in the following condition: (circle one)

   a. The school is in substantial conformance with the provisions of the State Building Code for existing
      buildings as required in Chapter 16-21-3 of the General Laws entitled "Standards for School Building".
      The following list of corrections must be completed by 12/31/08
      and a reinspection scheduled with the Building Officials Office.

   b. The school is in non-compliance with the aforementioned code provisions. The following list of corrections
      must be completed before the school can be occupied and a reinspection scheduled with this office.

3. List of Corrections:
   - Loose wire outside gym door
   - Loose light fixture outside kitchen and intermediate wing door
   - Playground area - many cracks
   - Open electrical box outside intermediate wing door
   - Brick trail - broken/missing outside primary wing
   - GFI plugs required near sink in teachers room

(Attach additional pages if required)

4. I have [ ] have not [X] reviewed the schools repair log.

5. Any code violation may be appealed by the Superintendent of Schools or the private school official to the
   Municipality's Building Code Board of Appeals for a variance or a time delay in accordance with sections
   23-27.3-127.2 and 23-27.3-127.2.4 of the State Building Code.

   [Signature]
   Building Official
   Date: Nov. 19, 2008

City of Cranston
1090 Cranston St
Cranston, RI 02920
401-780-6012
STATE BUILDING CODE'S CERTIFICATE OF INSPECTION
FOR THE ANNUAL APPROVAL OF EXISTING SCHOOLS

To: Superintendent of Schools or Private School Official

YEAR: 08-09

Name of School: Woodridge

Carmine Pisaturro

Address: 401 Bullock Rd Cranston, RI 02920

1. Maximum number of students regularly attending the school at one time is: 305

2. Based upon field observations, made upon visiting said facilities on Nov. 18, 2008, it was found that subject school was in the following condition: (circle one)

(a) The school is in substantial conformance with the provisions of the State Building Code for existing buildings as required in Chapter 16-21-3 of the General Laws entitled "Standards for School Building." The following list of corrections must be completed by 12/31/08 and a reinspection scheduled with the Building Officials Office.

(b) The school is in non-compliance with the aforementioned code provisions. The following list of corrections must be completed before the school can be occupied and a reinspection scheduled with this office.

3. List of Corrections:

- Exterior
- Back Park Need Sealing & Mow
- Roof Good
- Class Room No Smokes
- Bowden 10-15-08

(Attach additional pages if required)

4. I have ____ have not ____ reviewed the schools repair log.

5. Any code violation may be appealed by the Superintendent of Schools or the private school official to the Municipality's Building Code Board of Appeals for a variance or a time delay in accordance with sections 23-27.3-127.2 and 23-27.3-127.2.4 of the State Building Code.

Building Official

Date: 11/18/08

City of Cranston
1090 Cranston St
Cranston, RI 02920
401-780-6012
STATE BUILDING CODE'S CERTIFICATE OF INSPECTION
FOR THE ANNUAL APPROVAL OF EXISTING SCHOOLS

To: Superintendent of Schools or Private School Official

YEAR: 08-09

Name of School: Oak Lawn

(Cedar Grove)

Address: 36 Stoneham Ave Cranston, RI 02920

1. Maximum number of students regularly attending the school at one time is:

2. Based upon field observations, made upon visiting said facilities on Nov. 19, 2008 it was found that subject school was in the following condition: (circle one)

   a. The school is in substantial conformance with the provisions of the State Building Code for existing buildings as required in Chapter 16-21-3 of the General Laws entitled “Standards for School Building”. The following list of corrections must be completed by Dec. 31, 2008 and a reinspection scheduled with the Building Officials Office.

   b. The school is in non-compliance with the aforementioned code provisions. The following list of corrections must be completed before the school can be occupied and a reinspection scheduled with this office.

3. List of Corrections:

   Glass blocks Broken - Various walls
   Hanging wires outside main office & 1st Grade
   Loading dock lights broken
   Gym floor tile broken - Various locations
   Open Junction Boxes in Stairway Stairs

(Attach additional pages if required)

4. I have √ have not reviewed the schools repair log.

5. Any code violation may be appealed by the Superintendent of Schools or the private school official to the Municipality’s Building Code Board of Appeals for a variance or a time delay in accordance with sections 23-27.3-127.2 and 23-27.3-127.2.4 of the State Building Code.

   Date: Nov. 19, 2008

   Building Official

   City of Cranston
   1090 Cranston St
   Cranston, RI 02920
   401-780-6012

   ARRIV. 8:30
   DEP. 9:10
STATE BUILDING CODE'S CERTIFICATE OF INSPECTION
FOR THE ANNUAL APPROVAL OF EXISTING SCHOOLS

To: Superintendent of Schools or Private School Official

YEAR: 08-09

Name of School: Glen Hills (Jim Carmody)

Address: 50 Glen Hills Dr Cranston, RI 02920

1. Maximum number of students regularly attending the school at one time is:

2. Based upon field observations, made upon visiting said facilities on Nov 18, 2008, it was found that subject school was in the following condition: (circle one)

a. The school is in substantial conformance with the provisions of the State Building Code for existing buildings as required in Chapter 16-21-3 of the General Laws entitled “Standards for School Building”. The following list of corrections must be completed by Dec 31, 2008 and a reinspection scheduled with the Building Officials Office.

b. The school is in non-compliance with the aforementioned code provisions. The following list of corrections must be completed before the school can be occupied and a reinspection scheduled with this office.

3. List of Corrections:

- Broken Night Light in Playground Area
- Broken sign post outside RM 13
- Broken light outside Room 13
- Vent Height too close to roof - outside Boiler Room
- Large Cracks in Playground area A-B-C-D-E
- Exit Doors Blocked with talley chairs by RM 13
- Boiler last inspection 5/4/06
- Carpet in Library Frayed - Possible Trip Hazard

(Attach additional pages if required)

4. I have √ have not □ reviewed the schools repair log.

5. Any code violation may be appealed by the Superintendent of Schools or the private school official to the Municipality’s Building Code Board of Appeals for a variance or a time delay in accordance with sections 23-27.3-127.2 and 23-27.3-127.2.4 of the State Building Code.

Building Official

Date: Nov 18, 2008

City of Cranston
1090 Cranston St
Cranston, RI 02920
401-780-6012
To: Superintendent of Schools or Private School Official

Name of School: WM. DUTENAL (MIKE DINER)

Address: 32 GARDEN ST 02910

1. Maximum number of students regularly attending the school at one time is: 300

2. Based upon field observations, made upon visiting said facilities on Nov. 17, 2008, it was found that subject school was in the following condition: (circle one)

a. The school is in substantial conformance with the provisions of the State Building Code for existing buildings as required in Chapter 16-21-3 of the General Laws entitled "Standards for School Building". The following list of corrections must be completed by 12-31-2008 and a reinspection scheduled with the Building Officials Office.

3. List of Corrections:
   - Broken Glass (Custodian Office)
   - Slight Gas Odor @ Hot Water Tank (Permit 12-20-05)
   - Covers for Electric Boxes @ Boiler Room
   - BSMT, MENS ROOM DUCT WORK PLASTER REPAIR NEEDED
   - Ceiling panels @ 2nd floor SKYLIGHT NORTH SIDE

(Attach additional pages if required)

4. I have not reviewed the schools repair log.

5. Any code violation may be appealed by the Superintendent of Schools or the private school official to the Municipality’s Building Code Board of Appeals for a variance or a time delay in accordance with sections 23-27.3-127.2 and 23-27.3-127.2.4 of the State Building Code.

Chuck Phelps

Date: 11/17/2008

Building Official

City of Cranston
1090 Cranston St
Cranston, RI 02920
401-780-6012
STATE BUILDING CODE'S CERTIFICATE OF INSPECTION
FOR THE ANNUAL APPROVAL OF EXISTING SCHOOLS

To: Superintendent of Schools or Private School Official

Name of School: STADIUM School

CATHY MCGOWAN

Address: 100 CRESCENT

YEAR: 2008

1. Maximum number of students regularly attending the school at one time is: 315

2. Based upon field observations, made upon visiting said facilities on 11/19/2008, it was found that subject school was in the following condition: (circle one)

a. The school is in substantial conformance with the provisions of the State Building Code for existing buildings as required in Chapter 16-21-3 of the General Laws entitled "Standards for School Building". The following list of corrections must be completed by 12-31-2008 and a reinspection scheduled with the Building Officials Office.

b. The school is in non-compliance with the aforementioned code provisions. The following list of corrections must be completed before the school can be occupied and a reinspection scheduled with this office.

3. List of Corrections:
   - Hot Water Tank Leaks (WATER ON FLOOR)
   - Boiler Certificate Expired June 2008

(Attach additional pages if required)

4. I have have not √ reviewed the schools repair log.

5. Any code violation may be appealed by the Superintendent of Schools or the private school official to the Municipality's Building Code Board of Appeals for a variance or a time delay in accordance with sections 23-27.3-127.2 and 23-27.3-127.2.4 of the State Building Code.

   Building Official

   Date: 11/19/2008

City of Cranston
1090 Cranston St
Cranston, RI 02920
401-780-6012
STATE BUILDING CODE'S CERTIFICATE OF INSPECTION
FOR THE ANNUAL APPROVAL OF EXISTING SCHOOLS

To: Superintendent of Schools or Private School Official

Name of School: NEL/CPS Lucille Dicenzo

Address: 4 Shape A CRANSTON, RI 02920

1. Maximum number of students regularly attending the school at one time is: __________________________

2. Based upon field observations, made upon visiting said facilities on Dec. 4, 2008, it was found that subject school was in the following condition: (circle one)

   a. The school is in substantial conformance with the provisions of the State Building Code for existing buildings as required in Chapter 16-21-3 of the General Laws entitled "Standards for School Building". The following list of corrections must be completed by "See Dates Below" and a reinspection scheduled with the Building Officials Office.

   b. The school is in non-compliance with the aforementioned code provisions. The following list of corrections must be completed before the school can be occupied and a reinspection scheduled with this office.

3. List of Corrections:

   1. Pipe penetrations require sealing 12/31
   2. Broken switch cover left on generator 12/31
   3. Circuit Breakers need labels 12/31
   4. Room 8- open breaker slots in electrical panel 12/31
   5. Panel CC needs labels 12/31
   6. Debris and clutter needs removing from old boiler room 12/31
   7. Panel O-2 has open circuit breaker slot 12/11
   8. Panel A-1 needs repair 12/11
   9. GFCI needed next to faucets in Garage/Storage area 12/11

   (Attach additional pages if required)

4. I have _____ have not _____ reviewed the schools repair log.

5. Any code violation may be appealed by the Superintendent of Schools or the private school official to the Municipality's Building Code Board of Appeals for a variance or a time delay in accordance with sections 23-27.3-127.3 and 23-27.3-127.2.4 of the State Building Code.

   Date: Dec. 4, 2008

   Building Official

City of Cranston
1090 Cranston St
Cranston, RI 02920
401-780-6012
STATE BUILDING CODE'S CERTIFICATE OF INSPECTION
FOR THE ANNUAL APPROVAL OF EXISTING SCHOOLS

To: ___________________________ 
Superintendent of Schools or Private School Official

Name of School: George J. Peters (John) 

Address: 15 Mayberry St Cranston, RI 02920 

1. Maximum number of students regularly attending the school at one time is: 

2. Based upon field observations, made upon visiting said facilities on Nov. 18, 2008, it was found that subject school was in the following condition: (circle one)

   a. The school is in substantial conformance with the provisions of the State Building Code for existing buildings as required in Chapter 16-21-3 of the General Laws entitled "Standards for School Building". The following list of corrections must be completed by Dec. 31, 2008, and a reinspection scheduled with the Building Officials Office.

   b. The school is in non-compliance with the aforementioned code provisions. The following list of corrections must be completed before the school can be occupied and a reinspection scheduled with this office.

3. List of Corrections:

   1. Ramp outside room 6 cracked trip hazard
   2. Play area asphalt cracked (trip hazard)
   3. Auditorium stage too much clutter/Stage
   4. Make sure office list of stage ceiling tiles falling
   5. Zip Cord extension cord not permitted in room 6
   6. All classroom rear exits must be clear!! (RM 18)
   7. Extension cords cannot run along floor - (RM 18)

   Note: ZIP Cord extension cords Not Permitted Must be removed from all rooms. Now

(Attach additional pages if required)

4. I have ___ have not ___ reviewed the schools repair log.

5. Any code violation may be appealed by the Superintendent of Schools or the private school official to the Municipality’s Building Code Board of Appeals for a variance or a time delay in accordance with sections 23-27.3-127.2 and 23-27.3-127.2.4 of the State Building Code.

_________________________________________ Date: Nov. 18, 2008
Building Official

City of Cranston  
1090 Cranston St  
Cranston, RI 02920  
401-780-6012
STATE BUILDING CODE'S CERTIFICATE OF INSPECTION
FOR THE ANNUAL APPROVAL OF EXISTING SCHOOLS

To: ____________________________  YEAR: 2008
Superintendent of Schools or Private School Official

Name of School: WATERMAN SCHOOL  (John McHugh) (Lou Cimaglio)

Address: 722 Pontiac Ave

1. Maximum number of students regularly attending the school at one time is: 223

2. Based upon field observations, made upon visiting said facilities on Nov. 17, 2008
   it was found that subject school was in the following condition: (circle one)

   a. The school is in substantial conformance with the provisions of the State Building Code for existing
      buildings as required in Chapter 16-21-3 of the General Laws entitled “Standards for School Building”.
      The following list of corrections must be completed by Dec 31, 2008
      and a reinspection scheduled with the Building Officials Office.

   b. The school is in non-compliance with the aforementioned code provisions. The following list of corrections
      must be completed before the school can be occupied and a reinspection scheduled with this office.

3. List of Corrections:
   - Sidewalk on Mapleton side (Cracked, Broken, Heaved)
   - Peeling Paint (North Stairwell)
   - Overloaded Outlets
   - Plaster Repair and Peeling @ Former Skylight 2nd Floor (CENT
   - Roof Good Condition
   - Sprinkler Penetrations in Office
   - Water Fountains Inoperable
   - Boiler Last Inspected 2005

(Attach additional pages if required)

4. I have _____ have not _____ reviewed the schools repair log. (Work Orders)

5. Any code violation may be appealed by the Superintendent of Schools or the private school official to the
   Municipality's Building Code Board of Appeals for a variance or a time delay in accordance with sections
   23-27.3-127.2 and 23-27.3-127.2.4 of the State Building Code.

   Check [ ] 2575  Date: 11/17/2008

Building Official

City of Cranston
1090 Cranston St
Cranston, RI 02920
401-780-6012
STATE BUILDING CODE'S CERTIFICATE OF INSPECTION FOR THE ANNUAL APPROVAL OF EXISTING SCHOOLS

To: Superintendent of Schools or Private School Official

YEAR: 08-09

Name of School: Gladstone (Frank Sousa)

Address: 50 Gladstone St Cranston, RI 02920

1. Maximum number of students regularly attending the school at one time is:

2. Based upon field observations, made upon visiting said facilities on Nov. 17, 2008, it was found that subject school was in the following condition: (circle one)

a. The school is in substantial conformance with the provisions of the State Building Code for existing buildings as required in Chapter 16-21-3 of the General Laws entitled "Standards for School Building". The following list of corrections must be completed by and a reinspection scheduled with the Building Officials Office.

b. The school is in non-compliance with the aforementioned code provisions. The following list of corrections must be completed before the school can be occupied and a reinspection scheduled with this office.

3. List of Corrections:

- Water stain @ pool door N-W & exposed wire - need cover
- Stain to pool clean leaft
- South side wash out on block pop walk - mypeed投机
- Door @ pool - hose intake wire mesh need repair
- Hand rail repair & broken door - library entrance cavity
- East side wash out - west side broken window to attic 2
- Sign lighting out on east side - drive way est needs work
- East side down spout wash out - prop & exit door - east hallway

(Attach additional pages if required)

4. I have [ ] have not [X] reviewed the schools repair log.

5. Any code violation may be appealed by the Superintendent of Schools or the private school official to the Municipality's Building Code Board of Appeals for a variance or a time delay in accordance with sections 23-27.3-127.2 and 23-27.3-127.24 of the State Building Code.

[Signature] Date: 11/18/08

Building Official

City of Cranston
1090 Cranston St
Cranston, RI 02920
401-780-6012
EXTENSION CONDITION

- New corner pool bug - exit stair remove leaves & install light over door
- South side washout on black top
- South broken window @ pool room
- South repair hand rail @ boiler room door
- South air intakes need wire mesh repair
- East library entrance canopy rust on concrete under side exposed rebar
- East side wash out from all down spouts trip hazard

- East side broken site lighting
- East drive way needs repair
- East handicap ramp railing rusting @ concrete

- North exit door from kindergarten light is out

ROOF

- Roof - fair condition
- Need to paint wood trim @ on all dormers
- East side dormer 2 broken pans of glass
INTERIOR CONDITIONS

ATTIC: GENERAL JUNCTION BOXES HERE
COVERS

HALLS & CLASS ROOM OK

BOILER ROOM OK - 5/13/08 BOILER INSPECTION

AUTOTROL - HANDRAIL SOUTH WEST STEPS
LOSE

AUTOTROL - CEILING PLASTER FAILURE
DO TO SPRINKER INSTALLATION

FIRE SPRINKER INSTALLATION ON GOING

KINDERGARTEN ROOMS NEED EXIT SIGNS
TO NORTH EXTERIOR POOR EXIT & VISTA BCE
STATE BUILDING CODE'S CERTIFICATE OF INSPECTION
FOR THE ANNUAL APPROVAL OF EXISTING SCHOOLS

To: Superintendent of Schools or Private School Official

YEAR: 08-09

Name of School: Briggs Building

Anthony

Address: 845 Park Ave Cranston, RI 02910

1. Maximum number of students regularly attending the school at one time is: ___________________________

2. Based upon field observations, made upon visiting said facilities on Nov 24, 2008 it was found that subject school was in the following condition: (circle one)

a. The school is in substantial conformance with the provisions of the State Building Code for existing buildings as required in Chapter 16-21-3 of the General Laws entitled “Standards for School Building”. The following list of corrections must be completed by ___________________________ and a reinspection scheduled with the Building Officials Office.

b. The school is in non-compliance with the aforementioned code provisions. The following list of corrections must be completed before the school can be occupied and a reinspection scheduled with this office.

3. List of Corrections:

Loose wires Front - SW doors + SW front center

Reinforcements needed sealing (AC unit)

Front handrail needs correcting + securing

Holes in flexiglass window near New Help ramp

Broken window + missing weatherstripping Width Door

Fire Door to Boiler - Not Closeable

Boiler inspection certificate - Not up to date

Boiler room - Clifford with all sorts of stuff

Electrical panel in cafeteria not sealed properly

Electrical panel blocked in MIS Room

Copy Room - Lacking ventilation

(Attach additional pages if required)

(see BACK)

4. I have _____ have not _____ reviewed the schools repair log.

5. Any code violation may be appealed by the Superintendent of Schools or the private school official to the Municipality's Building Code Board of Appeals for a variance or a time delay in accordance with sections 23-27.3-127.2 and 23-27.3-127.2.4 of the State Building Code.

Date: ___________________________

Building Official

City of Cranston
1090 Cranston St
Cranston, RI 02920
401-780-6012
STATE BUILDING CODE'S CERTIFICATE OF INSPECTION
FOR THE ANNUAL APPROVAL OF EXISTING SCHOOLS

To: Superintendent of Schools or Private School Official

Name of School: Hugh B. Bain  (Joe Pasticini)

Address: 185 Garanhurst Ave   Cranston, RI 02920

YEAR: 08-09

1. Maximum number of students regularly attending the school at one time is:

2. Based upon field observations, made upon visiting said facilities on Nov. 20, 2008, it was found that subject school was in the following condition: (circle one)

   a. The school is in substantial conformance with the provisions of the State Building Code for existing buildings as required in Chapter 16-21-3 of the General Laws entitled “Standards for School Building”. The following list of corrections must be completed by __________ and a reinspection scheduled with the Building Officials Office.

   b. The school is in non-compliance with the aforementioned code provisions. The following list of corrections must be completed before the school can be occupied and a reinspection scheduled with this office.

3. List of Corrections:

   • BUILD CNTR 7-18-07
   • ELEC BAYS DRY ICE AND DRY BLOWER REMOVE
   • SPARKLER NO - SCHEDULE
   • DOOR ENTNY EXITS
   • G-20 - NEED EXIT SIGN
   • G-19 - NEED EXIT SIGN TO OUTSIDE LITE
   • G-18 - NEED EXIT SIGN TO OUTSIDE LITE

   (Attach additional pages if required)

4. I have X have not reviewed the schools repair log.

5. Any code violation may be appealed by the Superintendent of Schools or the private school official to the Municipality’s Building Code Board of Appeals for a variance or a time delay in accordance with sections 23-27.3-127.2 and 23-27.3-127.2.4 of the State Building Code.

