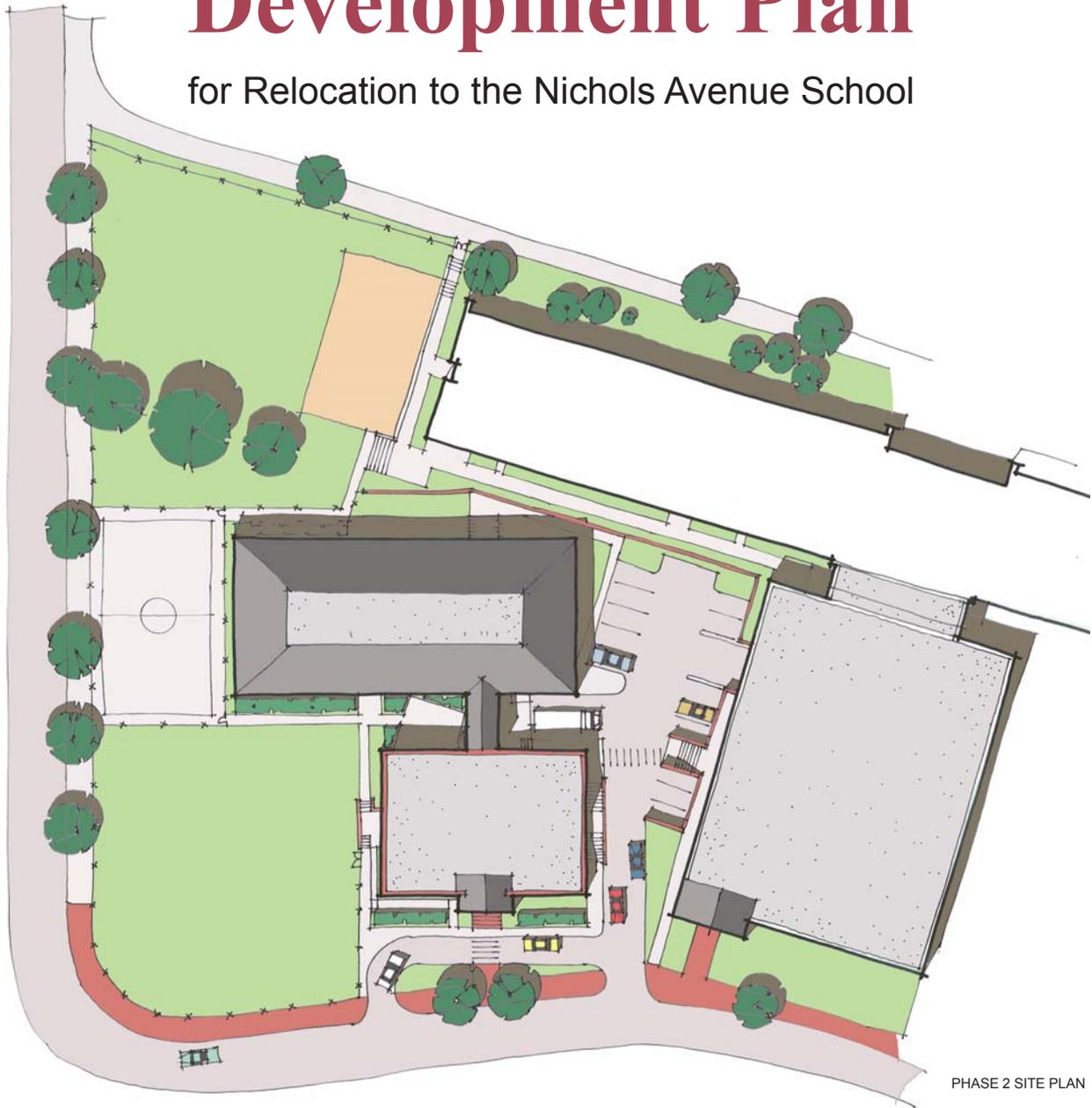


Development Plan

for Relocation to the Nichols Avenue School



SUBMITTED BY

Thurgood Marshall Academy Public Charter School



IMPROVING URBAN PUBLIC
SCHOOL FACILITIES



April 29, 2004

April 29, 2004

Mr. Eric Price
Deputy Mayor for Planning and Economic Development
Government of the District of Columbia
1350 Pennsylvania Avenue, NW
Washington, DC 20004

Re: TMA Exclusive Rights Agreement Submission of Development Plan

Dear Mr. Price:

Thurgood Marshall Academy Public Charter High School (TMA) is pleased to submit its Development Plan for the renovation and improvements to the Nichols Avenue School building and site, which will serve as the future home for our school. Working with an experienced planning, design and construction team, we have prepared a Development Plan that will revitalize this important corner, provide a state of the art educational environment for TMA and Savoy students, and provide recreational amenities to the youth and adults of the neighborhood.