   [Signature]

   Date: Nov. 20, 2008

Building Official

City of Cranston
1090 Cranston St
Cranston, RI 02920
401-780-6012

Arrv: 1100
Dept' 11:50
STATE BUILDING CODE'S CERTIFICATE OF INSPECTION
FOR THE ANNUAL APPROVAL OF EXISTING SCHOOLS

To: ____________________________ YEAR: 08-09
Superintendent of Schools or Private School Official

Name of School: BAIN MIDDLE SCHOOL

Address: ____________________________________________________________________

1. Maximum number of students regularly attending the school at one time is:
__________________________________________________________________________

2. Based upon field observations, made upon visiting said facilities on ________________________, it was found that subject school was in the following condition: (circle one)

a. The school is in substantial conformance with the provisions of the State Building Code for existing buildings as required in Chapter 16-21-3 of the General Laws entitled "Standards for School Building". The following list of corrections must be completed by ________________________ and a reinspection scheduled with the Building Officials Office.

b. The school is in non-compliance with the aforementioned code provisions. The following list of corrections must be completed before the school can be occupied and a reinspection scheduled with this office.

3. List of Corrections:

KITCHEN AREA - ELECTRICAL DISCONNECT ADJACENT TO SINK; ELEV. INSPECTED 8/6/08
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________
__________________________________________________________________________

(Attach additional pages if required)

4. I have _____ have not _____ reviewed the schools repair log.

5. Any code violation may be appealed by the Superintendent of Schools or the private school official to the Municipality’s Building Code Board of Appeals for a variance or a time delay in accordance with sections 23-27.3-127.2 and 23-27.3-127.2.4 of the State Building Code.

__________________________________________ Date:

Building Official

City of Cranston
1090 Cranston St
Cranston, RI 02920
401-780-6012
STATE BUILDING CODE'S CERTIFICATE OF INSPECTION
FOR THE ANNUAL APPROVAL OF EXISTING SCHOOLS

To: Superintendent of Schools or Private School Official

Name of School: Hugh B. Bain

Address: 135 Grasshopper Ave, Cranston, RI 02920

YEAR: 08-09

1. Maximum number of students regularly attending the school at one time is:

2. Based upon field observations, made upon visiting said facilities on Nov. 20, 2008, it was found that subject school was in the following condition: (circle one)

   a. The school is in substantial conformance with the provisions of the State Building Code for existing buildings as required in Chapter 16-21-3 of the General Laws entitled “Standards for School Building”. The following list of corrections must be completed by Dec. 31, 2008 and a reinspection scheduled with the Building Officials Office.

   b. The school is in non-compliance with the aforementioned code provisions. The following list of corrections must be completed before the school can be occupied and a reinspection scheduled with this office.

3. List of Corrections:

   Broken Electrical outlet North side (S/B Got Also)

   Dumpster Cover missing on one dumpster

   Dryer Vent needs cleaning - East End

4. I have ______ have not ______ reviewed the schools repair log.

5. Any code violation may be appealed by the Superintendent of Schools or the private school official to the Municipality’s Building Code Board of Appeals for a variance or a time delay in accordance with sections 23-27.3-127.2 and 23-27.3-127.2.4 of the State Building Code.

   Signature: __________

   Date: Nov. 20, 2008

Building Official

City of Cranston
1090 Cranston St
Cranston, RI 02920
401-780-6012
STATE BUILDING CODE'S CERTIFICATE OF INSPECTION
FOR THE ANNUAL APPROVAL OF EXISTING SCHOOLS

To: ___________________________                      YEAR: 2008-2009
Superintendent of Schools or Private School Official

Name of School: PARK VIEW

Address: ___________________________

1. Maximum number of students regularly attending the school at one time is: ____________________________

2. Based upon field observations, made upon visiting said facilities on ____________________________,
it was found that subject school was in the following condition: (circle one)

   a. The school is in substantial conformance with the provisions of the State Building Code for existing
      buildings as required in Chapter 16-21-3 of the General Laws entitled "Standards for School Building".
      The following list of corrections must be completed by ____________________________, and a reinspection
      scheduled with the Building Officials Office.

   b. The school is in non-compliance with the aforementioned code provisions. The following list of corrections
      must be completed before the school can be occupied and a reinspection scheduled with this office.

3. List of Corrections:
   ART RM (#202) - GFCI RECEPTACLE REQ. @ SINK, SINK @ RM 203
   SAME @ RM 204, FLOOR TILES LOOSE & MISSING IN CORRIDOR
   STORAGE RM BETW. 222 & 223 - RECEPTACLE NOT SECURED TO WALL.
   TEACHER'S LOUNGE BENCH AREA WAS FAULTY GFCI X 2
   BOYS LAU - TILES MISSING IN RM 113 - POWER STRIP ON FLOOR
   @ BASE OF SINK, SCREEN DOOR MUST BE REMOVED (ATTACHED TO KITCHEN AREA)
   FROM REQ. EXIT DOOR

   ____________________________

   (Attach additional pages if required)

4. I have ______ have not ______ reviewed the schools repair log.

5. Any code violation may be appealed by the Superintendent of Schools or the private school official to the
   Municipality's Building Code Board of Appeals for a variance or a time delay in accordance with sections
   23-27.3-127.2 and 23-27.3-127.2.4 of the State Building Code.

______________________________     Date: 20 NOV 04
Building Official

City of Cranston
1090 Cranston St
Cranston, RI 02920
401-780-6012
STATE BUILDING CODE'S CERTIFICATE OF INSPECTION
FOR THE ANNUAL APPROVAL OF EXISTING SCHOOLS

To: Superintendent of Schools or Private School Official

Name of School: Park View
Address: 25 Park View Blvd 19 54 Blvd

1. Maximum number of students regularly attending the school at one time is: 500

2. Based upon field observations, made upon visiting said facilities on Nov. 20, 2008, it was found that subject school was in the following condition: (circle one)

a. The school is in substantial conformance with the provisions of the State Building Code for existing buildings as required in Chapter 16-21-3 of the General Laws entitled "Standards for School Building". The following list of corrections must be completed by and a reinspection scheduled with the Building Officials Office.

b. The school is in non-compliance with the aforementioned code provisions. The following list of corrections must be completed before the school can be occupied and a reinspection scheduled with this office.

3. List of Corrections:
   * Boiler Room Re-construction - Water heater conversion
   * Weight Room Exit Sign
   * Gas Grill in Cooking Area
   * Utility Room Lighting Out
   * Clean Elec Room
   * Bom Shelter - Remove lawn mowers & remove duplicating build
   * Water main valve need work @ pool pump room
   * Stock room - Exit stairs & extinguisher INATE
   * Computer Lab basement exit to outside blocked

(Attach additional pages if required)

4. I have X reviewed the schools repair log.

5. Any code violation may be appealed by the Superintendent of Schools or the private school official to the Municipality's Building Code Board of Appeals for a variance or a time delay in accordance with sections 23-27.3-127.2 and 23-27.3-127.2.4 of the State Building Code.

Building Official

City of Cranston
1090 Cranston St
Cranston, RI 02920
401-780-6012

Date: Nov. 20, 2008
STATE BUILDING CODE'S CERTIFICATE OF INSPECTION
FOR THE ANNUAL APPROVAL OF EXISTING SCHOOLS

To: Superintendent of Schools or Private School Official

Name of School: Park View

Address: 25 Park View Blvd

YEAR: 08-09

1. Maximum number of students regularly attending the school at one time is:

2. Based upon field observations, made upon visiting said facilities on Nov 20, 2008 it was found that subject school was in the following condition: (circle one)

a. The school is in substantial conformance with the provisions of the State Building Code for existing buildings as required in Chapter 16-21-3 of the General Laws entitled “Standards for School Building”. The following list of corrections must be completed by and a reinspection scheduled with the Building Officials Office.

b. The school is in non-compliance with the aforementioned code provisions. The following list of corrections must be completed before the school can be occupied and a reinspection scheduled with this office.

3. List of Corrections:

Broken Security Lights - All over
Broken Air Vent - Building Front
Deteriorated sidewalks - North End
Broken Plywood Vent Covers North End
Sparking Boxes - Rear of Bldg at A.V. Admin Office
Wires - Loose (Douglas - Rear of Bldg)
Trash & Debris on Ground - Around Trash Cans - Around Bldg)
Potting springs on Bulb Shade Over (Front) Dangerous
Uncovered Electrical outlets
Many Broken Glass Blocks
Bench Seats - old frames protruding

(Attach additional pages if required)

4. I have ______ have not ______ reviewed the school's repair log.

5. Any code violation may be appealed by the Superintendent of Schools or the private school official to the Municipality’s Building Code Board of Appeals for a variance or a time delay in accordance with sections 23-27.3-127.2 and 23-27.3-127.2.4 of the State Building Code.

Date: Nov 20, 2008

Building Official

City of Cranston
1090 Cranston St
Cranston, RI 02920
401-780-6012

Arr. 855
Dept 1020
WOOD SHOP EXITS TO OUTSIDE & TO

UTILITY GARAGE - GAS ENGINES

MAINTENICE FOR ALL SCHOOL

NO SMOKE DETECTORS
STATE BUILDING CODE'S CERTIFICATE OF INSPECTION
FOR THE ANNUAL APPROVAL OF EXISTING SCHOOLS

To: ________________________________________  YEAR: 08-09
Superintendent of Schools or Private School Official

Name of School: CRANSTON WEST  (Joe)

Address: 80 Metropolitan Ave CRANSTON, RI 02920

1. Maximum number of students regularly attending the school at one time is: 

2. Based upon field observations, made upon visiting said facilities on Nov. 24, 2008, it was found that subject school was in the following condition: (circle one)

   a. The school is in substantial conformance with the provisions of the State Building Code for existing buildings as required in Chapter 16-21-3 of the General Laws entitled “Standards for School Building”. The following list of corrections must be completed by ___________________________ and a reinspection scheduled with the Building Officials Office.

   b. The school is in non-compliance with the aforementioned code provisions. The following list of corrections must be completed before the school can be occupied and a reinspection scheduled with this office.

3. List of Corrections:

   "E" BLDG - WOOD SHOP - EXIT SIGN MISSING, SIGN MISSING @ GIRL'S CAV, CORRIDOR @ TECH. ED. HAS INOPERABLE ELECTRIC LIGHTING & COMBUSTIBLES STORED IN EXIT CORRIDOR OBSTRUCTING EGRESS, EXTERIOR: UNSECURED ELECTRICAL COVER @ UTILITY POLE FOR FIELD LIGHTING, EXISTING LIGHTING MISSING @ EXIT DOORS, GYM - EXISTING LIGHTING MISSING @ ACCESSIBLE ENTRANCE, TANK LIGHTING MISSING @ ENTRANCE AREA, AUX. GYM - CRACK NOTED @ CORNER OF CAV WALL, MAIN SCHOOL BLD (EXIT) LIGHTING MISSING @ EXIT DOORS, FIRE CAVE OBSTRUCTED BY DUMPSTER, BLDG. P-1 (MODULAR BED) EXT. SANDING CRUSHED, DEVOIDED & DISLOADED

(Attach additional pages if required)

4. I have_____ have not_____ reviewed the schools repair log.

5. Any code violation may be appealed by the Superintendent of Schools or the private school official to the Municipality's Building Code Board of Appeals for a variance or a time delay in accordance with sections 23-27.3-127.2 and 23-27.3-127.2.4 of the State Building Code.

______________________________  Date: 24 NOV 08
Building Official

City of Cranston
1090 Cranston St
Cranston, RI 02920
401-780-6012

Arr.: 1:00
Dept.: 2:15
STATE BUILDING CODE'S CERTIFICATE OF INSPECTION
FOR THE ANNUAL APPROVAL OF EXISTING SCHOOLS

To:__________________________________________ YEAR: 08-09
Superintendent of Schools or Private School Official

Name of School: West Auditorium

Address: Metropolitan Ave, Cranston, RI 02920

1. Maximum number of students regularly attending the school at one time is:_____________________________________

2. Based upon field observations, made upon visiting said facilities on ___Nov. 24, 2008___ it was found that subject school was in the following condition: (circle one)

   a. The school is in substantial conformance with the provisions of the State Building Code for existing buildings as required in Chapter 16-21-3 of the General Laws entitled "Standards for School Building". The following list of corrections must be completed by____________________________________ and a reinspection scheduled with the Building Officials Office.

   b. The school is in non-compliance with the aforementioned code provisions. The following list of corrections must be completed before the school can be occupied and a reinspection scheduled with this office.

3. List of Corrections:
   - Exterior (Note: Roof, Windows, and Doors)
   - Exterior Wood, Branches Attached to Building
   - Sash to Plate Glass Missed – Auditorium 4th Store Room
   - Blocked Panel Behind Stage Light Controls
   - Exposed Wires Row N Center 1st Seat
   - Exit Sign Light Burned Out – Band Room
   - Ceiling in Room inside Band Room Falling
   - Extension Cord Across Floor in Band Room - Not Allowed
   - Ventilation in title Office above Auditorium Needs Ventilation
   - Bad outlet in office above Auditorium

(Attach additional pages if required)

4. I have_____ have not_______ reviewed the schools repair log. (See Back)

5. Any code violation may be appealed by the Superintendent of Schools or the private school official to the Municipality’s Building Code Board of Appeals for a variance or a time delay in accordance with sections 23-27.3-127.2 and 23-27.3-127.2.4 of the State Building Code.

__________________________________________
Date:

Building Official

City of Cranston
1090 Cranston St
Cranston, RI 02920
401-780-6012
STATE BUILDING CODE'S CERTIFICATE OF INSPECTION
FOR THE ANNUAL APPROVAL OF EXISTING SCHOOLS

To: Superintendent of Schools or Private School Official
Name of School: Cranston West
Address: 80 Metropolitan Ave, Cranston, RI 02920

1. Maximum number of students regularly attending the school at one time is: 1850

2. Based upon field observations, made upon visiting said facilities on Nov. 24, 2008 it was found that subject school was in the following condition: (circle one)

   a. The school is in substantial conformance with the provisions of the State Building Code for existing buildings as required in Chapter 16-21-3 of the General Laws entitled "Standards for School Building". The following list of corrections must be completed by __________________________ and a reinspection scheduled with the Building Officials Office.

   b. The school is in non-compliance with the aforementioned code provisions. The following list of corrections must be completed before the school can be occupied and a reinspection scheduled with this office.

3. List of Corrections:

   BOILER CRT 1/15/07 1ST FLOOR
   1ST FLOOR COMP LAB 1-5 EXIT SIGN TO CORROB FROM ROOM
   GENERAL ALL ELECT PANELS 36" CLEARANCE @ ALL
   ELECT ROOM DINING HALL WEST & REMOVE ALL MTL
   ALL COMPUTER ELECT DEVICES RELOCATABLE

   I have X reviewed the school's repair log.

Any code violation may be appealed by the Superintendent of Schools or the private school official to the Municipality's Building Code Board of Appeals for a variance or a time delay in accordance with sections 23-27.3-127.2 and 23-27.3-127.2.4 of the State Building Code.

Date: 11/24/08

Building Official

City of Cranston
1090 Cranston St
Cranston, RI 02920
401-780-6012

Arr: 1:00

Dept: 2:00
STATE BUILDING CODE'S CERTIFICATE OF INSPECTION
FOR THE ANNUAL APPROVAL OF EXISTING SCHOOLS

To: Superintendent of Schools or Private School Official

Name of School: CRANSTON WEST

Address: 80 Metropolitan Ave CRANSTON, RI 02920

YEAR: 08-09

1. Maximum number of students regularly attending the school at one time is: ____________

2. Based upon field observations, made upon visiting said facilities on Nov. 24, 2008, it was found that subject school was in the following condition: (circle one)

   a. The school is in substantial conformance with the provisions of the State Building Code for existing buildings as required in Chapter 16-21-3 of the General Laws entitled "Standards for School Building". The following list of corrections must be completed by ____________ and a reinspection scheduled with the Building Officials Office.

   b. The school is in non-compliance with the aforementioned code provisions. The following list of corrections must be completed before the school can be occupied and a reinspection scheduled with this office.

3. List of Corrections:
   SERVICE PANEL IN KITCHEN (NON-Locking COVER)  
   CAPPED WIRE @ KITCHEN (SEE PICTURE)  
   COVERS NOT IN PLACE FOR COMPRESSORS @ COOLER (SEE PICTURE)  
   STAINED CEILING PANELS IN MEDIA RM.

   (Attach additional pages if required)

4. I have _____ have not _____ reviewed the schools repair log.

5. Any code violation may be appealed by the Superintendent of Schools or the private school official to the Municipality's Building Code Board of Appeals for a variance or a time delay in accordance with sections 23-27.3-127.2 and 23-27.3-127.2.4 of the State Building Code.

   Chuck Phelps
   Date: 11/24/2008

   building Official

City of Cranston  
1090 Cranston St  
Cranston, RI 02920  
401-780-6012
STATE BUILDING CODE'S CERTIFICATE OF INSPECTION
FOR THE ANNUAL APPROVAL OF EXISTING SCHOOLS

To: Superintendent of Schools or Private School Official

Name of School: Early Childhood Learning Center (Michelle Simpson)

Address: 45 Sprague Ave Cranston, RI 02910

1. Maximum number of students regularly attending the school at one time is: 55

2. Based upon field observations, made upon visiting said facilities on ___________________________, it was found that subject school was in the following condition: (circle one)
   a. The school is in substantial conformance with the provisions of the State Building Code for existing buildings as required in Chapter 16-21-3 of the General Laws entitled "Standards for School Building". The following list of corrections must be completed by ___________________________ and a reinspection scheduled with the Building Officials Office.
   b. The school is in non-compliance with the aforementioned code provisions. The following list of corrections must be completed before the school can be occupied and a reinspection scheduled with this office.

3. List of Corrections:
   Clean Custodial Closet

(Attach additional pages if required)

4. I have ______ have not ______ reviewed the schools repair log.

5. Any code violation may be appealed by the Superintendent of Schools or the private school official to the Municipality’s Building Code Board of Appeals for a variance or a time delay in accordance with sections 23-27.3.127.2 and 23-27.3.127.24 of the State Building Code.

   ___________________________ Date: 11/25/08

Building Official

City of Cranston
1090 Cranston St
Cranston, RI 02920
401-780-6012
STATE BUILDING CODE'S CERTIFICATE OF INSPECTION
FOR THE ANNUAL APPROVAL OF EXISTING SCHOOLS

To: Superintendent of Schools or Private School Official

Name of School: Orchard Farms

Address: 1555 South Ave, Cranston, RI 02921

1. Maximum number of students regularly attending the school at one time is: 420

2. Based upon field observations, made upon visiting said facilities on ________________,
it was found that subject school was in the following condition: (circle one)
   a. The school is in substantial conformance with the provisions of the State Building Code for existing
   buildings as required in Chapter 16-21-3 of the General Laws entitled “Standards for School Building”.
   The following list of corrections must be completed by __________________________ and a reinspection scheduled with the Building Officials Office.
   b. The school is in non-compliance with the aforementioned code provisions. The following list of corrections
   must be completed before the school can be occupied and a reinspection scheduled with this office.

3. List of Corrections:
   (Attach additional pages if required)
   Boy Room Hundred not world Kindergarten 4st
   Bullets 7-30-08

4. I have____ have not____ reviewed the schools repair log.

5. Any code violation may be appealed by the Superintendent of Schools or the private school official to the
   Municipality’s Building Code Board of Appeals for a variance or a time delay in accordance with sections
   23-27.3-127.2 and 23-27.3-127.2.4 of the State Building Code.

__________________________ Date: 11/19/08
Building Official

City of Cranston
1090 Cranston St
Cranston, RI 02920
401-780-6012
To:                      Superintendent of Schools or Private School Official

Name of School:  Western Hills

Address:  400 Phoenix Ave Cranston, RI 02920

1. Maximum number of students regularly attending the school at one time is:  800

2. Based upon field observations, made upon visiting said facilities on Nov 21, 2008 it was found that subject school was in the following condition: (circle one)

   a. The school is in substantial conformance with the provisions of the State Building Code for existing buildings as required in Chapter 16-21-3 of the General Laws entitled “Standards for School Building”. The following list of corrections must be completed by

   and a reinspection scheduled with the Building Officials Office.

   b. The school is in non-compliance with the aforementioned code provisions. The following list of corrections must be completed before the school can be occupied and a reinspection scheduled with this office.

3. List of Corrections:
   * Boiler Cnt 12-17-08
   * Locks on all ELEC Panels
   * Lower Level 115 Computer Need Lite Exit
   * Sprinker System coming Summer 2009

   ... (additional lines for comments)

   (Attach additional pages if required)

4. I have ______ have not X reviewed the schools repair log.

5. Any code violation may be appealed by the Superintendent of Schools or the private school official to the Municipality’s Building Code Board of Appeals for a variance or a time delay in accordance with sections 23-27.3-127.2 and 23-27.3-127.2.4 of the State Building Code.

Date:  Nov 21, 2008

Building Official
City of Cranston
1090 Cranston St
Cranston, RI 02920
401-780-6012

ARR: 9:00
Dept: 9:57
STATE BUILDING CODE’S CERTIFICATE OF INSPECTION
FOR THE ANNUAL APPROVAL OF EXISTING SCHOOLS

To: Superintendent of Schools or Private School Official

Name of School: **Western Hills**

Address: **400 Phenix Ave, Cranston, RI 02920**

1. Maximum number of students regularly attending the school at one time is: __________

2. Based upon field observations, made upon visiting said facilities on **Nov 21, 2008**, it was found that subject school was in the following condition: (circle one)

   a. The school is in substantial conformance with the provisions of the State Building Code for existing buildings as required in Chapter 16-21-3 of the General Laws entitled “Standards for School Building.” The following list of corrections must be completed by __________________ and a reinspection scheduled with the Building Officials Office.

   b. The school is in non-compliance with the aforementioned code provisions. The following list of corrections must be completed before the school can be occupied and a reinspection scheduled with this office.

3. List of Corrections:

   - Leaking cover - Sudrome leak - caulk tape rear outside
   - Missing - broken field cover
   - Roof - metal conduit deteriorated coupling open east side
   - __________
   - __________
   - __________
   - __________

   (Attach additional pages if required)

4. I have_______ have not_______ reviewed the schools repair log.

5. Any code violation may be appealed by the Superintendent of Schools or the private school official to the Municipality’s Building Code Board of Appeals for a variance or a time delay in accordance with sections 23-27.3-127.2 and 23-27.3-127.2.4 of the State Building Code.

   ____________________________
   Date: **Nov 21, 2008**

Building Official

City of Cranston
1090 Cranston St.
Cranston, RI 02920
401-780-6012

arrv: 09100

Dept:
STATE BUILDING CODE'S CERTIFICATE OF INSPECTION
FOR THE ANNUAL APPROVAL OF EXISTING SCHOOLS

To: ___________________________________________________________________________
Superintendent of Schools or Private School Official

Name of School: Western Hills (Neal (Custodian))

Address: 400 Phoenix Ave Cranston, RI 02920

1. Maximum number of students regularly attending the school at one time is: __________

2. Based upon field observations, made upon visiting said facilities on Nov. 21, 2008,
it was found that subject school was in the following condition: (circle one)

   a. The school is in substantial conformance with the provisions of the State Building Code for existing
   buildings as required in Chapter 16-21-3 of the General Laws entitled "Standards for School Building".
   The following list of corrections must be completed by 12-31-2008
   and a reinspection scheduled with the Building Officials Office.

   b. The school is in non-compliance with the aforementioned code provisions. The following list of corrections
   must be completed before the school can be occupied and a reinspection scheduled with this office.

3. List of Corrections:
   Fallout Shelter (Cover plate missing @ Air Handler Switch)
   Propane Tanks For Gas Grill
   Exit Sign @ RM 127
   Door Hinge @ RM 127 Leading To Stairway Next To RM 127
   Ceiling Tile @ Same Location
   Stair Treads @ Stairwell To BandRM.
   Exit Door @ End Of Science Wing (RM 103) Difficult
   Peeling Paint On Corridor Opposite 108
   Cracked Glass Above Exit @ North Central Location

(Attach additional pages if required)

4. I have ______ have not X reviewed the schools repair log.

5. Any code violation may be appealed by the Superintendent of Schools or the private school official to the
   Municipality’s Building Code Board of Appeals for a variance or a time delay in accordance with sections
   23-27.3-127.2 and 23-27.3-127.2.4 of the State Building Code.

   Chuck Prez
   Building Official

   Date: Nov. 21, 2008

   City of Cranston
   1090 Cranston St
   Cranston, RI 02920
   401-780-6012

   ARR;
   Dept;
STATE BUILDING CODE'S CERTIFICATE OF INSPECTION
FOR THE ANNUAL APPROVAL OF EXISTING SCHOOLS

To: Superintendent of Schools or Private School Official

Name of School: Western Hills

Address: 400 Phenix Ave Cranston, RI 02920

1. Maximum number of students regularly attending the school at one time is:

2. Based upon field observations, made upon visiting said facilities on Nov 21, 2008, it was found that subject school was in the following condition: (circle one)

a. The school is in substantial conformance with the provisions of the State Building Code for existing buildings as required in Chapter 16-21-3 of the General Laws entitled “Standards for School Building”. The following list of corrections must be completed by and a reinspection scheduled with the Building Officials Office.

b. The school is in non-compliance with the aforementioned code provisions. The following list of corrections must be completed before the school can be occupied and a reinspection scheduled with this office.

3. List of Corrections:
   - RM 215: BASEBOARD HEAT COVERS MISSING, EXPOSING HOT WATER PIPES, LIBRARY - DO NOT USE, UNDER-STAIR AREA FOR STORAGE, ELEV. INSPECTED 7/6/04 (DUMBWAITER ONLY), NOTED: MEZZANINE AREA - SINGLE EGRESS STAIRWAY, TRAVEL DISTANCE. AIR HANDLER MISSING, PROTECTIVE COVER, PANEL BOX (ADJACENT TO ROOF DOOR) MISSING, KNOCK-OUT: OBSTRUCTED STAIRWAY @ PLATFORM BY CLIMATE WALL.

(Attach additional pages if required)

4. I have____ have not____ reviewed the schools repair log.

5. Any code violation may be appealed by the Superintendent of Schools or the private school official to the Municipality’s Building Code Board of Appeals for a variance or a time delay in accordance with sections 23-27.3-127.2 and 23-27.3-127.2.4 of the State Building Code.

Date: Nov 21, 2008

Building Official

City of Cranston
1090 Cranston St
Cranston, RI 02920
401-780-6012
STATE BUILDING CODE'S CERTIFICATE OF INSPECTION
FOR THE ANNUAL APPROVAL OF EXISTING SCHOOLS

To: ____________________________
Superintendent of Schools or Private School Official

Name of School: Cranston East

Address: 899 Park Ave, Cranston, RI 02910

YEAR: 08-09

1. Maximum number of students regularly attending the school at one time is: __________

2. Based upon field observations, made upon visiting said facilities on Nov. 24, 2008, it was found that subject school was in the following condition: (circle one)

   a. The school is in substantial conformance with the provisions of the State Building Code for existing buildings as required in Chapter 16-21-3 of the General Laws entitled “Standards for School Building”. The following list of corrections must be completed by ____________ and a reinspection scheduled with the Building Officials Office.

   b. The school is in non-compliance with the aforementioned code provisions. The following list of corrections must be completed before the school can be occupied and a reinspection scheduled with this office.

3. List of Corrections:

   - Built CRT 9/5/05
   - Louver closed w/ leaves
   - Sprinkler installed 3/20/08
   - Repair closet @ elec room exit to outside
   - Remove trash @ door to elec transformer
   - Teacher coat - no exit signs
   - Weight room need exit sign
   - Elev room gym (clean)
   - Elec rm gym area: remove all cleaning
     - all
     - Computer lab basement need exit sign

   (Attach additional pages if required)

4. I have __________ have not __________ reviewed the schools repair log.

5. Any code violation may be appealed by the Superintendent of Schools or the private school official to the Municipality’s Building Code Board of Appeals for a variance or a time delay in accordance with sections 23-27.3-127.2 and 23-27.3-127.2.4 of the State Building Code.

Date: ____________________________

Building Official

City of Cranston
1090 Cranston St
Cranston, RI 02920
401-780-6012
- Computer Lab plug strip over
- Sink RM 104
- General EMG lighting battery
- Out all over the building
STATE BUILDING CODE'S CERTIFICATE OF INSPECTION
FOR THE ANNUAL APPROVAL OF EXISTING SCHOOLS

To: Superintendent of Schools or Private School Official

Name of School: CHSE

Address: 899 Park Ave

1. Maximum number of students regularly attending the school at one time is: 

2. Based upon field observations, made upon visiting said facilities on NOV 24, 2008, it was found that subject school was in the following condition: (circle one)

   a. The school is in substantial conformance with the provisions of the State Building Code for existing buildings as required in Chapter 16-21-3 of the General Laws entitled “Standards for School Building”. The following list of corrections must be completed by 12-31-2008 and a reinspection scheduled with the Building Officials Office.

   b. The school is in non-compliance with the aforementioned code provisions. The following list of corrections must be completed before the school can be occupied and a reinspection scheduled with this office.

3. List of Corrections:
   - CEILING PANELS (ENTRANCE TO RM 144)
   - WRAP HEAT PIPE OPPOSITE 404
   - ACCESS FOR ELEC PANELS @ STORAGE RM (401B)
   - BROKEN HDWE EXIT DOOR STAIRWAY 3 (ADJACENT TO RM 106)
   - Handrail @ GYM STAIRWAY
   - LEAKS IN GYM
   - EMERGENCY LIGHTING VARIOUS LOCATIONS

(Attach additional pages if required)

4. I have X reviewed the schools repair log.

5. Any code violation may be appealed by the Superintendent of Schools or the private school official to the Municipality’s Building Code Board of Appeals for a variance or a time delay in accordance with sections 23-27.3-127.2 and 23-27.3-127.2.4 of the State Building Code.

   Chuck Berg  Date: 11/24/2008

Building Official

City of Cranston
1090 Cranston St
Cranston, RI 02920
401-780-6012
STATE BUILDING CODE'S CERTIFICATE OF INSPECTION
FOR THE ANNUAL APPROVAL OF EXISTING SCHOOLS

To: Superintendent of Schools or Private School Official

Name of School: Cranston East

Address: 899 Park Ave Cranston, RI 02910

YEAR: 08-09

1. Maximum number of students regularly attending the school at one time is:

2. Based upon field observations, made upon visiting said facilities on Nov. 24, 2008, it was found that subject school was in the following condition: (circle one)

   a. The school is in substantial conformance with the provisions of the State Building Code for existing buildings as required in Chapter 16-21-3 of the General Laws entitled “Standards for School Building”. The following list of corrections must be completed by and a reinspection scheduled with the Building Officials Office.

   b. The school is in non-compliance with the aforementioned code provisions. The following list of corrections must be completed before the school can be occupied and a reinspection scheduled with this office.

3. List of Corrections:
   - Broken window Front RH side 2nd Floor
   - Broken up window Front RH side - 2nd Floor
   - Wire hanging Front LH side 1st Floor
   - Exposed wires Rear of Bldg at sidewalk
   - Pipe penetrations require sealing - Rear of Bldg
   - Fallout shelter sign - Loose - Rear of Bldg
   - Dumpster enclosure gate open - Blocking sidewalk
   - Broken light over dumpster

   (Attach additional pages if required)

4. I have _______ have not _______ reviewed the schools repair log.

5. Any code violation may be appealed by the Superintendent of Schools or the private school official to the Municipality’s Building Code Board of Appeals for a variance or a time delay in accordance with sections 23-27.3-127.2 and 23-27.3-127.2.4 of the State Building Code.

Date: _______ _______

Building Official

City of Cranston
1090 Cranston St
Cranston, RI 02920
401-780-6012

Arr. 9:00

Dept. 10/10
STATE BUILDING CODE'S CERTIFICATE OF INSPECTION
FOR THE ANNUAL APPROVAL OF EXISTING SCHOOLS

To: Superintendent of Schools or Private School Official

Name of School: Cranston East

Address: 899 Park Ave, Cranston, RI 02910

YEAR: 08-09

1. Maximum number of students regularly attending the school at one time is: ________________

2. Based upon field observations, made upon visiting said facilities on Nov. 24, 2008, it was found that subject school was in the following condition: (circle one)

   a. The school is in substantial conformance with the provisions of the State Building Code for existing buildings as required in Chapter 16-21-3 of the General Laws entitled "Standards for School Building". The following list of corrections must be completed by ___________________________ and a reinspection scheduled with the Building Officials Office.

   b. The school is in non-compliance with the aforementioned code provisions. The following list of corrections must be completed before the school can be occupied and a reinspection scheduled with this office.

3. List of Corrections:

   EMERGENCY LIGHTS NOT WORKING @ CORRIDOR 342-348 + OTHERS INC. INSIDE RM 348, SIGN MISSING @ BOY'S GAL.
   GUIDANCE OFFICE - HEAT NOT WORKING, DETECTORS IN GUIDANCE OFFICE HAVE TAPE ON THEM, ROOF OFFICE WAS TILESBOARD MISSING, LOWER LEVEL - GAS ODOR @ ELECT. AREA, TECHNOLOGY RM - UNSECURED POWER STRIP @ SINK

   ___________________________
   ___________________________
   ___________________________
   ___________________________
   ___________________________
   ___________________________

   (Attach additional pages if required)

4. I have _____ have not _____ reviewed the schools repair log.

5. Any code violation may be appealed by the Superintendent of Schools or the private school official to the Municipality's Building Code Board of Appeals for a variance or a time delay in accordance with sections 23-27.3-127.2 and 23-27.3-127.2.4 of the State Building Code.

   _____________________________ Date: _____________________________

   Building Official

   City of Cranston
   1090 Cranston St
   Cranston, RI 02920
   401-780-6012

   Arw. Dept.
April 23, 2009

Pamela Gray-Bennett, Ed.D
Director
New England Association of
Schools & Colleges, Inc.
209 Burlington Rd.
Suite 201
Bedford, Ma 01730

Dear Dr. Gray-Bennett:

I respectfully submit to you this letter of concern regarding the physical condition that continues to exist at our school. The Cranston Area Career and Technical Center (CACTC) is a part of Cranston High School West that is housed in one of six buildings that make up our campus. In a recent meeting with Suzanne Coutu, the Director of the Cranston Area Career and Technical Center and Mr. Richard Scherza our school Superintendent, I was directed to draft this letter informing you of the ongoing conditions that exists within this particular building that are detrimental to the health, safety and well-being of our students and staff.

In the three years that Ms. Coutu and I have served in our roles as administrators in this school, conditions have continued to pose an unhealthy and potentially hazardous learning environment. Documentation and various reports also exist indicating that many of these conditions have existed for several years prior to our arrival here. Generally, these conditions reflect a lack of routine maintenance, repair and replacement to areas of the building which appear to have been unaddressed for years. Examples of these conditions include issues with the HVAC system that create air quality control and temperature regulation problems. The intercom and PA system between this building and the rest of the campus, as well as room to room, creates communication problems which could potentially be hazardous in an emergency situation. Roofs and windows continue to leak creating significant areas where water pools creating wet, slippery conditions and mold build-up in several areas. Handicapped accessibility issues exist in many areas of the building including an elevator that is frequently in disrepair.
This administration has frequently requested that these issues be addressed, but obviously to no avail. My understanding of the problem seems to be that this particular building is owned by the state and not the City of Cranston. As a result, there seems to be an ongoing dispute over whose responsibility it is to maintain and repair the facility.

I have enclosed a copy of a memo from Ms. Coutu along with a more complete list of the existing physical problems. We are obviously very frustrated and concerned with the ongoing existence of these conditions and the impact that they have on our students and staff. I respectfully request that you consider our situation and provide us with guidance as to how we resolve this situation and if it, in any way, threatens our continued accreditation.

Sincerely,

Steven C. Knowlton
Principal

Cc: Suzanne Coutu
  Richard Scherza
Memo

To: Steve Knowlton
From: Suzanne Coutu
Date: April 22, 2009
Re: Cranston Area Career and Technical Center Building Concerns

Attached you will find a list of major and Life Safety work that needs to be done at the Career and Technical Center. Please do not consider this all-inclusive, but rather a list of items that I have compiled in my three year tenure culled from reports that former Directors have generated as far back as 1999, the State of Rhode Island Vocational Technical School Buildings Existing Conditions Report Executive Summary dated 13 March 2006 by RGB Architectural Firm, records and notes kept at the CACTC, and my own experience since I have become Director.

This list is being provided to you in response to your request for a list of necessary and Life Safety repairs and upgrades that have been left undone for many years. I hope this is helpful as you draft a letter to the NEASC Committee to explain the condition of the physical plant, and it is understood that it is in no way a reflection of the academic excellence that takes place within the building.
Cranston Area Career and Technical Center

The Most Pressing Needs of the Center Are:

1. New HVAC system as the current system does not allow for appropriate air flow, does not regulate temperature, does not filter air, and is inefficient and ineffective. The rooms and offices on any given day can have temperatures that range anywhere between the 40's to the 100's. Teachers, staff and students are in varying degrees freezing or sweating depending on which area of the building they are in. The thermostat controls are the people who go in and out of the boiler room to turn the controls on and off every day and several times per day. This system has also led to a variety of areas in the building where mold grows profusely.

2. This leads to the second issue which is the need for a French Drain according to Michael Macaruso, President of Ocean State Environmental Co. Inc., the company that came to analyze the system. He explained to me that it would be the only way to completely eradicate the mold problem in the lower levels. This is particularly true of the Robotics room V-16.

3. The roof needs to be replaced. The roof leaks despite being patched and this too leads to the growth of mold. It has also caused the ceiling to break open and the floor tiles to pull up so that they are no longer encapsulated. Asbestos is beneath the tiles and is possibly being exposed. Shortly after new ceiling tiles were replaced, the leaks in the roof discolored them as well as the new paint on the walls.

4. The motor for the dust collection system in the Construction room leaks at the pipe valves due to age and corrosion. The state was asked to come in and have it repaired. This was never done and is still not done. This and the lack of repair to the return air vent contribute to poor air quality as well as the mold in the room.

5. Electrical safety work has been done in the Aquaculture room in order to upgrade to GFI outlets and to increase the number of outlets in the room. At this time, as the program expands, more safety upgrades are needed in the classroom and there is no money for the state to do so. The current outlets cannot support the lighting and equipment that the program needs to progress. This room was also slated to have all auto body spraying equipment removed which has not been done.

6. All of the windows in the building need to be replaced. A few were replaced when the state contracted for fire and safety upgrades, although they were originally all supposed to be replaced as a Life Safety issue. They are not sealed and they all leak. The tall windows in the front of the building leak onto the tiles in the corridor and the water seeps under the tiles. Many students have fallen from this situation on rainy days and despite our best efforts the tiles will remain slippery and now they are pulling up from the floor. In a 2006 report from RGB Architecture, who wrote the "Vocational Technical School Buildings Existing Conditions Report," it was indicated that "Composite tile 9" x 9" in majority of complex is indicated to be asbestos containing." This is of great concern as many tiles have pulled away from the floor and are now missing or torn. The masonry
and mortar that seals the bricks are also in need of repair as water is beginning to seep though there as well. Windows that were not replaced are in dire need of replacement and/or repair. Many windows have had to be screwed or nailed shut for fear that they would fall of their hinges and hurt someone if opened. The windows in the Meshanticut Room, the school’s culinary restaurant are both broken and temperatures are unbearable during events. Both windows are broken at the hinges and are a safety issue.

7. There is a serious need for a back-up generator that would serve both Aquaculture and Culinary Arts. Whenever there is a power outage, even for a moment, the electricity in those two rooms does not seem to be able to reset properly. This causes major losses in terms of food and live animals. While it is bad enough to lose food, that is replaceable. The live animals in Aquaculture are often the result of many students’ hard work, lab projects, carefully nurtured fish, Save the Bay projects and more. These are not replaceable. And yet, after years of pleading for a generator to serve these two programs, we still have not been provided with one. The aforementioned report indicated that the existing generator needed maintenance in order to provide for “life safety emergency lighting and egress.” At the time of the report there was concern as to whether or not the existing generator could even function at all, never mind work in an expanded capacity.

8. There is no push button access at the handicap ramp in order to make access easier for students and adults with disabilities. Worse yet, the doors that have push bars stick and are reported as such repeatedly. They are repaired and then quickly revert to sticking. These doors should have been replaced when the fire and safety upgrades were done. In addition, there are doors with push bars throughout the center that stick intermittently and pose a serious threat to the safety and security of the students and faculty. The handicapped egress that was created near the front entrance of the building has a step down instead of a ramp and none of the handicap exits, rooms, and lavatories have signs that are ADA compliant.