On January 29, 2004, your office approved Thurgood Marshall Academy's Concept Plan for Option 4 for the phased development of the Nichols school building and the adjacent property. You also asked that TMA continue to pursue in good faith Option 3 of the Concept Plan, which envisioned the complete renovation and an expansion of the existing Nichols building and the development of a shared use multipurpose room/gymnasium on the Savoy Elementary School site.

In the three months since then, TMA has expended substantial effort to explore and develop these two concept plans to determine what is best for our students, the students at Savoy Elementary School, and for the community as a whole. TMA created this Educational Campus Development Plan, based on Option 3 of the Concept Plan, after thorough analysis which incorporated input from TMA, Savoy Elementary School staff and community members, as well as consideration of the historic and cost concerns.

The development proposes two phases.

- **Phase 1:** renovate the front and rear portions of the Nichols School and expand the rear building and improve site and play equipment adjacent to Savoy and Nichols for August 2005.
- **Phase 2:** rebuild Savoy multi-purpose building as a multipurpose and gymnasium space for Savoy, TMA and the Department of Recreation, provide underground parking, make site improvements to the area north of Savoy and to the newly renovated Nichols for August 2006.

The attached notebook includes the components required for the Development Plan in the Exclusive Right Agreement (ERA). In order to help you respond to this Development plan

within 30 days, June 1, 2004, we would like to schedule a presentation of this plan to you and those critical to your decision making on Friday, May 7, 2004. We will call to confirm the meeting.

Yours,

Joshua Kern
Co-Founder and President

Kevin Downey
Acting Board Chair

Attachment

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Background Information

Educational Plan

Mission and Program

Thurgood Marshall Academy Public Charter High School (TMA) serves at-risk, low-income high school students in Southeast Washington, DC. As the first law-related charter high school in the District of Columbia, Thurgood Marshall Academy's mission is to prepare students to succeed in college and to actively engage in our democratic society. Thurgood Marshall Academy is rooted in the powerful legacy of Supreme Court Justice Thurgood Marshall, who held fast to the belief that all children have the right to a first-class education.

Now widely recognized as a model for success, TMA stands as a symbol of academic excellence by combining a rigorous, standards-based, law-related curriculum with comprehensive, specialized programs and services to meet its students' needs. Essentially, TMA functions both as a school and as a nonprofit youth development organization. Thurgood Marshall Academy's extended school day, small class sizes, individualized tutoring, personalized mentoring, after-school programs, college counseling, Saturday programs, and summer program allow our students to thrive in a challenging yet nurturing environment.

Thurgood Marshall Academy is located in Ward 8 and is committed to developing a permanent facility there. Ward 8 has the city's highest rates of general poverty (36%), children in poverty (47%), and unemployment (22%). It is also home to dedicated civic leaders and parents who support the development of a permanent charter school to address the challenges faced by the community's children.

Students typically enter TMA with skills averaging in the 5th-6th grade range. Both quantitative and qualitative assessments show that TMA's educational plan is guiding students to overcome significant educational and developmental deficits. Through TMA, students are meeting NCEE standards; performing at levels higher than their peers; and being prepared, upon graduation, to succeed in college.

Thurgood Marshall Academy has also established itself as a sustainable institution highly qualified to succeed in its mission and provide a model of educational best practices.

Achievements include:

- Garnering support from civic leaders, including Ward 8 Council Member Sandra C. "Sandy" Allen, Mayor Anthony Williams, and charter school advocate Senator Mary Landrieu (D-LA);
- Working closely with parents (three of whom sit on our Board of Trustees);
- Meeting or exceeding accountability measures established with our authorizing body, the DC Public Charter School Board;
- Maintaining a network of 50 partner organizations and a volunteer pool 200 strong;
- Supporting supplemental programming by developing significant financial support from individuals and foundations and through a fundraising gala that raises roughly \$200,000 annually;
- Winning prestigious grants such as a 21st Century Community Learning Centers Program award; and
- Planning effectively to secure a permanent facility for TMA.