9. The intercom system between Cranston High School West and the CACTC is not in sufficient working order. This has been reported many many times and is still not fixed. This is a safety issue and the entire population of this building cannot clearly hear announcements made by the main office at West. This was also reported as a significant problem in the report of 2006. If an emergency announcement was made, much of the population of the CACTC would not be able to hear it, and thus, not react.

10. The elevator is unreliable at best. It has been serviced and repaired many times, but most people are reluctant to ride in it. Several people have gotten stuck in it during my tenure of two and a half years at the CACTC. Much work has been done on the elevator, yet it remains unpredictable. The report noted that the elevator should be replaced. There have been incidences of people being trapped in the elevator and one time a person was trapped and there was a small electrical fire that caused the elevator to shut down. The back panel of the electrical box is even now off of the elevator and the wires are exposed.
11. The former auto shop needs abatement in order to put in any other type of program. After years of housing auto body and then auto mechanics, this room would need to be thoroughly abated prior to being reused.

12. The grounds of the Center need to be landscaped and presented as a professional place of educational instruction. There is no identity to the Center and the exterior is in need of upkeep. This would include exterior lighting and a security system.

13. The building needs to be wired for a room to room telephone system. The current PA system is antiquated and the West building has no way to contact a student or teacher in the CACTC building other than to go through the office in this building and then have the secretary contact them through the PA system. Due to the problems with the internal intercom system there are certain rooms that cannot even be called into and someone must physically go to the room to deliver messages.

14. The lavatories throughout the building are in need of repair. There are tiles missing from the floors, the handicap button does not work in the downstairs boys’ bathroom, there is no hot water in the upper boys’ bathroom, and only one soap dispenser, no handles on the upper girls’ bathroom faucets, and the urinals do not flush well in the lower boys’ bathroom. Worse yet, none of the lavatories is ADA accessible according to code. Students do not have enough room to adequately use the lavatories if they are wheelchair-bound.

15. There needs to be an electrical upgrade in the Computer Technology room V-11 in order to serve the increasing needs of technology and numbers of computers. Due to the increasing popularity of this program, the number of students in the room has increased, but the facility has not been upgraded to meet electrical code.

16. The cement steps at the front entrance are wearing away and the steel runner on the front of them has come off in some areas. This is dangerous and needs to be repaired to prevent serious injury.

17. There are several areas of the building where the seams of the floor have cracked and deep holes seem to have appeared. This is worrisome as someone getting a heel caught in the hole will be severely hurt. This situation needs immediate attention.

18. There are ceiling tiles missing all over the building that were removed during the Life Safety upgrades that were never replaced. This leaves an unfinished and unhealthy atmosphere. The former Assistant Principal’s office has a leak in the pipes of the ceiling as well as exposed areas due to missing tiles.

19. Each spring we are infested by bees/hornets that must be nesting in the area. We must call for an exterminator to assist with their removal. This is dangerous as many students and staff are highly allergic. Unfortunately, in the warm weather we are often forced to open the windows as the HVAC system is not working and the windows do not have any screens. This allows the bees to infiltrate the building as well as the ones that seem to already be in the ceiling. This also leads to the abundance of mosquitoes for anyone working in the later afternoon or evening.

20. The walk-in cooler for the Culinary Arts program was put in when the school was built. The cooler has been increasingly dysfunctional. It has heated up several times this year alone and food has been lost. Last year we lost several thousands
of dollars worth of food. In the past month alone, we have had to pay over 2000.00 of the 5000.00 state grant money for emergency repairs, just to fix the walk-in cooler. This has and will continue as the cooler can no longer withstand the use it gets. A new cooler would cost somewhere in the range of 6000.00. It is not logical to continue to repair this cooler. A recent technician estimated that we need a new outdoor 3 phase condenser and new interior evaporator. Includes all new refrigeration controls, labor, materials, taxes, and warranties. The total cost would be $4750.00

21. The Robotics classroom V-16 has not had heat in 31/2 years. It was finally fixed by someone who took the time to figure out the problem. However, there is still a leak in that room every time it rains and depending on the storm, the leak can be severe. A recent modest storm leaked about three gallons of water down the walls and onto the floor of the room. This has led to severe mold growth. This issue, combined with the fact that part of the outside of the room is located below ground level, has created a severe mold issue.

22. The temperature in the building is often controlled by the Director of the school. In order to maintain some level of comfort so that education could continue, the Director had to learn how to maintain the control panel in the boiler room. Several times during any given day, she must go into the boiler room and turn on or off a variety of rooms, corridors, and areas in order to maintain temperatures. There are times when she has checked in on weekends to make sure that the coming week wouldn’t be too stifling or frigid and had to adjust temperatures accordingly.
TO: SUE COUTU
FROM: JOEL ZISSERSON
RE: CCATC - PNEUMATIC SYSTEM
DATE: MAY 1, 2009

The condition of the pneumatic system is at the point where it no longer operates properly.

The compressor in the boiler room is blowing oil past the pistons contaminating the thermostats which causes the building to overheat uncontrollably. There are areas in the building well over 85 degrees making the environment unbearable. Next season we will have the same problem of the building overheating.

During the cooling season thermostats will not switch over for cooling. The chiller has one bad compressor therefore it is operating on one compressor. We have changed contactors, cleaned condensers and nursed this compressor for the past five (5) years. Now it is at the point of no longer operating.

With no air conditioning during the summer we will have a problem with mold in the building.

JZ/js

C Mr. Scherza
Mr. Nero
Mr. Votto
A. Executive Summary

The Cranston Vocational Technical Facility constructed for the city of Cranston, Rhode Island is located off of Metropolitan Avenue, Cranston to the south east of the Cranston Public High School complex. The school is constructed of steel reinforced cast in place concrete and is a full story above grade with a partial lower story built into the hillside. The mission of the school was to offer the instruction of many technical or trade courses to the general public. The following courses are offered today: nursing & health care, auto maintenance, child care, office management, wood shop & general construction, etc. Construction of the facility commenced in 1973 and was completed in 1976. The current estimated insured / replacement value of the facility is $13,710,510.00.

South Side of Facility

A copy of the Silva Environmental & Associates, Inc. Site Inspection Summary was not available for review during the development of this report. Many of the buildings components are suspected to be asbestos containing materials. Materials suspected to be asbestos containing materials include; ceiling tiles, floor tiles, insulation and other miscellaneous materials. Any hazardous material remediation / abatement work required to complete Highest, High and Medium Priority work should be completed along with the related portion of the work. This work should be done in conformance with the AHERA report prepared by Silva Environmental & Associates, Inc. reported to be on file.

The Cranston Vocational Technical Facility has the following issues regarding Life Safety, Accessibility, Asset Protection, Building Systems and Security that are considered highest priority and require immediate attention. The approximate cost to correct this work is estimated at $506,501.40. In addition, $250,751.47 has been spent out of the funding of this current bond for Fire alarm system replacement as well as emergency repairs and architectural and engineering fees.

Life Safety issues:
- All classrooms lack windows for rescue and do not meet the exceptions for this requirement. There are multiple courses of action to rectify this violation and should be evaluated in conjunction with all other rehabilitation being planed for this facility.
- The school is currently undergoing the installation a new fire alarm system, completion of this system and through testing is mandatory.
- Exit signage, a number of required exit egress signs are not in proper working order, missing altogether, or not compliant with fire code.
- All corridor doors have a required fire rate of ½ hr. and need operable closers.
The use of light transmitting plastics, in corridor doors, is not acceptable. The authority having jurisdiction over use of plastic/acrylic in interior fire separations has cited the use of such material in a corridor separation as unacceptable.

Many areas of the building that require fire ratings between uses (ie: shop areas, storage rooms, and janitor closets) have compromised ratings due to unprotected openings, ductwork penetrations and/or walls that are not full height. Some of these areas (carpentry and automotive) also require fire suppression systems.

All wood mezzanine floor areas are considered combustible construction and are not allowed by NFPA 220 in noncombustible construction and should be removed, or approved to remain through a variance.

Asset Protection:
- Water infiltration at exterior brickwork window head was reported and observed throughout the building. Repairs should be scheduled as soon as possible to prevent further deterioration of wall construction.

The Cranston Vocational Technical Facility also has the following major items mentioned below and annotated on the attached budget regarding Accessibility, Asset Protection, Building Systems and Security that are considered high and medium priority and will require attention within the next one to ten years. The cost to correct the remaining work is estimated at $3,165,805.00 in today's dollars.

Accessibility:
- The main entrance does not provide the handicapped with an approved means of egress. A secondary at grade access however is provided at the east side, entrance stair (stair #2) to a primary corridor. This means of egress should be indicated by proper signage.

- The existing elevator is 41"x59" and does not meet ADA requirements. Elevator has an at rest drop of 2" below finish floor – a complete service should be scheduled for repairs or replacement should be considered in order to fully comply with the ADA.

Asset Protection:
- The existing membrane roof appears to be nearing the end of its serviceable life. The roof has been coated with a metallic waterproofing coating that has become cracked and brittle with age. Patching and sealing of large areas of the roof is evident. Evidence of water infiltration was observed at the junction of the upper roof to lower roof along an interior corridor wall. Many sections of roof & exterior wall have become continual maintenance issues. Custodial staff spoke of previous leaks that have been addressed. Replacement should be anticipated in the very near future.

Building Systems:
- Poor HVAC operation and inadequate ventilation throughout the facility have contributed to the growth of mold and mildew. The total system should be scheduled for major upgrade or replacement in the very near future.

Security:
- The school does not have an operational security system.
B. Overview

Construction of the Cranston Vocational Technical facility commenced in 1973; completed in 1976. The building's structure consists of cast-in-place concrete, with protected and unprotected steel, and concrete plank floors. The majority of the steel structure supporting the concrete plank floor is protected by spray applied fireproofing or gypsum encasement. Typical interior walls along corridors and between classroom spaces are constructed of 8" CMU to the underside of roof deck/structure. Each level is organized around a central corridor with classroom/labs on both sides.

The approximate overall dimensions of the building are 172'-0" in the East/West direction, 242'-0" in the North/South direction with an average grade of 24'-0" in height.

The approximate square footage of the complex is 38,000 sq. ft, constructed on two levels, with the primary entry level being on the second floor. The first floor (19,000 Sq. Ft. lower level) with access to grade to the north and east sides of the facility; is comprised of areas for Auto Mechanics, Aqua Culture, Woodshop, Construction Technology and a Robotics Laboratory. The second floor (19,000 Sq. Ft.) with access to grade to the west and south sides of the facility; contains the Administration Offices, Healthcare Occupations, Drafting & Graphics, Business Administration, Electronics, Media & Computer Tech., Culinary Arts, and Dining area.

The facility is accessed off of Metropolitan Ave, and has common parking areas and walkways with Cranston high school. There are no physical built connections existing between the High school and the vocational buildings. There is however a grade change of approx. 20'-0" across the site from east to west. This change allows for at grade access at both the first and second floors. The main entrance is not at grade on the second floor off a shared drive, located at the southwest inner corner of the building. A handicap accessible ramp to gain access to the second floor is located on the west end of the facility. To date the Cranston Vocational continues to offer many diverse courses; and its graduates have attained much success in the community and elsewhere.

<table>
<thead>
<tr>
<th>Date of Construction:</th>
<th>1973-76</th>
</tr>
</thead>
<tbody>
<tr>
<td>Date of Last Renovation/Addition:</td>
<td>1990 - Kitchen added to former child care instruction area</td>
</tr>
<tr>
<td>Current Use:</td>
<td>Existing Education</td>
</tr>
<tr>
<td>Building Capacity:</td>
<td>537</td>
</tr>
<tr>
<td>Current Enrollment:</td>
<td>+/- 685</td>
</tr>
<tr>
<td>Building Construction Type:</td>
<td>2A – protected combustible</td>
</tr>
<tr>
<td>Building Height: Median height 24'-0&quot;</td>
<td>Foundation @ rear to 2nd flr. roof = 30'-6&quot; (Entry Level) foundation to 2nd flr. roof = 14'-6&quot;</td>
</tr>
<tr>
<td>Building Area:</td>
<td></td>
</tr>
<tr>
<td>First Floor:</td>
<td>18,885 sf.</td>
</tr>
<tr>
<td>Second Floor:</td>
<td>18,885 sf.</td>
</tr>
<tr>
<td>Total:</td>
<td>37,770 sf.</td>
</tr>
</tbody>
</table>
C. Site Assessment

The main site concern for the Vocational facility would be proper exterior drainage. Water shedding off of adjacent buildings and the age of the existing foundation water proofing is definitely a contributing factor to the internal moisture issues. Also subsurface moisture under the facility can affect settlement of the structure. Methods to reroute building drainage and control of surface runoff about the perimeter of the building need to be undertaken to mitigate water migration.

<table>
<thead>
<tr>
<th>Component</th>
<th>Description</th>
<th>Timeframe</th>
</tr>
</thead>
<tbody>
<tr>
<td>Building Roof Drainage</td>
<td>Overall average to poor condition; especially @ 2flr. stair enclosure &amp; lower level floor drains</td>
<td>2</td>
</tr>
<tr>
<td>Site Drainage</td>
<td>Poor drainage and water retention on the upper level (second floor) is creating a moisture issue, as it migrates through the foundation wall</td>
<td>2</td>
</tr>
<tr>
<td>Water Supply</td>
<td>The domestic water service is supplied from school system meter there is no meter or back flow prevention device on the water service. This condition does not meet code and is a potential health safety issue</td>
<td>1</td>
</tr>
<tr>
<td>Sanitary Systems</td>
<td>Existing building sewer system is connected to a municipal sewer system.</td>
<td>4</td>
</tr>
<tr>
<td>Fuel Source</td>
<td>Generator diesel fuel dry tank, above-ground fuel tank</td>
<td>4</td>
</tr>
<tr>
<td>Gas Available</td>
<td>Natural Gas is supplied and in use</td>
<td>4</td>
</tr>
</tbody>
</table>

Recommendations / Notes:

- Roof leaking is reported on the second floor level. Previous attempts to resolve this issue have failed to stop leaks. Roof should be budgeted for replacement in the very near future.
- Moisture and mold are in existence, on the exposed piping and on walls of the robotics room, wood shop, and automotive training rooms, due to high hydrostatic pressure of the foundation walls. Waterproofing of the foundation wall should be budgeted for in the very near future.
- The domestic 4" water service needs to immediately have back flow prevention devices installed type to be as approved by the local water department. This office recommends that two adequately sized devices be installed so that service is provided should one device need repair.
- Appears to be in good working condition, no observed or reported problems.
- Verify operation of generator and load transfer.
- Appears to be in good working condition, no observed or reported problems.
<table>
<thead>
<tr>
<th>Component</th>
<th>Description</th>
<th>Timeframe</th>
<th>Recommendations / Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Electrical Service</td>
<td>Pad mount transformer located near building at Boiler Room</td>
<td>4</td>
<td>Clean, inspect and re-torque all connections as a part of a long term preventative maintenance plan.</td>
</tr>
<tr>
<td>Parking</td>
<td>Various lots and sizes, No clear demarcation of spaces pertaining to one facility to the next, part of a complex of structures. No clear definition between paved or graveled areas No security/site lighting into these areas.</td>
<td>3</td>
<td>Some unpaved, graveled area But there does not seem to be lack of space. -Much cracking was observed in all parking areas. Provide a long term plan to Install new parking surface and associated walkways. -Parking lot lighting could be upgraded for improved security</td>
</tr>
</tbody>
</table>
### Building and Systems Assessment

<table>
<thead>
<tr>
<th>Component</th>
<th>Description</th>
<th>Timeframe</th>
<th>Recommendations / Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foundation</td>
<td>Poured in place Concrete</td>
<td>4</td>
<td>Minor settlement noticeable in two locations, in CMU wall @ lower level auto tech, and @ second floor (west) of main entry. Monitor to ensure no further settlement is occurring.</td>
</tr>
<tr>
<td>Structural Frame</td>
<td>Concrete Block walls Structural steel Frame (beam &amp; girder) Concrete plank floor</td>
<td>4</td>
<td>Steel structure appears in good condition, it is exposed to the interior in the automotive mechanical areas (columns &amp; beams at ceiling)</td>
</tr>
<tr>
<td>Roof</td>
<td>Membrane roof system. Overall average to poor condition; especially @ 2fr, stair enclosure &amp; lower level floor drains</td>
<td>2</td>
<td>Roof leaking is reported on the second floor level. Previous attempts to resolve this issue have failed to stop leaks. Roof should be budgeted for replacement in the very near future.</td>
</tr>
<tr>
<td>Roof Drainage</td>
<td>Custodial staff claims that there are no present issues regarding the roof leaders or drains.</td>
<td>2</td>
<td>Roof leaders and drains should be cleaned / replaced or repaired as required during roof replacement</td>
</tr>
<tr>
<td>Exterior Walls</td>
<td>Masonry wall consisting of Brick veneer w/ 16” CMU back up</td>
<td>4</td>
<td>General masonry veneer appears to be in good condition; some minor instances of freeze thaw separation and spalling were observed.</td>
</tr>
<tr>
<td>Exterior Masonry detail/ornament</td>
<td>Projecting masonry stretcher course</td>
<td>1</td>
<td>Masonry coursing allows water and ice to build up and wick back into interior portion of wall cavity, causes leaking. Detail should be immediately repaired to avoid further damage to wall.</td>
</tr>
<tr>
<td>Windows</td>
<td>Operable Aluminum window system; composed of Insulated glazing w/ laminated glass. Fixed Casement upper section Operable Hopper lower section are non-code compliant for rescue windows.</td>
<td>1 / 3</td>
<td>Some units have leaks about the seals where window meets wall; many of the window units are de-laminating and are hazing or fading the glass laminate material, and are no longer optically clear. Egress windows above automotive bays should be immediately replaced with a budget established for a complete window replacement project within the next ten year timeframe.</td>
</tr>
<tr>
<td>Component</td>
<td>Description</td>
<td>Timeframe</td>
<td>Recommendations / Notes</td>
</tr>
<tr>
<td>--------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>-----------</td>
<td>--------------------------------------------------------</td>
</tr>
<tr>
<td>Doors (Exterior)</td>
<td>Exterior doors are steel or aluminum doors. All doors are operable throughout; and contain safety glass lites. Two damaged doors were observed.</td>
<td>2</td>
<td>- Two damaged doors should be scheduled for replacement in the near future.</td>
</tr>
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<td>-------------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>-----------</td>
<td>--------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Floors</td>
<td>- Composite tile in corridors and classrooms</td>
<td>4</td>
<td>Composite tile 9&quot;x9&quot; is in majority of complex is indicated to be asbestos containing.</td>
</tr>
<tr>
<td></td>
<td>- Carpet in office/faculty areas</td>
<td></td>
<td>- ACT floor tile in some areas reported should be scheduled for replacement / abatement</td>
</tr>
<tr>
<td></td>
<td>Original porcelain tile in all restrooms areas</td>
<td></td>
<td>as projects scope require tile work.</td>
</tr>
<tr>
<td>Interior Walls</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| Typical Classroom to Corridor | - CMU walls  
  Gypsum walls  
  (Both continue to bottom of deck typical but not smoke sealed) | 1         | - Corridor extend to metal decking but lack fire sealing not meeting code for corridor fire rating. Penetrations should be fire sealed to maintain corridor rating. This work should be completed as soon as possible |
| Typical Classroom to Classroom | - Metal stud w/ GWB  
  - Wood stud w GWB  
  - Modular folding partition wall systems | 4         | - Folding partition (accordion style - fabric w/ vinyl back) is used in the administration area, as the director's office enclosure. |
| Typical Utility Room | - Wall construction varies     | 1         | - Many walls do not extend to metal decking and lack fire proofing not meeting code for corridor fire rating. |
| Ceilings          | suspended acoustical ceiling  
  (2x2 & 2x4 ACT typical)                                                     | 4         | Batt insulation placed on top of ceiling grid and tiles; assumption is for sound absorption |
| Interior Doors    | Interior doors are solid wood; some corridor doors are hollow metal.         | 4         | All doors are operable, majority of them have closers, Corridor doors have magnetic hold open capability yet not functioning (*assumption: door hold open system will operate upon completion of security/fire alarm system) |
|                   | Doors throughout have smoke gaskets; and contain wire safety glass lite     |           |                                                                                            |
| Hardware          | - Keyed Lever  
  - Knob & cylinder  
  - Panic/push activators  
  (Doors to corridor are gasketed) | 1         | Classrooms = lever activated w/ closer Utility & Mechanical = knob & cylinder  
  Corridor separations and stair doors = panic/push bar openers  
  Repair/replace closers immediately as require to meet code. |
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| Elevator        | Elevator (one) Inspected August 09 2005 Not ADA compliant (The Approx. size of cab = 41"x59") | 2         | Elevator is not going to be tied into fire alarm panel  
The Cab at rest drops below floor level by 2" an maintenance issues are reported.  
Elevator should be budgeted for replacement in the very near future to comply with ADA |
| Mezzanine areas | Single steel ladder up to mezzanine area. Fall protection is controlled by a single length of steel chain  
Wood construction in Robotics and Wood Shop areas | 1         | Mezzanine presently used to store tools, equipment, paper etc.  
Classrooms with mezzanine:  
Robotics, Aquaculture, Auto tech,  
Computer tech. Wood mezzanines are not allowed by code in non-combustible buildings and should be immediately removed or a variance applied for to allow them to remain. |
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<tr>
<td>Main Entrance</td>
<td>There are three stair steps up to the main level, no ramp or lift at this location</td>
<td>2</td>
<td>Additional accessible doors and ramps are provided but lack proper signage. Provide directional signage to accessible entrances in the near future.</td>
</tr>
<tr>
<td>Interior Route</td>
<td>Obstructions in the main corridor restrict accessibility maneuvering clearances</td>
<td>2</td>
<td>Vending machines and trophy cases restrict the main corridor width and should be re-located out of main travel path.</td>
</tr>
<tr>
<td>Level Changes</td>
<td>Two levels. Non ADA compliant elevator</td>
<td>2</td>
<td>Interior accessible route required. An ADA compliant elevator should be budgeted for in the near future.</td>
</tr>
<tr>
<td>Toilet Rooms</td>
<td>Modifications to the restrooms are needed to bring rooms into compliance with ANSI 117.1 &amp; ADA</td>
<td>2</td>
<td>Closer inspection of each toilet area is required; many individual toilet areas do not meet the ADA requirements.</td>
</tr>
<tr>
<td>Drinking Fountains</td>
<td>There one (1) drinking fountains per floor, none of which meet state accessibility requirements.</td>
<td>2</td>
<td>Provide one (1) drinking fountain per floor that meets state accessibility requirements, ANSI A117.1-1998, Section 602, Drinking Fountains &amp; Water Coolers.</td>
</tr>
<tr>
<td>Telephones</td>
<td>Public Telephone in Office Area</td>
<td>2</td>
<td>Not ADA Accessible. Budget for an accessible phone station in the near future</td>
</tr>
<tr>
<td>Interior Signage</td>
<td>Interior signage @ each classroom including brail</td>
<td>2</td>
<td>Repair or replace any missing signage in the near future to fully comply with ADA</td>
</tr>
<tr>
<td>Cafeteria/Dining Area</td>
<td>Dining area in former classroom. Dining room is staffed by student servers. Utensil and dish washing functions located in clean room off of kitchen</td>
<td>1</td>
<td>Door hardware is of knob type and is not compliant with the occupancy of this room (over 50). Immediately replace door hardware for accessibility and life safety code compliance</td>
</tr>
<tr>
<td>Component</td>
<td>Description</td>
<td>Timeframe</td>
<td>Recommendations / Notes</td>
</tr>
<tr>
<td>----------------------------</td>
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</tr>
<tr>
<td><strong>Boiler / Furnace</strong></td>
<td>Facility is served by its own, dedicated hot water boiler plant. The boiler plant is comprised of two, dual fuel (natural gas or #2 fuel oil), fired, sectional cast iron hot water boilers. Boiler Model and Capacity Data is as follows: Boiler #1: Manufacturer: Wiel McLain Model: PGL 1294 WF Input, Oil: 27.5 gph Input, Gas: 3,850.0 cfm Output: 2,773.9 mbh Boiler #2: Manufacturer: Wiel McLain Model: PGL 1294 WF Input, Oil: 27.5 gph Input, Gas: 3,850.0 cfm Output: 2,773.9 mbh</td>
<td><strong>2</strong></td>
<td>Boilers are currently firing only on natural gas. There is evidence of some recent component replacement at gas trains serving each boiler. It appears that the oil firing function of the system is no longer functional. While the boilers appear to be in good working condition, all boilers are original to the building's 1976 construction and appear to be approaching the end of their normal service life. Replacement should be budgeted for in the near future.</td>
</tr>
<tr>
<td><strong>Chiller / Air Conditioning</strong></td>
<td>The School is fit with a packaged type, air cooled chiller to provide chilled water for air conditioning of a portion of the circulation, classroom and administrative spaces. The chiller is located at grade, outside of the north wall of the boiler room, at the building's lower level.</td>
<td><strong>2</strong></td>
<td>During our site visit, it was noted that the chiller may be under repair as several service panels were in their open positions. The chiller was operation during the last cooling season. Replacement should be budgeted for in the near future. The scope of air conditioning should be reviewed. If air conditioning is desired to serve the full facility, increased chiller capacity will be required.</td>
</tr>
<tr>
<td>Component</td>
<td>Description</td>
<td>Timeframe</td>
<td>Recommendations / Notes</td>
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<tr>
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<td>------------------------</td>
</tr>
<tr>
<td>Heating / Cooling Plant Configuration</td>
<td>The facility is fit with systems for heating, ventilating and air conditioning. Air conditioning is provided to a portion of the classroom, circulation and administrative spaces only. Generally, the shop spaces at the lower level are not air conditioned, (with the exception of approximately ½ of the carpentry shop and the robotics lab. Heating and cooling energy is provided to the building's various terminal unit by three separate piping loops, routed at the ceiling of the lower level. One loop is a 2-pipe system, configured to provide the classroom unit vents and ducted HVAC units with hot water during the heating season and chilled water during the cooling season. The other two loops are for heating service only. One loop is configured to provide flow to the building's ducted H&amp;V units, cabinet heaters and unit heaters. The other loop is configured as a compensated temperature hot water loop to provide flow to the finned tubes.</td>
<td>2</td>
<td>Piping distribution systems appear in generally good condition, with the exception of some leaking evident at the ceiling of the carpentry shop. It is believed that the source of this leak may be at a control valve within a classroom type unit ventilator at the floor above. Piping insulation at the dual temperature piping loop is in generally poor condition and there is evidence of it becoming water logged with condensation during the cooling season. We were informed that condensation drips from portions of the insulation surface during the cooling season. All piping insulation at the dual temp loop should be removed and replaced. Some elements of the piping insulation are indicated to contain asbestos. Asbestos should be removed as a part of any major HVAC project. Pumping systems are configured with one pump dedicated to each of the three piping loops. There are no redundant &quot;standby&quot; pumps provided as a part of the system. Pumping systems are also nearing the end of their serviceable life. Without redundant &quot;standby&quot; pumps in place, a pump failure can result in near total lack of space heating at the facility. Pumps should be replaced and redundant &quot;standby&quot; pumps should also be provided.</td>
</tr>
<tr>
<td>Component</td>
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</tr>
<tr>
<td>Expansion Control</td>
<td>Expansion tanks are original to the building (1977) and are the plain steel type at the hot water system, and bladder type at the chilled water system.</td>
<td>2</td>
<td>The expansion tank serving the chilled water side of the dual temp system appears to be of insufficient capacity and should be budgeted for replacement in the very near future.</td>
</tr>
<tr>
<td>Boiler Control</td>
<td>Control is original pneumatic with analog electric controls on the boilers themselves. Automatic valves are provided for changeover between heating and cooling service at the dual temperature piping loop.</td>
<td>2</td>
<td>All controls are original to the building and are in poor condition. No interlock for combustion air control is in place.</td>
</tr>
<tr>
<td>Emergency Generator</td>
<td>Generator is fired with #2 fuel oil. Unit is installed within a dedicated room. Supply and exhaust ventilation exists and appears adequate. Water cooled connection was reported to be leaking.</td>
<td>1</td>
<td>Damper control at intake louver appears to need maintenance. Damper is not tight closing. Repairs should be immediately budgeted for as the generator must be reliable to serve life safety emergency lighting and egress.</td>
</tr>
<tr>
<td>Fuel Storage</td>
<td>Boilers are configured to be fired with both natural gas and #2 fuel oil. It appears that #2 fuel oil firing is currently not functional and boilers are firing only with natural gas.</td>
<td>2</td>
<td>The original (1972 construction drawings and the 1977 as built drawings indicate that there are two underground fuel oil storage tanks, each with approximate capacity of 5000 gallons. The status of these tanks is currently unknown. Should dual fuel operation not be desired, the existing fuel oil storage and transfer systems should be removed.</td>
</tr>
<tr>
<td>Component</td>
<td>Description</td>
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<td>Recommendations / Notes</td>
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</tr>
<tr>
<td>Other</td>
<td>Generator is fired with #2 fuel oil, fed from a fairly new, above grade tank.</td>
<td>2</td>
<td>The status of the original 1000 gallon underground fuel oil storage tank is unknown. The original underground fuel oil storage tank and fuel transfer systems should be removed.</td>
</tr>
<tr>
<td>Backflow Prevention</td>
<td>Makeup water connections to the heating and cooling plant are not provided with RPZ type backflow preventors.</td>
<td>1</td>
<td>Immediately provide adequate backflow prevention devices to meet code. RPZ type backflow prevention devices must be installed.</td>
</tr>
<tr>
<td>Heat Distribution System</td>
<td>Heating is distributed to the various shop and classroom spaces at the lower level via a ducted system. Return air is routed back to the HVAC and H&amp;V units within the classroom and office spaces via above ceiling, return air plenums. The classroom spaces at the upper level are provided with space heating and air conditioning via classroom type unit ventilators, arranged along the perimeter of the space. Supplemental heating of these spaces is provided by perimeter finned tube radiation. The shop areas at the lower level are provided with space heating only via ducted H&amp;V units.</td>
<td>2</td>
<td>Most of the terminal units are poorly functional and should be replaced. This includes classroom unit ventilators and cabinet heaters. The Administrative office area is provided with space heating and air conditioning via ducted HVAC unit which is in relatively good shape. Stairwells, corridors and vestibules are provided with space heating via in-space type cabinet heaters. The mechanical room at the lower level is provided with a hot water unit heater.</td>
</tr>
<tr>
<td>Component</td>
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</tr>
<tr>
<td>Ventilation General</td>
<td>All classroom spaces at the lower level are provided with ducted mechanical ventilation. Each of the shop spaces is provided with a dedicated heating and ventilating unit and exhaust fan. The classroom spaces at the north side of the corridor at the lower level are served by a common heating and ventilating unit and return/exhaust fan, located within the mechanical room. The first floor classroom spaces are served by individual classroom type unit ventilators, with through wall fresh air inlet connections. A common exhaust fan is ducted to serve the classroom spaces at the north side of the first floor corridor while another is ducted to serve the classroom spaces at the south side of the first floor corridor. None of the interior corridor spaces are provided with mechanical ventilation.</td>
<td>2</td>
<td>It appears that there are no fire dampers in place at locations where ductwork penetrates what may be fire rated enclosures, such as the walls of the basement level mechanical room and the walls of the egress corridors. Add fire dampers at locations where ductwork penetrates fire rated enclosures. Add supply and exhaust ventilation to the corridor spaces.</td>
</tr>
<tr>
<td>Component</td>
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</tr>
<tr>
<td>Ventilation</td>
<td>It was reported to us that the exhaust fan serving the cooking line at the culinary classroom is cleaned and checked annually. While this is true it appears that the roof mounted fan is in poor condition. The autoshop service bay is fit with a system for carbon monoxide exhaust. It does not appear that adequate makeup air exists if both the general exhaust and carbon monoxide exhaust systems are operated simultaneously. The combustion air inlet at the basement level mechanical room is not fit with any control damper. The specialized ventilation systems for paint mixing and paint spraying exist at the former auto body shop at the lower level. This space is now used as an aquatics lab, and the existing ventilation systems are not suitable for the current use.</td>
<td>2</td>
<td>Provisions to allow adequate makeup airflow should be added to the auto shop areas. Provide oxygen deprivation sensor and controlled ventilation system at the penthouse mechanical room. Provide controlled, fan forced combustion air to serve the space and domestic water heating boilers at the mechanical room space. Remove and replace existing ventilation systems at the aquatics lab at the lower level.</td>
</tr>
<tr>
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</table>
| Ventilation Specialized - Kitchen | The new culinary teaching kitchen is provided with an island style hood with roof mounted exhaust fan. The configuration of the hood indicates that it may be the water wash type. Filters do not appear to be accessible from the inside of the hood.  
Makeup ventilation for the kitchen hood exhaust is provided by a gas fired H&V unit, mounted at the roof above the kitchen.  
A small hood is provided above the dishwasher at the culinary teaching kitchen. This hood is served by a roof mounted exhaust fan. | 2         | A supplemental, gas fired rooftop H&V unit was added as a part of the construction of the culinary classroom to provide makeup airflow for the kitchen hood and is in good condition.  
Replace cooking line exhaust fan.                                                                                                                                                                                                                   |
<p>| Terminal Units                | All shop spaces at the building's lower level are provided with dedicated H&amp;V units configured to provide space heating as well as to introduce fresh air during the building's occupied hours. Each shop space is also provided with a dedicated exhaust system.                                                                 | 2         | Most of the terminal units are poorly functional and should be replaced. This includes classroom unit ventilators and cabinet heaters.                                                                                                               |</p>
<table>
<thead>
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</table>
| Terminal Units (Continued) | -The classroom spaces and electronics / robotics lab space room at the lower level are provided with heating, ventilation and air conditioning from a common HVAC unit located above the ceiling of Classroom B117.  
-All classroom spaces at the upper level are served by classroom type unit ventilators. These units are configured for both heating and cooling service.  
-The various lobby, corridor, stairwells and vestibule spaces are heated by cabinet heaters.  
-The mechanical room at the building's lower level is heated by a hot water unit heater.                                                                                     | 2         | Most of the terminal units are poorly functional and should be replaced. This includes classroom unit ventilators and cabinet heaters.                                                                                                                                                                                                                     |
| Control System             | The original pneumatic control system remains in its entirety, and is in fairly condition. Many spaces overheat and/or overcool.  
The occurrence of high in space relative humidity within the lower level shops and classrooms during the summer months was noted.                                                                                     | 2         | The original temperature control system remains in service, but is in relatively poor working order. The system requires a fairly extensive upgrade.  
The existing pneumatic control system does not have the ability to provide offsite monitoring or trend logging. In order to get these benefits, along with some level of modern energy management, a changeover to direct digital controls will be required. |
<table>
<thead>
<tr>
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</tr>
</thead>
<tbody>
<tr>
<td>Control System (Continued)</td>
<td>The facility currently has no means for humidity control other than limited air conditioning performance within the lower level spaces.</td>
<td>2</td>
<td>High in space relative humidity at the lower level spaces is resulting in excessive condensation on ductwork, supply registers and grilles and on the piping insulation. This is leading to unwanted mold growth. Major control work and system replacement should be budgeted for in the very near future to control mold growth.</td>
</tr>
<tr>
<td>Air Conditioning System(s)</td>
<td>Air conditioning is provided via the central system. System is configured to serve the classroom and administrative spaces at the upper level, and some of the classroom spaces at the lower level. All spaces within the facility are not provided with mechanical air conditioning. The chiller appears to be undergoing some type of service. It is known that the system was operational during the last cooling season.</td>
<td>2</td>
<td>Chiller is at the end of its normal serviceable life and will require replacement in the very near future. System will require expansion and lower level terminal equipment will require change-out if air conditioning is desired at all spaces within the lower level.</td>
</tr>
<tr>
<td>Systems Maintenance</td>
<td>Appears that systems have been system maintenance on an as needed basis only.</td>
<td>2</td>
<td>Lack of preventive maintenance on the temperature control system has led to failure of parts of the system.</td>
</tr>
<tr>
<td>Component</td>
<td>Description</td>
<td>Timeframe</td>
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</tr>
</tbody>
</table>
| Drainage           | The facility has an internal roof drainage system. Piping for this system appears to be primarily Cast Iron. | 2         | -Remove and dispose of all existing piping not being reused.  
-Provide new roof drains and piping during any major renovation project due to age of existing system and relocate existing piping if necessary to suit new work.  
-All existing roof drain lines under floor if piping is to remain should be videoed to review condition of existing piping for reuse. |
| Waste & Vent Piping| Primarily Cast Iron and Galvanized Steel piping. Some PVC piping has been used for repairs and modifications. | 2 / 4     | -Functioning yet many faculty members speak of the foul smell emanating from floor drains & improper sewer venting. All drains and vents need proper evaluation cleaning and or repair.  
-When modifications are made, properly cap all existing piping that cannot be removed back to main lines.  
-Provide new waste and vent piping to suit new proposed fixture layouts properly trapped and vented.  
-All existing sanitary piping lines under floor if piping is to remain should be videoed to review condition of existing piping for reuse. |
| Water Distribution | -Water piping in the building appears to be type "L" copper piping with sweat fittings and appears to be in good condition where insulation has been removed.  
The original valves are gate valves, ball valves have been installed where modifications have been made. | 2         | -Remove and dispose of all existing piping not being reused.  
-Repair all damaged and missing insulation on water piping, etc.  
-Replace all existing water system valves with new ball valves for better system control.  
-Provide new water piping to suit new proposed fixture layouts where modifications are made. |
<table>
<thead>
<tr>
<th>Component</th>
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<th>Timeframe</th>
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</thead>
<tbody>
<tr>
<td>Water Distribution</td>
<td>-Insulation exists on most of the existing domestic water piping. However some areas have been disturbed and insulation has not been repaired. -Fire caulking is missing on all penetration through walls.</td>
<td>1</td>
<td>-Provide fire caulking at all pipe penetrations in fire walls, ceilings, floors to meet required hourly ratings.</td>
</tr>
<tr>
<td>Hot Water System</td>
<td>-The system is a recirculation type system. - Hot water is supplied from gas-fired water heater located in the lower level area. There is an existing water heater storage tank approximately 383 gallon tanks. There is no master-mixing valve on hot water discharge lines to the system to control water temperature delivered to fixtures (scald protection) and there is also no thermometer on the outlet piping to indicate water temperature from the water heater to system.</td>
<td>2</td>
<td>-Provide new master mixing valve on domestic water heating system conforming to latest standards also provide thermometers on both sides of mixing valve to maximize temperature control to regulate building water supply temperature. -The existing storage needs to have the tank lining inspected to verify the condition of the lining.</td>
</tr>
<tr>
<td>Gas Piping</td>
<td>Gas piping appears to be in good condition and no issues were reported during the time of the walk thru.</td>
<td>4</td>
<td>-Remove and dispose of all existing piping not being reused. Do not leave abandoned piping in building, if at all possible. -Provide new gas piping during any major renovation project due to age of existing system.</td>
</tr>
<tr>
<td>Component</td>
<td>Description</td>
<td>Timeframe</td>
<td>Recommendations / Notes</td>
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</tr>
<tr>
<td>Fixtures</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Toilets &amp; Lavatories</td>
<td>-Existing plumbing fixtures are mainly the original fixtures with upgrades that have been installed during routine maintenance. -Most of the existing fixtures do not conform to the latest state codes for water savings and accessibility requirements. -Existing fixture trim, i.e. faucets, supplies and stops, traps are in reasonable condition for there age and use. Most of the trim has been revised throughout the years for routine maintenance. -The existing fixtures do not have proper vacuum breaker devices installed on threaded fittings.</td>
<td>2</td>
<td>-All fixtures should be replaced with new fixtures and trim during a major renovation. -With the installation of new plumbing fixtures the existing systems will need to be properly trapped and vented in accordance with the State Plumbing Code. -Flush valves and faucets can also be replaced with modern automatic sensor type devices. -All existing water closets, once removed from the original fixture location, are to be removed and disposed in accordance with the RI Plumbing code. Existing water closets cannot be removed and reinstalled. -Upgrading fixtures to conform to the latest codes will save money on utility costs for sewerage usage, water usage fees and water heating costs. -Remove and or properly cap all existing plumbing lines that are no longer needed.</td>
</tr>
<tr>
<td>Drinking Fountains</td>
<td>There is currently only one drinking fountain per floor, none of which meet state accessibility requirements.</td>
<td>2</td>
<td>Provide a minimum of one (1) drinking fountain per floor that meets state accessibility requirements, ANSI A117.1-1998, Section 602, Drinking Fountains &amp; Water Coolers. Provide additional drinking fountains to meet plumbing code for occupancy.</td>
</tr>
<tr>
<td>Eye Wash Units and Emergency Showers</td>
<td>-All Emergency Showers and Eye Wash units are not piped with a tepid water supply which is a current OSHA requirement.</td>
<td>2</td>
<td>-Provide all Emergency Showers and Eye Wash units with tepid water supplied to the fixtures.</td>
</tr>
</tbody>
</table>
## Component

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Back Flow Prevention</td>
<td>-Proper back flow prevention devices are needed on various fixtures to suit specific hazard requirements i.e. boiler, mop sinks, etc.</td>
<td>1</td>
<td>-Add all required back flow prevention devices at all, threaded connections, etc. where none exist. -Provide proper back flow prevention devices on pieces of equipment to suit specific hazard requirements.</td>
</tr>
<tr>
<td>Garage Area</td>
<td>-The existing automotive repair area has a compressor air system that appears to meet the present building requirements. -Waste oils and chemicals are stored outside the building. -All existing systems appear to be functioning during the time of this visit. -There was a manhole cover in the floor of the auto shop but no one could explain it use, the cover has not been removed that anyone present could remember at least 10 years.</td>
<td>2 / 4</td>
<td>-Further investigation is required on the waste oil tank to verify if it is a double wall unit for spill containment. -Verify that facility drainage requirements are in accordance with the local sewer authority and upgrade as necessary to meet the latest waste water discharge standards -The existing garage drainage system is backing up this needs further investigation to verify why the drains are clogged and if drains are properly protected with a gas-oil separator none could be verified at the time of the walk through.</td>
</tr>
</tbody>
</table>

## Plumbing Fixture Count Analysis

<table>
<thead>
<tr>
<th></th>
<th>Water Closets</th>
<th>Lavatories</th>
<th>Drinking Fountains</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Male (1 per 50)</td>
<td>Female (1 per 50)</td>
<td>Male (1 per 50)</td>
<td>Female (1 per 50)</td>
</tr>
<tr>
<td>Required (code occupancy)</td>
<td>6</td>
<td>6</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>Provided</td>
<td>13</td>
<td>6</td>
<td>10</td>
<td>6</td>
</tr>
<tr>
<td>Component</td>
<td>Description</td>
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</table>
| Sprinkler          | The building is supplied with a separate 6" fire service which supplies the building partial sprinkler system.  
- The fire service for the building has no backflow prevention device installed.  
- The building presently has a partial wet sprinkler system installed at the lower level for the automotive shop and what used to be the auto body shop.  
- Wood shop areas as well as areas using combustible materials (automotive) are required to have a fire protection system by Code. | 1         | - The building fire protection system needs a backflow prevention device installed that is to meet the requirements of the local water company requirements.  
- Further investigation needs to be reviewed to verify fire alarm tie-ins and zone requirements.  
- Fire suppression system required in any floors below the level of exit discharge used as classrooms. Lower level requires suppression system or variance.  
- Install new partial fire protection system as well as fire alarm components or seek a variance for relief from these code requirements from the authorities having jurisdiction. |
<p>| Standpipes         | N/A                                                                                                                                                                                                      | N/A       | -                                                                                                                                                                                                                     |
| Fire Alarm Systems | New fire alarm system not yet completed                                                                                                                                                                    | 4         | Assuming work will be satisfactory when completed                                                                                                                                                                     |</p>
<table>
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<tbody>
<tr>
<td>Service</td>
<td>Served by pad mount transformer switchboard in Mechanical Room on first floor</td>
<td>4</td>
<td>Inspect, clean and re-torque all conductors.</td>
</tr>
<tr>
<td>Switchboard</td>
<td>277/480 volt located in Electric Room on first floor manufactured by Westinghouse, contains distribution section and motor controls center</td>
<td>2</td>
<td>Inspect, clean and re-torque all connections, Replace defective circuit breakers in the near future as a part of a preventative maintenance plan.</td>
</tr>
<tr>
<td>Panels</td>
<td>Panels are located in electric closets on both floors with step down transformers, located above the panels</td>
<td>2</td>
<td>Clean and re-torque all connections in the panels and transformers. Replace any defective circuit breakers as a part of a preventative maintenance plan. Provide new indexes.</td>
</tr>
<tr>
<td>Receptacles</td>
<td>Receptacles in Aqua Culture Room, Auto Mechanic Shop and Culinary Arts Kitchen should be GFI type. Aqua Culture Room, remove existing auto body equipment.</td>
<td>2</td>
<td>Provide GFI outlets. Remove abandoned auto body equipment to maintain occupant safety as soon as possible.</td>
</tr>
<tr>
<td>Lighting</td>
<td>Shop areas are pendent mounted metal halide fixtures. Classrooms are surface mounted T-12 lamped fixtures, some are dimmable. Exterior Wall packs</td>
<td>3</td>
<td>Clean and re-lamp metal halide fixtures. Fluorescent fixtures to be replaced with T-8, lamped with electronic ballast. Note: Provide dimming ballast as required. Replace damaged fixtures, provide new lenses on discolored fixtures as a part of an overall energy conservation program to reduce long term operating costs.</td>
</tr>
<tr>
<td>Emergency Lighting</td>
<td>Corridor emergency lighting, existing 2x4 surface fluorescent fixtures.</td>
<td>1</td>
<td>Verify operation of generator and transfer switch. Replace existing fluorescent fixtures with T-8 lamped electronic ballast type.</td>
</tr>
<tr>
<td>Component</td>
<td>Description</td>
<td>Timeframe</td>
<td>Recommendations / Notes</td>
</tr>
<tr>
<td>-------------------</td>
<td>------------------------------------------------------------------------------</td>
<td>-----------</td>
<td>----------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Exit Signage</td>
<td>Exit Signs Located in paths of egress, re-lamp as required.</td>
<td>1</td>
<td>Verify location of corridor doors and egress routes and mark accordingly.</td>
</tr>
<tr>
<td>Fire Alarm</td>
<td>New FCI fire alarm control panel #SNAC-6 being installed. Existing Simplex system still in operation. Shop area on first floor only area with sprinklers. Smoke and heat detectors are installed per Code.</td>
<td>1 / 4</td>
<td>Complete the installation. Remove old devices. System should be completed and inspected as soon as possible as it is necessary to maintain life safety of building occupants.</td>
</tr>
<tr>
<td>Clock System</td>
<td>Clock system is operational. Some classrooms do not have functioning clock system.</td>
<td>3</td>
<td>Replace defective equipment as required.</td>
</tr>
<tr>
<td>Paging System</td>
<td>-Each classroom has a clock and speaker. Some classrooms can not communicate with the main office due to defective equipment.</td>
<td>2</td>
<td>Repair or replace any defective speakers in the near future to have a fully operable system.</td>
</tr>
<tr>
<td>Communications</td>
<td>Low voltage cables in ceiling area are not supported properly.</td>
<td>3</td>
<td>Support low voltage cables independent of ceiling system. -Budget for a cable raceway or support system independent of ceiling grid.</td>
</tr>
<tr>
<td></td>
<td>STAIR 1</td>
<td>STAIR 2</td>
<td></td>
</tr>
<tr>
<td>------------------------</td>
<td>--------------------------------------------------</td>
<td>--------------------------------------------------</td>
<td></td>
</tr>
<tr>
<td>General Construction:</td>
<td>Concrete filled steel pan &amp; channel stringer</td>
<td>Concrete filled steel pan &amp; channel stringer</td>
<td></td>
</tr>
<tr>
<td>Exterior or Interior</td>
<td>Interior</td>
<td>Interior</td>
<td></td>
</tr>
<tr>
<td>Dimensional Conformity:</td>
<td>Clear Width 5'-3&quot; clear</td>
<td>5'-3&quot; clear</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Tread Depth 11.25&quot;</td>
<td>11.25&quot;</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Riser Height 6.75&quot;</td>
<td>6.75&quot;</td>
<td></td>
</tr>
<tr>
<td>Handrails:</td>
<td>Height 34&quot;</td>
<td>34&quot;</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Diameter 1-1/2&quot; O.D.</td>
<td>1-1/2&quot; O.D.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Clearance from Wall 2.25&quot;</td>
<td>2.25&quot;</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Finish Painted</td>
<td>Painted</td>
<td></td>
</tr>
<tr>
<td>Top Rail Guard</td>
<td>NA</td>
<td>42&quot; A.F.F. w/ vertical balusters @ 1' O.C.</td>
<td></td>
</tr>
<tr>
<td>Guardrails:</td>
<td>Center rail</td>
<td>Center rail</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Height 34&quot;</td>
<td>34&quot;</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Diameter 1-1/2&quot; O.D.</td>
<td>1-1/2&quot; O.D.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Post Spacing 1' on center</td>
<td>(3) equal bays</td>
<td></td>
</tr>
<tr>
<td></td>
<td>4&quot; Sphere Test One mid rail</td>
<td>One mid rail</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Finish Painted</td>
<td>Painted</td>
<td></td>
</tr>
<tr>
<td>Rated Walls:</td>
<td>open stair w/ CMU exterior walls</td>
<td>open stair w/ CMU exterior walls</td>
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<tr>
<td>Doors &amp; Hardware:</td>
<td>UL Rated no</td>
<td>90 min. wood w/ wire safety glass</td>
<td></td>
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<tr>
<td></td>
<td>Closers &amp; Panics yes</td>
<td>yes</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Egress Directly to Exterior? yes</td>
<td>yes</td>
<td></td>
</tr>
<tr>
<td>Notes / Remarks</td>
<td>Embedded non slip nosing</td>
<td>Embedded non slip nosing</td>
<td></td>
</tr>
</tbody>
</table>
E. Conclusions and Recommendations

A copy of the Silva Environmental & Associates, Inc. Site Inspection Summary was not available for review during the development of this report. Many of the buildings components are suspected to be asbestos containing materials. Materials suspected to be asbestos containing materials include; ceiling tiles, floor tiles, insulation and other miscellaneous materials. Any hazardous material remediation / abatement work required to complete Highest, High and Medium Priority work should be completed along with the related portion of the work. This work should be done in conformance with the AHERA report prepared by Silva Environmental & Associates, Inc. reported to be on file.

The Cranston Vocational Technical Facility has the following issues regarding Life Safety Code, Accessibility and asset protection listed below that are due to aged construction and the prevailing site conditions of the building. These items are considered **Highest Priority** items regarding Life Safety, Accessibility, Asset protection, Building Systems, Security.

**Life Safety:**
(1) – All classrooms lack windows for rescue and do not meet the exceptions for this requirement. There are multiple courses of action to rectify this violation and should be evaluated in conjunction with all other rehabilitation being planed for this facility.

- Life Safety Code Section 15.2.11 - Special Means of Egress Features.
- Life Safety code section 15.2.11.1.2

Existing classroom windows do not meet rescue requirements due to their size and inoperability of most sections. Many classrooms do not meet the exemptions for requirement of rescue windows due to:
- Walls between classrooms are constructed to the underside of the ceiling and do not resist the passage of smoke between the spaces.
- Walls between classrooms and the main corridor are constructed of cmu to the underside of the structure above but are not sealed and do not resist the passage of smoke between the spaces.
- Doors between classrooms are not equipped with self-closing or automatic closing devices.
- Not all doors between classrooms provide direct access to exits in both directions or direct access to an exit in one direction and to a separate smoke compartment that provides access to another exit in the other direction.

Possible courses of action to bring second floor classrooms into compliance include:
- Equip. building throughout with an approved automatic sprinkler system.
- Modify existing window configurations to comply with Life Safety Code Section 15.2.11 - Special Means of Egress Features. This would include adjusting sill heights and adding operable sashes.
- Modify existing classroom walls, doors and exits to comply with exemptions for requirement of rescue windows. This would include modifying all classroom walls to resist the passage of smoke, installation of required door hardware and devices and possible installation of additional exterior exits.

In general it should be noted that a clear path of travel should be maintained through all intercommunicating classroom doors for a second means of egress through the classroom. In many instances this does not exist due to the placement of furniture or locked doors between classrooms. This should be immediately enforced as a school policy procedure at all occupied classrooms.

(2) – The school is currently undergoing the installation a new fire alarm system, completion of this system and complete testing is mandatory.
E. Conclusions and Recommendations (con’t)

(3) - Exit signage, a number of required exit egress signs are not in proper working order, missing altogether, or not compliant with fire code.
   - Life Safety Code section 7.10.1 – General
   - Life Safety Code section 7.10.1.1 – Where Required
   - Life Safety Code section 7.10.5 – Illumination of Signs

Possible course of action: Repair or replace signage as required by code.

(4) – All doors leading to Stairways need operable closers and a 1-1/2 hr. rating.
   - Life Safety Code section 8.3.3 – Fire Doors and Windows

Possible course of action: Repair or replace door operators as required by code. Replace stair doors with new door with approved UL label. Remove slide bolt locks on connecting doors between classrooms.

(5) - All corridor doors have magnetic hold open devices installed yet this system is not functioning at this time. Also a number of corridor separation doors are in poor overall condition; these doors need to be operational to be compliant. Also any corridor doors acting as horizontal exits or functioning in an open state, shall comply with NFPA section A.8.5.3.4. The use of a wooden chock to hold open the door is not acceptable.

   Doors leading to corridors need to have a minimum of 1/2 hr. rating to meet requirements of Life Safety Code101 Sections: 15.2.2.2 Doors; 15.2.2.2.1 Doors complying with 7.2.1

(6) – The use of light transmitting plastics, in corridor doors; the authority having jurisdiction over use of plastic/acylic in interior locations has sited the use of such material in a corridor separation door as unacceptable. NFPA 111 Section 2.1.2, 101 section 10.2.4.4 Light Transmitting Plastic

Possible course of action: Repair or replace door lites & interior glazing as requested by jurisdictional authority.

(7)- Section 15.3.2.1 requires a 1 hour rating between maintenance shops including woodworking and painting areas, areas using combustible supplies, boiler rooms, janitor closets and storage rooms for combustible supplies

Many areas of the building requiring fire ratings between uses in conformance with Section 15.3.2.1 (ie: shop areas, storage rooms, and janitor closets) have compromised ratings due to unprotected openings, ductwork penetrations and/or walls that are not full height. Walls between Carpentry and Graphic Communications as well as storage/mechanical room near office area were observed to be not full height. No limited area suppression systems were observed.

Work required to bring fire separation of spaces into compliance would include:
   - Equipping the spaces with an approved automatic extinguishing system in accordance with Section 8.7 and 9.7.3 and separating the spaces from the remainder of the building with 1 hour rated wall construction in accordance with section 8.3

It should be noted that all combustible supplies should be being stored outside the building in the hazardous material storage building that was provided by the State of Rhode Island Department of education at each school. This should be enforced as a school policy.
E. Conclusions and Recommendations (con’t)

(8) – The pressure treated wood mezzanine in the Robotics Laboratory and in the Wood Construction/Shop laboratory is non-compliant with NFPA 220 Section 4.3.1 & 4.3.2.3-4.3.2.7 in that its constructed with a wood frame and floor deck, which is a fire hazard due to being combustible material. Possible action would be to bring the mezzanine areas into compliance:
- Painting structure with intumescent paint
- Replacing the structure with non-combustible construction

(9) – Egress stairs are non-compliant for Life Safety Code 101 Section 7.2.2. The following items of note were observed to be common to both stairs:
- Doors, frames and hardware do not bear any UL Fire Rating designation.
- Top guard rail is constructed of combustible material, and common guard pickets do not meet code for proper spacing.
Possible courses of action to bring East and West stairs into compliance include:
- Apply for variance for intent or replacement of doors, frames & hardware.
- Apply for variance due to hardship; or replace guardrails and pickets as required by code.

(10) – Curtains in the main entry corridor are of questionable fire rating.
Life Safety Code 101 Section 15.3.3.1 & 15.3.3.2 For corridors and lobbies
- Class A & B Fire Rating designation.

(11) – All Fire extinguishers within the facility need to have yearly inspection verification tag per NFPA 1 Section 13.6.6.8.3.1, Maintenance of Fire Suppression Equipment.

Asset Protection:
(1) - Water Infiltration at exterior brickwork window head was reported and observed throughout the building. Repairs should be scheduled as soon as possible to prevent further deterioration of wall construction.

The Cranston Vocational Technical Facility has the following High & Medium Priority items regarding Life Safety, Accessibility, Asset Protection, Building Systems and Security:

Accessibility:
(1) - The main entrance does not provide the handicapped with an approved means of egress. There exists only one handicapped exit ramp that allows for egress to grade. The second access ramp is not acceptable due to egress passing thru a kitchen space, and this ramp does not terminate at grade.

(2) - Elevator does not meet state accessibility requirements, ANSI A117.1-1998, Sections 407 Elevators. The existing elevator is 41”x59” and does not meet ADA requirements. Elevator has an at rest location 2” below the finish floor – a complete service should be scheduled for repairs or replacement.

Possible courses of action to bring the existing elevator into compliance include:
- Apply for variance for hardship for existing elevator cab dimensions and install compliant signage and controls.
- Install a new compliant elevator in a new location within the facility, leave existing elevator in place for service only.
- Install a new compliant elevator in place of the existing non-compliant elevator.
E. Conclusions and Recommendations (con’t)

(3) - A secondary at grade access is however is provided at the east side, entrance stair (stair #2) to a primary corridor. This means of egress should be indicated by proper signage.

(4) - In the culinary arts classroom there are two doors marked as fire exits, one exit leads to an exterior ramp; which is not acceptable by NFPA section 7.5.2.1; to enter or exit through a kitchen area.

Possible course of action to bring classroom into compliance include:
- Remove exit signage from exit to ramp, and provide another egress exit; at grade in another location.
- Provide a handicap accessible route at another location so as not to egress though a kitchen area.

(5) – To achieve accessibility compliance for existing student and faculty toilet rooms; some fixture reconfiguration may be required which may reduce overall toilet fixture counts.
All Toilet rooms need to meet the requirements of ANSI A117.1-1998,
Sections:
- 304.3 Clear Floor Space
- 604 Water Closets & Toilet Compartments
- 606 Lavatories & Sinks

Possible course of action to bring the facilities toilet rooms into compliance include:
- Modification of location of fixtures within the Boy’s and Girl’s toilet rooms which may reduce overall toilet fixture counts.
- Renovate existing faculty toilet rooms to be accessible and make available for use by impaired faculty.

Note: There are adequate quantities of water closets and lavatories for male and female occupants when calculating the required fixture counts using the Building and Life Safety Code occupancy count of 537. (re. Exhibit, Toilet Fixture Count Analysis). If restroom facilities undergo alteration the overall fixture count may be affected; if the number of fixtures is reduced code compliance may not be met.

(6) - To achieve accessibility compliance and required number of water fountains; the number of water fountains will need to be increased.

Meet requirements of ANSI A117.1-1998, Section: 602 - Fountain Requirements

(7) - The public telephones in the Administrative area should be made ADA accessible or an additional accessible public phone needs to be installed in accordance with ANSI A117.1-1998.

Asset Protection:
(1) - The existing roof is a single ply membrane (original) and is nearing the end of its serviceable life. Patching and sealing of large areas of the roof is evident. Evidence of water infiltration was observed at the junction of the upper roof to lower roof along an interior corridor wall. Many sections of roof & exterior wall have become continual maintenance issues due to water leakage. Custodial staff spoke of previous leaks that have recently been addressed. Upgrade of existing roof insulation to current code standards during roof replacement will also increase energy efficiency of the facility.
E. Conclusions and Recommendations (con't)

**Building Systems:**
(1) - Poor HVAC operation, and lacking ventilation throughout the facility have contributed to the growth of mold and mildew. System should be scheduled for major upgrade or replacement in near future.

**Security:**
(1) - The school does not have an operational security system.
H. Exhibits

A. Exposed roof structure & top of gypsum wall does not continue to bottom of roof deck

B. Required exhaust hood w/ fire suppression system within culinary arts kitchen.
C. CMU corridor wall to bottom of roof deck; no smoke seal in place

D. Fire Alarm panel not yet completed; or inspected at this time.
E. Mold and peeling paint in lower level Robotics laboratory

F. One of Robotics laboratory Mezzanines constructed of unprotected wood; and corridor has obstructions restricting path of exit egress.
G. Fire exit obstructed by various types of equipment.
### CONSTRUCTION COST ESTIMATE

**FIRE PROTECTION SYSTEMS:**

<table>
<thead>
<tr>
<th>Item Description</th>
<th>Quantity</th>
<th>Unit</th>
<th>Total Cost ($)</th>
<th>Base Cost ($)</th>
<th>Overhead ($)</th>
<th>Profit ($)</th>
<th>Bond ($)</th>
<th>Contingency Cost ($)</th>
<th>Total ($)</th>
</tr>
</thead>
<tbody>
<tr>
<td>New Back Flow Prevention Device on Service</td>
<td>1</td>
<td>ea</td>
<td>$3,500</td>
<td>$3,500</td>
<td>$2,500</td>
<td>$2,500</td>
<td>$6,000</td>
<td>$6,000</td>
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<tr>
<td>Complete Wet Sprinkler System for Basement Above</td>
<td>180</td>
<td>ea</td>
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<td>$165.00</td>
<td>$29,700</td>
<td>$240.00</td>
<td>$43,200</td>
<td></td>
</tr>
<tr>
<td>and Below Ceilings</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Zone Valves and Tie-ins</td>
<td>1</td>
<td>ea</td>
<td>$1,250.00</td>
<td>$1,250.00</td>
<td>$2,250.00</td>
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<td>$3,500</td>
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<td>Alarm Valve and trim</td>
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<td>$2,000.00</td>
<td>$3,000.00</td>
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<tr>
<td><strong>Total Project</strong></td>
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<td>$20,925.00</td>
<td>$38,075.00</td>
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<td>BOND:</td>
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<td>CONTINGENCY COST:</td>
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<td>$3,553.88</td>
<td>$6,572.48</td>
<td>$10,126.35</td>
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</table>

The Robinson Green Beretta Corporation

Page 1
## PLUMBING SYSTEMS:

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<thead>
<tr>
<th>Description</th>
<th>Qty</th>
<th>Unit</th>
<th>Unit Cost</th>
<th>Total Cost</th>
<th>Labor Cost</th>
<th>Material Cost</th>
<th>Total</th>
<th>Equipment Charges</th>
<th>Total</th>
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<tr>
<td>Back Flow Prevention Devices at Water Service</td>
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<td>ea</td>
<td>$700.00</td>
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<td>Inspect Water Heater Lining</td>
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<td>Property Cap All Piping Not Being Reused</td>
<td>1</td>
<td>Is</td>
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<td>$4,000.00</td>
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<td>Provide New Expansion Tank At Water Heater</td>
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<td>ea</td>
<td>$2,500.00</td>
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<td>Provide Back Flow Devices at Specific Area's</td>
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<td>Classroom and Lounge Sinks ADA</td>
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<td>Replacement of exiting faucets</td>
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<td>$7,500.00</td>
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Page 1
<table>
<thead>
<tr>
<th>Life Safety</th>
<th>Number</th>
<th>Unit</th>
<th>Unit Quantity</th>
<th>Unit Price</th>
<th>Total Quantity</th>
<th>Total Price</th>
<th>Included</th>
<th>Total Price</th>
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<td>Building Systems</td>
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<td>Electric System Test/Switchboard</td>
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<td>Refurbish Clock System</td>
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## ELECTRICAL SYSTEMS:

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<thead>
<tr>
<th>Subcontractor</th>
<th>Quantity</th>
<th>Unit</th>
<th>Material Code</th>
<th>Combined Cost</th>
<th>Equipment</th>
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<th>Included</th>
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<tbody>
<tr>
<td>Security Intercom</td>
<td>1</td>
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<td>$ 1,00</td>
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<td>Refurbish Intercom</td>
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<td>Replace Security System</td>
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<td>Exterior Lighting</td>
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<tr>
<td>Exterior Wall Pack</td>
<td>5</td>
<td>ea</td>
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<td>$ 2,100.00</td>
<td>$ 144.00</td>
<td>$ 720.00</td>
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<td>Parking Lot Light Fixture</td>
<td>3</td>
<td>ea</td>
<td>$ 1,404.00</td>
<td>$ 4,212.00</td>
<td>$ 429.00</td>
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### SUBTOTALS:

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<tr>
<td>OVERHEAD:</td>
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<tr>
<td>PROFIT:</td>
<td>$</td>
</tr>
<tr>
<td>BOND:</td>
<td>$</td>
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<tr>
<td>CONTINGENCY COST:</td>
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**TOTAL ESTIMATE: $43,566.00**
## HVAC SYSTEMS:

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<thead>
<tr>
<th>Description</th>
<th>Unit</th>
<th>Cost</th>
<th>Total</th>
<th>Labor</th>
<th>Total</th>
<th>Equipment</th>
<th>Total</th>
<th>Unit Cost</th>
<th>Total</th>
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<tbody>
<tr>
<td>Replacement of Existing Chilled Water Plant:</td>
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<tr>
<td>Replace Existing Packaged Air Cooled Chiller</td>
<td>1</td>
<td>$73,500.00</td>
<td>$73,500.00</td>
<td>$12,400.00</td>
<td>$12,400.00</td>
<td>$85,900.00</td>
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<tr>
<td>105 ton nominal</td>
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<td></td>
<td></td>
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<tr>
<td>Replacement of Existing Terminal Equipment:</td>
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<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Replace Classroom Unit Ventilators</td>
<td>10</td>
<td>$3,975.00</td>
<td>$39,750.00</td>
<td>$690.00</td>
<td>$6,900.00</td>
<td>$4,665.00</td>
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### HVAC Systems:

<table>
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<th>Description</th>
<th>Quant.</th>
<th>Unit</th>
<th>Rate</th>
<th>Total</th>
<th>Unit Cost</th>
<th>Labor</th>
<th>Total</th>
<th>Markup</th>
<th>NET</th>
<th>Markup</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Replace Fan Coil Units</td>
<td>2</td>
<td>ea</td>
<td>$720.00</td>
<td>$1,440.00</td>
<td>$103.00</td>
<td>$206.00</td>
<td>$823.00</td>
<td>1,646.00</td>
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<td></td>
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</tr>
<tr>
<td>Replace Existing HVAC Units</td>
<td>5</td>
<td>ea</td>
<td>$12,100.00</td>
<td>$60,500.00</td>
<td>$6,775.00</td>
<td>$33,875.00</td>
<td>$18,875.00</td>
<td>94,375.00</td>
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<tr>
<td>Replace Existing H&amp;V Units at Shop Areas with HVAC Units</td>
<td>2</td>
<td>ea</td>
<td>$12,100.00</td>
<td>$24,200.00</td>
<td>$6,775.00</td>
<td>$13,550.00</td>
<td>$18,875.00</td>
<td>37,750.00</td>
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<td>Provide Heat Recovery Type HVAC Systems to Serve Interior Corridor Spaces</td>
<td>2</td>
<td>ea</td>
<td>$6,475.00</td>
<td>$16,950.00</td>
<td>$5,375.00</td>
<td>$10,750.00</td>
<td>$13,850.00</td>
<td>27,700.00</td>
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<td></td>
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<tr>
<td>Provide Makeup Ventilation at Auto Shop Area</td>
<td>1</td>
<td>ea</td>
<td>$12,100.00</td>
<td>$12,100.00</td>
<td>$6,775.00</td>
<td>$6,775.00</td>
<td>$18,875.00</td>
<td>18,875.00</td>
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<td></td>
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</tr>
<tr>
<td>Remove Unused Paint Spray Ventilation Systems at Former Autobody Shop (Aquaculture Classroom)</td>
<td>120</td>
<td>hr</td>
<td>$10.00</td>
<td>$1,200.00</td>
<td>$65.00</td>
<td>$7,800.00</td>
<td>$75.00</td>
<td>9,000.00</td>
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<tr>
<td>Replace existing H&amp;V System at Aquaculture Classroom with HVAC System</td>
<td>25%</td>
<td>Is</td>
<td>$97,320.00</td>
<td>$ -</td>
<td>$ -</td>
<td>$ -</td>
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<td>97,320.00</td>
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### Gas Piping Connections:

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</thead>
<tbody>
<tr>
<td>Replacement Boilers</td>
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<td>$95.00</td>
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### Fire Damper Upgrades:

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<th>Quant.</th>
<th>Unit</th>
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WILKINSON ASSOCIATES INC  
consulting engineers
### HVAC SYSTEMS:

<table>
<thead>
<tr>
<th>Description</th>
<th>Qty</th>
<th>Unit</th>
<th>Hourly</th>
<th>Material</th>
<th>Total</th>
<th>Labor</th>
<th>Total</th>
<th>Installation</th>
<th>Total</th>
<th>備註</th>
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<tbody>
<tr>
<td>Install Fire Dampers Within Existing Ductwork</td>
<td>5</td>
<td>ea</td>
<td>$45.00</td>
<td>$225.00</td>
<td>$260.00</td>
<td>$1,300.00</td>
<td>$305.00</td>
<td>$1,525.00</td>
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<tr>
<td>at Penetrations of Fire Rated Assemblies (16 x 12)</td>
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### Insulation Systems:

<table>
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<tr>
<th>Description</th>
<th>%</th>
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<tbody>
<tr>
<td>New Piping Insulation</td>
<td>10%</td>
<td>Is</td>
<td>$38,928.00</td>
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<tr>
<td>New Ductwork Insulation</td>
<td>10%</td>
<td>Is</td>
<td>$38,928.00</td>
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### Temperature Control:

<table>
<thead>
<tr>
<th>Description</th>
<th>Qty</th>
<th>Unit</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Boiler Control, 2 pts</td>
<td>2</td>
<td>ea</td>
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<tr>
<td>Chiller Control, 3 pts</td>
<td>2</td>
<td>ea</td>
<td>$3,000.00</td>
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<tr>
<td>Pump Control, 2 pts</td>
<td>6</td>
<td>ea</td>
<td>$2,000.00</td>
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<tr>
<td>HW Reset Control, 5 pts</td>
<td>1</td>
<td>ea</td>
<td>$5,000.00</td>
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<tr>
<td>Heating / Cooling Changeover Valves, 2 pts</td>
<td>2</td>
<td>ea</td>
<td>$2,000.00</td>
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<tr>
<td>Combustion Air Control, 4 pts</td>
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### Other Systems:

<table>
<thead>
<tr>
<th>Description</th>
<th>Qty</th>
<th>Unit</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Classroom Unit Ventilator Control, 9 pts</td>
<td>10</td>
<td>ea</td>
<td>$9,000.00</td>
</tr>
<tr>
<td>HVAC Unit Control, 8 pts</td>
<td>7</td>
<td>ea</td>
<td>$8,000.00</td>
</tr>
<tr>
<td>Cabinet Heater Control, 2 pts</td>
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<td>ea</td>
<td>$2,000.00</td>
</tr>
<tr>
<td>Finned Tube Radiation Control, 2 pts</td>
<td>8</td>
<td>ea</td>
<td>$2,000.00</td>
</tr>
<tr>
<td>Unit Heater Control, 2 pts</td>
<td>1</td>
<td>ea</td>
<td>$2,000.00</td>
</tr>
<tr>
<td>Corridor Ventilation Unit Control, 10 pts</td>
<td>2</td>
<td>ea</td>
<td>$10,000.00</td>
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<tr>
<td>Exhaust Fan Control, 2 pts</td>
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WILKINSON ASSOCIATES INC  
consulting engineers
## HVAC SYSTEMS:

<table>
<thead>
<tr>
<th>Description</th>
<th>Quantity</th>
<th>Rate</th>
<th>Material Costs</th>
<th>Labor Cost</th>
<th>Total Cost</th>
<th>Markup Cost</th>
<th>Total Cost</th>
<th>Markup Cost</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Autoshop Ventilation Control, 9 pts</td>
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<td>$9,000.00</td>
<td>$9,000.00</td>
<td>$0</td>
<td>$9,000.00</td>
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<tr>
<td>Testing and Balancing</td>
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<td>$-</td>
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<td>$10,000.00</td>
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<tr>
<td>Equipment Start and Test</td>
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<td>Cutting and Patching</td>
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**SUBTOTALES:**

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<tr>
<td></td>
<td>$66,696.79</td>
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**OVERHEAD:**

- 8%

**PROFIT:**

- 7%

**BOND:**

- 2%

**CONTINGENCY COST:**

- 15%

**ESTIMATE TOTAL:**

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## PLUMBING SYSTEMS:

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<th>Material</th>
<th>Total Cost</th>
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<tbody>
<tr>
<td>Insulation repair on existing piping</td>
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<td>$750</td>
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<tr>
<td></td>
<td></td>
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</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>$3,000</td>
</tr>
<tr>
<td>Rod and clean drain lines at old auto body shop</td>
<td>1</td>
<td></td>
<td>$4,000.00</td>
</tr>
<tr>
<td></td>
<td></td>
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</table>
## HVAC SYSTEMS:

### Existing Systems Demolition:

<table>
<thead>
<tr>
<th>Description</th>
<th>Quantity</th>
<th>Rate (hr)</th>
<th>Unit Cost</th>
<th>Total (hr)</th>
<th>Labor Cost</th>
<th>Equipment Cost</th>
<th>Material Cost</th>
<th>Overhead</th>
<th>P&amp;L</th>
<th>Unit Cost</th>
<th>Total Cost</th>
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<tr>
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### Replacement of Existing Heating Plant:

<table>
<thead>
<tr>
<th>Description</th>
<th>Quantity</th>
<th>Rate (ea)</th>
<th>Unit Cost</th>
<th>Total (ea)</th>
<th>Labor Cost</th>
<th>Equipment Cost</th>
<th>Material Cost</th>
<th>Overhead</th>
<th>P&amp;L</th>
<th>Unit Cost</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Replace Existing Boilers</td>
<td>2</td>
<td>$18,000.00</td>
<td>$36,000.00</td>
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<td>$16,000.00</td>
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<td>$88,000.00</td>
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<td>Hot Water, 3,850.0 cfm</td>
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<tr>
<td>Remove Existing Fuel Oil Transfer Systems and Underground Storage Tanks</td>
<td>2</td>
<td>$8,200.00</td>
<td>$16,400.00</td>
<td>$-</td>
<td>$-</td>
<td>$8,200.00</td>
<td>$16,400.00</td>
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<tr>
<td>Replace Existing Expansion Tanks</td>
<td>2</td>
<td>$2,850.00</td>
<td>$5,700.00</td>
<td>$155.00</td>
<td>$310.00</td>
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<td>$6,010.00</td>
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<tr>
<td>Replace Existing Circulating Pumps</td>
<td>3</td>
<td>$6,425.00</td>
<td>$19,275.00</td>
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<td>$9,000.00</td>
<td>$9,425.00</td>
<td>$28,275.00</td>
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<tr>
<td>Provide Redundant (Standby) Pumps</td>
<td>3</td>
<td>$6,425.00</td>
<td>$19,275.00</td>
<td>$3,000.00</td>
<td>$9,000.00</td>
<td>$9,425.00</td>
<td>$28,275.00</td>
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<tr>
<td>Provide 3/4&quot; RPZ Type Backflow Preventor at Connection to Heating and Cooling Plant</td>
<td>2</td>
<td>$220.00</td>
<td>$440.00</td>
<td>$21.50</td>
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<tr>
<td>Boiler Flue, B Vent, 18&quot; Nominal Diameter</td>
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<td>$2,730.00</td>
<td>$15.95</td>
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<td>$106.95</td>
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<td>Boiler Flue, Misc Fittings, 18&quot; Nominal Diameter</td>
<td>2</td>
<td>$500.00</td>
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<tr>
<td>New Combustion Air Ventilation at Boiler Room</td>
<td>3</td>
<td>$1,440.00</td>
<td>$4,320.00</td>
<td>$778.00</td>
<td>$2,334.00</td>
<td>$2,218.00</td>
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<tr>
<td>Fan Forced</td>
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</table>
# State of Rhode Island
## Vocational Technical Schools
### Preliminary Construction Budget

**Cranston Vocational Technical Facility**  
**RGB Project No. 5540-2000**

<table>
<thead>
<tr>
<th>Scope of Renovations</th>
<th>Cost / Unit</th>
<th>Unit Req'd</th>
<th>Unit</th>
<th>Timeframe</th>
<th>Total Cost</th>
</tr>
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<tbody>
<tr>
<td><strong>Life Safety</strong></td>
<td></td>
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<tr>
<td>Replace Door Hardware</td>
<td>$450.00</td>
<td>14</td>
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<td>Replace Door</td>
<td>$900.00</td>
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<td>New Door and Frame</td>
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<td>Demo Existing Wall</td>
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<td>360</td>
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<td>Patch and Repair Smoke Wall</td>
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<td>1260</td>
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<td>New Fire Rated Wall</td>
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<td>Remove and Replace Lighting</td>
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<td>Replace Stair Guards</td>
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<td>Life Safety Patch and Repair</td>
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<td>Sq. Ft.</td>
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<td>$56,655.00</td>
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<td>New Backflow Preventers</td>
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<td>Partial Fire Suppression System</td>
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<td>Item</td>
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<td>New Illuminated Exit Signage</td>
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<td>Fire Alarm Modifications</td>
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<td>Repairs to Emergency Generator</td>
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<td>Demo Existing Wood Mezzanine</td>
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<td>900</td>
<td>Sq. Ft.</td>
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<td>$13,500.00</td>
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</tbody>
</table>

| Life Safety Subtotal                |             |            |      |           | $319,765.00 |
| 15% Design Contingency              |             |            |      |           | $47,964.75  |
| 20% Gen. Con. OH+P, Bond            |             |            |      |           | $73,545.95  |
| **Life Safety Scope Total**         |             |            |      |           | $441,275.70 |

| **Accessibility**                   |             |            |      |           |            |
| Renovate Exist. Toilet Room         | $75.00      | 536        | Sq. Ft. | 2     | $40,200.00 |
| New Accessible Toilet Room          | $95.00      | 300        | Sq. Ft. | 2     | $28,500.00 |
| Replace Existing Sink w/ ADA        | $2,350.00   | 15         | Per Fixt | 2     | $35,250.00 |
| Replace Emerg. Shower w/ ADA        | $4,500.00   | 5          | Per Fixt | 2     | $22,500.00 |
| Replace Emerg. Eye w/ ADA           | $2,350.00   | 5          | Per Fixt | 2     | $11,750.00 |
| New ADA Drinking Fountain           | $2,125.00   | 4          | Per Fixt | 2     | $8,500.00  |
| Replace Door Hardware               | $450.00     | 4          | Ea.  | 2         | $1,800.00  |
| New Door Frame and Hardware         | $1,900.00   | 5          | Ea.  | 2         | $9,500.00  |
| New Area of Refuge                  | $10,000.00  | 1          | Allow. | 2     | $10,000.00 |
| New Elevator and Shaft              | $52,000.00  | 2          | Per Stop | 2     | $104,000.00 |
| Elevator Power and Fire Alarm       | $13,000.00  | 1          | Item | 2         | $13,000.00 |
| New Interior Signage                | $150.00     | 20         | Ea.  | 2         | $3,000.00  |
| New Exterior Signage                | $500.00     | 3          | Ea.  | 2         | $1,500.00  |

| Accessibility Subtotal              |             |            |      |           | $289,500.00 |
| 15% Design Contingency              |             |            |      |           | $43,425.00  |
| 20% Gen. Con. OH+P, Bond            |             |            |      |           | $66,585.00  |
| **Accessibility Scope Total**       |             |            |      |           | $399,510.00 |

**Timeframe Legend:**
1 - Immediate Action Required  
2 - Action Required 1 to 5 Years  
3 - Action Required 5 to 10 Years  
4 - Preventative Maintenance 10+ years

16 February 2006
<table>
<thead>
<tr>
<th>Asset Protection</th>
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</thead>
<tbody>
<tr>
<td>Replace Existing Roof</td>
<td>$14.50</td>
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<td>Replace Roof Leader / Drain</td>
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<td>Replace Existing Windows</td>
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<td>Resurface Existing Parking Lot</td>
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<td>Waterproofing Foundation Wall</td>
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<td>15% Design Contingency</td>
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<td>20% Gen. Con. OH+P, Bond</td>
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<tr>
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<td>HVAC System Work</td>
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<td>Electrical System Work - Testing</td>
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<td>Replace Lighting</td>
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<td>Replace Exterior Doors</td>
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<td>Total Estimated Construction Budget</td>
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</tbody>
</table>

Timeframe Legend:
1 - Immediate Action Required
2 - Action Required 1 to 5 Years
3 - Action Required 5 to 10 Years
4 - Preventative Maintenance 10+ years

16 February 2006
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EXHIBIT- 16
CRANSTON CAREER & TECHNICAL CENTER

Fax Transmittal Form

To: Sal Augeri
From: Sue Court

Phone number: 348-2707

Organization Name/Dept:

Date Sent: 3/16/09
Time Sent: 11:07
Number of pages including cover page: 3

Message:

Mr. Augeri,

These are the regulations of 1990. They have not been changed or updated since.

Sincerely,

Sue Court
EXHIBIT B

ADMINISTERING SCHOOL DISTRICT RESPONSIBILITIES

REGARDING AREA CENTER PHYSICAL PLANT AND EQUIPMENT

1. [The school committee of the administering school district agrees to provide service contracts for the following mechanical systems and equipment:]
   a. Automatic temperature (climate) control system;
   b. Fire alarm system;
   c. Vandal alarm system;
   d. Intercom/sound system;
   e. Time program system;
   f. Elevators;
   g. All exterior overhead doors;
   h. Master tv antenna system;
   i. Automotive hoists; and
   j. Emergency electrical generators]

2. [The school committee of the administering school district agrees to provide the following:]
   A. Service contracts when available for instructional and non-instructional equipment. These contracts would cover such equipment as office machines, offset printing presses (including offset total copy duplicating systems) stationary automotive alignment equipment, etc;
   B. Maintenance type touch-up painting;
   C. Materials such as paints, lubricants, belts, filters, fuses, oil, etc., in the conduct of preventive maintenance programs for area center buildings as well as their electrical and other related mechanical systems in accordance with the maintenance schedule developed by the State Department of Education;]
   D. Corrective repairs because of vandalism occurring during any authorized session or event;
   E. Replacement of equipment either lost/stolen through local physical security compromise, such as the loss of master keys or the lack of a prudent security system;
F. EACH LOCAL ADMINISTERING SCHOOL DISTRICT SHALL BUDGET ANNUALLY A MINIMUM OF $3000 FOR MISCELLANEOUS REPAIRS WHICH ARE EACH LESS THAN $300;

G. A HAZARDOUS WASTE CONTINGENCY PLAN IN ACCORDANCE WITH THE RHODE ISLAND HAZARDOUS SUBSTANCE LAW OF 1983, AS AMENDED IN 1985 (CHAPTER 28-21); AND

H. ANY OTHER SERVICE NORMALLY PROVIDED BY LOCAL EDUCATION AGENCIES IN THE OPERATION OF EDUCATIONAL FACILITIES, FOR EXAMPLE, RUBBISH REMOVAL, SNOW REMOVAL, ETC.

3. [The school committee of the administering school district agrees to provide repairs to area vocational-technical center buildings and equipment provided the following conditions are met:

a. Preliminary authorization has been received in accordance with current directives from the State Department of Education;]

B. THE REPAIR IS NOT ONE NORMALLY PERFORMED BY LOCAL MAINTENANCE PERSONNEL SUCH AS MINOR ELECTRICAL AND PLUMBING REPAIRS, ETC;

C. EVIDENCE THAT A FORMAL PREVENTIVE MAINTENANCE PROGRAM IS IN EFFECT;

D. CURRENT INSTRUCTIONAL AND NON-INSTRUCTIONAL EQUIPMENT SERVICE CONTRACT COPIES ARE ON FILE WITH THE STATE DEPARTMENT OF EDUCATION. THESE CONTRACTS WOULD COVER SUCH EQUIPMENT AS OFFICE MACHINES, OFFSET PRINTING PRESSES (INCLUDING OFFSET TOTAL COPY DUPLICATING SYSTEMS), STATIONARY AUTOMOTIVE ALIGNMENT EQUIPMENT, ETC.;

E. The cost of such repair is $300 or more. However, with respect to instructional and non-instructional equipment, the cost limit will be applied on a per unit basis. The dollar limit will be adjusted every two years to compensate for cost fluctuations;] AND

F. THAT IF DAMAGE RESULTED FROM A FORCED ENTRY, THERE IS EVIDENCE OF A FULLY OPERATIONAL AND FREQUENTLY TESTED VANDAL ALARM SYSTEM. IN AN EMERGENCY A RECOGNIZED/LICENSED PRIVATE SECURITY SERVICE OR MONITORING SYSTEM WILL BE ACCEPTABLE.
EXHIBIT - 17
Sal:

These are the service contracts from the maintenance department. As you will see, we have them all for the Career & Tech Center as we do for the other sites.
ROBINSON TIME SERVICE & SALES CO.  942-4092 (JIM ROBINSON)
1103 Cranston St.  942-4022 FAX
Cranston, RI  02920-7337

BRIGGS, CR. EAST
CHARTER
SANDERS
CAEP
WESTERN HILLS
ARLINGTON
BARROWS
DUTEMPLE
EDEN PARK
EDGWOOD
GARDEN CITY
GLADSTONE
GLEN HILLS
HORTON
OAK LAWN
PETERS
RHODES
STADIUM
STONE HILL
WATERMAN
WOODRIDGE

SIGNET  1 800 444 9614
SIGNET ELECTRONIC SYSTEMS
106 Longwater Drive
Norwell, MA  02061

ORCHARD FARMS

SIMPLEX  435-1650
296 Wampanoag Trail
Ea. Providence, RI  02915

CCATC, CR. WEST
BAIN, HOPE HIGHLANDS

CSI  727-0030 (ARMAND)
COMMUNICATION SYSTEMS, INC.
PARK VIEW
CLOCKS

ROBINSON TIME SERVICE & SALES CO. 942-4092 (JIM ROBINSON)
1103 Cranston St.
Cranston, RI 02920-7337

BRIGGS, CR. EAST
CHARTER
CAEP
WESTERN HILLS
SP. SERVICES
ARLINGTON
BARROWS
DUTEARPLE
EDEN PARK
EDGEWOOD
GARDEN CITY
GLADSTONE
GLEN HILLS
HOPE HIGHLANDS
HORTON
OAK LAWN
PETERS
RHODES
STADIUM
STONE HILL
WATERMAN
WOODRIDGE
ALL TIME CLOCKS

SIGNET 1 800 444 9614
SIGNET ELECTRONIC SYSTEMS
106 Longwater Drive
Norwell, MA 02061

ORCHARD FARMS

SIMPLEX 435 1650
296 Wampanoag Trail
Ea. Providence, RI 02915

CCATC, CR. WEST, BAIN

CSI 727 0030 (ARMAND)
COMMUNICATIONS SYSTEMS, INC.

PARK VIEW
INTERCOMS

CSI
COMMUNICATION SYSTEMS, INC.
1163 Charles St.
No. Providence, RI 02904

BRIGGS, CR. EAST
CAEP (NORWOOD)
PARK VIEW
WESTERN HILLS
ARLINGTON
DUTEMPLE
EDEN PARK
EDGWOOD
GARDEN CITY
GLADSTONE
GLEN HILLS
HORTON
OAK LAWN
PETERS
RHODES
STADIUM
STONE HILL
WATERMAN
WOODRIDGE

SIGNET
SIGNET ELECTRONIC SYSTEMS
106 Longwater Drive
Norwell, MA 02061

HOPE HIGHLANDS – TELECENTER 5500
ORCHARD FARMS

SIMPLEX
296 Wampanoag Trail
Ea. Providence, RI 02915

CCATC, CR. WEST
BAIN, BARROWS
ASBESTOS

ASBESTOS ABATEMENT CO., INC.
R-1307 Hartford Ave.
Johnston, RI 02919-7193
PHONE: 351-1188      FAX: 331-9095

JOHN FURTADO    CELL: 639-115

TO REMOVE & DISPOSE OF ASBESTOS TILE ETC. KEPT AT WESTERN HILLS

VORTEX INC.
3670 West Shore Rd. Suite #1
Warwick, RI 02886
PHONE: 738-7710      FAX: 738-7869

JOHN CARBONE    CELL: 640-9331

ENVIRONMENTAL MGMT. – CONSULTING – TRAINING

CITY

ENGINEERING         MAIN NUMBER: 6117     NICK: 6040

FIRE
DEPARTMENT         MAIN NUMBER: 461-5000
                 LT. BATHGATE: 4016

HIGHWAY
GARAGE: 942-9200      DISPATCH: 3307
HENRY PETER: 3315

PUBLIC WORKS     STEVE IACOBUCCI – 3175 (ANY RUBBISH REMOVAL)
                       & RECYCLING

ELEVATOR

ACCURATE ELEVATOR AND LIFT CO.
P.O. BOX 1389
22 Cambridge Street
Middleboro, MA 02346

Office: (508) 946-8077
Fax: (508) 406-0647
Toll Free: (888) 737-8077

ALL ELEVATORS AND DUMBWAITERS EXCEPT NEW WING ELEVATOR AT CR. EAST

FOR SERVICE CALL 1 888 737 8077 – YOU WILL SPEAK TO ELLIE OR NANCY

NEW EAST ELEVATOR – OTIS ELEVATOR – 1 800 233 6847
(JOB #NKP 464135)
CHAIRLIFT – WESTERN HILLS – ACCURATE ELEVATOR AND LIFT CO.
CHAIRLIFT – CCATC – GARAVENTA USA, INC. – NEW ENGLAND
5 Bound Brook Court, Scituate, MA 02066
Phone: 781/545-0516 FAX: 781/545-0716
999 Candia Rd., Bldg 2-1, Manchester, NH 03109
Phone: 603/669-6553 FAX: 603/669-8315

FIRE ALARMS

SIMPLEX 438-5510
CR. EAST, CR. WEST, CHARTER
WESTERN HILLS

FIRE SYSTEMS INC. 1 508 999 4444
955 Reed Road
No. Dartmouth, MA 02747

ORCHARD FARMS

CALSON CORP. 640-3401 – Steve Capozzoli
34 Oakdale Avenue
Johnston, RI 02919
Phone: 272-1100 FAX: 272-0035

ALL SCHOOLS EXCEPT THOSE LISTED ABOVE

FIRE EXTINGUISHER SERVICE

FESCO 941-1616
(FIRE EXTINGUISHER SERVICE CO., INC.)
2112 Elmwood Avenue
Warwick, RI 02888

GENERATORS

SOUTH SHORE GENERATOR SERVICE, INC.
PO BOX 567
2696A Cranberry Highway
East Wareham, MA 02538
PHONE: 508 295-7336 FAX: 508 291 2544

CR. WEST, CHARTER, WESTERN HILLS, EDGEWOOD
ORCHARD FARMS (2)

GENERATOR AT CCATC IS TAKEN CARE OF BY STATE
MEDICAL WASTE REMOVAL

STERICYCLE INC. 769 5804
369 Park East Dr.
Woonsocket, RI 02895

RED BAGS STORED AND PICKED UP AT EDGEWOOD CRANSTON IS PICKED UP ON A MONDAY ACCT. #8063892-001

PEST CONTROL

HORIZON PEST CONTROL SERVICES 943-2606 (BILLY OR SID)
244 Elena St.
Cranston, RI 02920

PUMPING WASTE WATER; SEWER EJECTOR TANKS; AND GREASE TRAPS

RHODE ISLAND CESSPOOL CLEANERS INC. 737-9177
315 NOOSENICK HILL RD.
EXETER, RI 02822

STATE OF RHODE ISLAND

OCCUPATIONAL SAFETY: SCOTT BATESON: 462-8580
OSHA: VICTOR LEPORE: 462-8572
HEALTH RISK ASSESSMENT: VANDERSLICE: 222-3424

ROOFING

FUREY ROOFING & CONSTRUCTION INC. 461-2100
150 Carolina Ave.
Providence, RI 02905
SECURITY ALARMS

OCEAN STATE ELECTRONIC SECURITY SYSTEMS, INC.
PO BOX 20373
Cranston, RI 02920-9444

Richard Cragin    CELL: 741-2128
Matt (back-up)    CELL: 741-2445
PAGER: 785-6723
938-2176
CENTRAL STATION: 781-8330 (CALL CENTRAL STATION TO CANCEL AN ALARM THAT GOES OFF BY MISTAKE)
AFTER HOURS: 941-0128

AMERICAN ALARMS INC. - CCATC ONLY – 781-1000

WHEN THERE IS A PROBLEM WITH ALARM AT CHARTER SCHOOL, SCHOOL CALLS LANDLORD (LUCILLE DAMON)
ALARM CO. IS ADT – 1 800 999 1216  CARD 12-001  SYSTEM S340040045

SPRINKLERS

SIMPLEX 438-551

BRIGGS, CCATC, NORWOOD, HOPE HIGHLANDS, HORTON

FIRE SYSTEMS INC. 1 508 999 4444

ORCHARD FARMS

CONTACT: JOHN PALMER 1 877 374 6274

RUSTIC FIRE PROTECTION, INC. 1 508 431 9938

DUTE EMPLE

WINDOWS

General Glass 943-4732
100 Calder Street
Cranston, RI 02920
ELECTRIC

NATIONAL GRID: OUTAGE #: 1 800 465 1212
WIRSES DOWN #: 1 800 465 1212

LOCAL REPRESENTATIVE: JERRY MIRABILE: 784 7417
BUSINESS OFFICE: 784-4000 FAX: 784-7238
CUSTOMER SVC. CTR.: 1 800 322 3223

B.T. ELECTRIC COMPANY
53 Long Entry Rd.
Chepachet, RI 02814
PHONE: 949-5980

Robert Tridenti OFFICE: 949-4416 HOME: 949-4416
CELL: 323-3725 PAGER: 460-2200
Matthew Bassett CO. CELL: 405-6876 HIS CELL: 487-0932

HVAC

BURNER REPAIR

FALCON HYDRAULICS AND
BOILER SERVICE
187 Old Mountain Rd.
West Kingston, RI 02892

DAVE CELL: 641-7428 HOME: 539-7349
RUSS CELL: 641-7441 HOME: 467-6579
Business: 539 8669
Resident: 467-6579 (RUSS)
Fax: 539-7349

SUMMIT HEATING SERVICE, INC.
PO BOX 588
Coventry, RI 02816
PHONE: 392-0421 (JIM) FAX: 397-6090
245-7001

HEATING CONTROLS & AIR CONDITIONING

CONTROLS HEATING & AIR CONDITIONING INC. (CHAC) 946-5780
AUTOMATIC TEMPERATURE CONTROLS INC. (ATC) 946-6767
95 Connecticut St.
Cranston, RI 02920

Linda (secretary)
Tony (technician) CELL: 639-4872
NEXGEN MECHANICAL
100 Minnesota Ave.
Warwick, RI 02885
PHONE: 921-3277

ORCHARD FARMS (ANDOVER)

SIEMENS BUILDING TECHNOLOGIES, INC.
40 Sharpe Dr. Suite 4
Cranston, RI 02920
PHONE: 732-4787 ext. 7232       FAX: 732-4742
      Mike McCormick (Engineering Specialist) CELL: 265-8559

CR. EAST, CR. WEST, HOPE HIGHLANDS

TRANE
50 Vision Blvd.
Ea. Providence, RI 02914
PHONE: 434-3145       FAX: 434-8537
      GARY LANGLAIS (Service Technician)     CELL: 640-4628

OAK LAWN

PLUMBING

ARMANDO RICCI & SONS INC.
(SEWER REPAIR & CONNECTIONS/DIGGING/BACKHOE SERVICE)
289 Borden Avenue
Johnston, RI 02919
PHONE: 273-4488

      MIKE SUSI  663-4403 (CELL)
      663-4404 (CELL)

SPEEDY ROOTER
(DRAIN CLEANING – INSIDE SCHOOLS)
27 Buchanan
Johnston, RI 02919

      KEN BOTELHO  232-7755

VEOLIA
(SEWER CLEANING – OUTSIDE OF SCHOOLS)

      PETER CONNELL  942-2121

NATIONAL GRID – GAS LEAK EMERGENCY: 401 272 3330

CUSTOMER SERVICE CTR.: 831 8800
ORCHARD FARMS CONTACT NUMBERS:

FOR SEWER PUMP PROBLEMS
   HAYS PUMP                  978 369 8800
   WEST CONCORD, MA

FOR WATER PUMP REPAIRS
   BONN'S INDUSTRIAL          739-6846
   VALVE & PUMP

FOR WATER BACKFLOW PREVENTER
   TESTING & SERVICE
   ALEX BUNJIC                725-2841 (BUSINESS)
                               258-6616 (CELL)

FOR FIRE SPRINKLER PROBLEMS
   & TESTING
   F.S.I.
   JOHN PALMER (CONTACT)      1 877 374 6274
TO: Superintendent, Business Managers, and Career and Technical Education Center Directors

FROM: Carolyn Dias, Chief of Operations

DATE: October 28, 2008

RE: Career Technical Area Centers (CTAC)
Facility Repairs Funding and Expenditure Guidance

This memo, a follow-up to RIDE's June 30, 2008 correspondence, explains the mechanisms currently available for funding physical plant improvements at the CTAC facilities.

The available mechanisms for capital expenditure funding for the CTAC facilities are as follows:

1. Independent Contracts:
Due to the current fiscal crisis, the department's operating budget for repairs at all the CTAC is currently reduced to $25,000. These funds have been distributed to CTAC facilities in the form of immediate repair "independent contracts" for the amount of $5,000. However, these grants have expired as of September 30, 2008. We are happy to announce another round of Independent Contracts effective October 2008 thru June 2009.

2. Capital Budget Requests:
Because the current level of funding for the CTAC's is not sufficient, RIDE has requested $250,000 annually in reserve for the next 5 years for emergency repairs through FY2014 in the submitted capital budget. In addition, RIDE has submitted capital improvement budget requests for each of the CTAC per the attachment Appendix A. Please keep in mind these requests must be reviewed and approved by the Board of Regents, Department of Administration, Capital Development, Planning and Oversight Committee, the Governor and the Legislature, before any expenditure may be processed. Due to the state's fiscal crisis, all state purchases have been significantly reduced. However, districts reaching agreement on accepting ownership of their CTAC centers have received state fiscal support through the capital budget process for agreed upon work to be completed as part of the transfer process. Coventry and Providence have successfully executed the facilities transfer. Charlton has agreed to take back the facility and as a result funding is already in place awaiting a finalized agreement.
Appendix A

**State-Owned Career and Technical Centers Budget Request**

**Overview:**
In November 2004, voters approved a $15M bond to address long-overdue repairs and improvements to the states' career and technical centers. As you know, this work was recently completed for the highest priority needs at Chariho, Cranston, East Providence, Newport, Providence, Warwick, and Woonsocket Career and Technical Centers. Work included code compliance, fire safety, and air quality and ventilation projects. In addition to the $15M bond project, there is a budget request for each of the remaining state-owned schools for their remaining high priority work, which are listed below. In proceeding with these repairs and renovations, which are supplemental to those completed under the $15.0 million bond previously authorization, it is the intent of the Governor, General Assembly and the Department to vigorously pursue the transfer of all remaining career and technical schools from state to local ownership. Funding for the continued renovation of these facilities would thereafter be provided by both local resources and the standard School Housing Aid program.

**Additional Individual Facility Budget Request (Subject to Approval and the availability of Funds)**

**At the Remaining State-Owned Career and Technical Centers ($1,250,000):** Because RIDE’s operating budget for repairs has been reduced to $25K, RIDE is requesting $1.2M in additional RICAP funds, or $250K annually through FY 2014, to address emergency issues that occur during the year, such as HVAC or emergency generator problems.

**Chariho Career and Technical Center ($1,600,000):** This project will address final repairs and renovations at Chariho. Because this district has agreed to take ownership of the facility and an agreement is currently being negotiated, funding has been allocated for this project between FY 2010 - 2012.

**East Providence Career and Technical Center ($157,872):** This project will address remaining fire code compliance issues at East Providence. The state budget office allocated funds for this project in FY 2011. RIDE is requesting that this funding be moved to FY 2009 to ensure the health and safety of students and staff is not jeopardized.

**Newport Career and Technical Center ($943,362); Warwick Career and Technical Center ($688,036);**

**Woonsocket Career and Technical Center ($1,175,788):**
These projects will replace the roof at Woonsocket, Newport and Warwick. These are priority projects because work done with proceeds from the $15M bond that address code compliance and other issues is being damaged by leaks in the roofs. Unfortunately, the state budget office allocated funds for these projects in FY 2011. RIDE is requesting that this funding be moved to FY 2010 so work can be done next summer and further damage is not done.

**Cranston Career and Technical Center ($1,689,051):** This project will address remaining fire code compliance issues and replace the HVAC system at Cranston. The state budget office allocated funds for this project in FY 2011. RIDE is requesting that this funding be moved to FY 2009 to ensure the health and safety of students and staff is not jeopardized.
3. Bond Funds:
In emergency conditions, for repairs in excess of the $5K independent contract threshold, projects must be procured in collaboration between RIDE and the administering district, utilizing the state's purchasing vehicle (MPA Master Price Agreement). These projects must undergo a critical expense analysis and justification process because of the state deficit. This critical expense process has slowed down all state purchases considerably. The administering district procured and will be verifying the services utilizing an approved MPA to make emergency repairs. Payment will be issued directly to the MPA vendor by the department. There is a small residual amount of dollars allowing for these repairs over the $5,000 independent contracts in the current budget. This limited amount will be depleted in the current year without the additional $250,000 request for emergency repairs. The only other funding districts have available will be the housing aid reimbursement process once the building has been transferred to the respective community.

We look forward to our continued collaboration as we move forward in the transfer of the CTAC facilities to the administering districts. Please contact Joseph Paul da Silva at 401 222-4294 with any questions. Thank you.