Facilities

Since opening its doors in 2001, TMA has been providing services in an 18,000 square foot educational building leased from the Congress Heights United Methodist Church. The school has rented more space from the church each year, as it has expanded from serving only 9th grade to serving grades 9-11; it has now rented all available space. TMA currently has 156 students in grades 9-11 and will grow to 230 9th-12th grade students in September 2004. TMA now boasts a waiting list and exceptional core programming, but its growth and diversity of programming is limited by facilities that are merely adequate for present needs and cannot accommodate future growth.

A permanent, state-of-the-art facility is needed to support TMA's mission. TMA envisions an eventual capacity of 300 students in grades 9 through 12. The school requires a spacious, fully-equipped facility that can sustain TMA's academically rigorous college preparatory curriculum, remedial instruction, and extensive support services and that can do justice to its students' aspirations.

TMA and its facilities team developed Educational Specifications that serve as the basis for determining the long term facility needs of TMA. The program requires space for fifteen core classrooms, three science laboratories, visual and performing arts classrooms, a library and a technology center, central administration, student services, dining facilities, services and support. These program spaces require approximately 50,820 square feet, which can be accommodated in the existing Nichols School building and in an extension on the rear of the back building.

While the basic academic program can be developed on the site, the needs of the physical education program cannot be met. A gymnasium with boys' and girls' locker rooms and associated spaces requires about 15,000 square feet. The TMA team will continue to pursue developing this critical element of the TMA program in conjunction with DCPS, Savoy Elementary School, and the Department of Parks and Recreation.

Plans for a Campus Shared with Savoy Elementary School

Savoy Elementary School serves nearly 400 children from *Head Start* at age 3 through the 6th grade. The school was built in the late 1960's as a replacement to the Nichols School building. In comparison to most DCPS facilities, Savoy is a relatively new building. Nevertheless, it suffers from years of deferred maintenance. Most sinks in the bathrooms do not work; the roof leaks and is in need of replacement; the windows, most of which do not function, have been patched with plastic opaque inserts. Lighting is poor, electrical service is inadequate, air conditioning is non-functioning, and the boiler is slated to be replaced. Outdoor playground equipment is in major disrepair, and there is no soft surface or green space. Transforming the Nichols School property into a state-of-the-art high school that shares such close

quarters with the dilapidated Savoy facility is not in either school's best interest. TMA is eager to work with DCPS and other government agencies to advance development plans for Savoy's renovation.

The Department of Parks and Recreation operates a daily after-school program for about 60 children and an evening basketball program in the Savoy multipurpose room. This room also serves as Savoy's lunch room, assembly hall, and physical education center. There is no gymnasium in the immediate area. The Anacostia neighborhood, as well as the combined population of 700 students on this campus, needs a full-sized gymnasium. Phase Two of Option 3 envisions replacing the Savoy multipurpose room with a new facility which houses a multipurpose room for Savoy as well as a full-sized gym with a movable wall between the two. We have a rare opportunity to provide a major community facility through a unique interagency partnership.

The Nichols School building commands a significant presence at the gateway to historic Anacostia. Situated across from the Anacostia Metrorail station at the base of the Route 295 exit ramp on Martin Luther King, Jr. Road and Howard Road, this corner site is currently a blight on the community. The schematic design presented in this Development Plan offers a plan that allows for a sensitive treatment to that corner, improved space for physical activity among students at both TMA and Savoy, and for the preservation of the 100-year-old Nichols School.

Team Selection Criteria and Process

Thurgood Marshall Academy issued a Request for Proposals to renovate the existing Nichols building, asking that we receive submissions within thirty days. We received two serious, substantial plans in response—first, from the team of JFW, Bowie Gridley Architects, and 21st Century School Fund; second, from E&G Group. Both submissions were excellent and would have afforded TMA with high-quality management of the project.

Thurgood Marshall Academy and the Nichols Task Force had no prior experience with E&G Group, but we were highly impressed with their submission and presentation. E&G Group's proposal was particularly strong in cost control and schedule management, and we were impressed by their expressed eagerness and excitement about taking on the Nichols School project.

TMA and JFW, along with 21st Century and Bowie Gridley, worked together during the concept phase of the project. Our experience with them during this time was very positive. Additionally, the 21st Century School Fund has provided solid advice on navigating the challenges that we will face as we undertake this project.

In the end, after each team presented their response to the RFP, we selected the JFW-led group, based primarily upon our perception that their design/build plan gave Thurgood Marshall Academy our best chance of meeting our August 2005 deadline.



JFW, Inc. is a project management firm providing a unique blend of services to public and private clients throughout the Mid-Atlantic region. JFW's staff is comprised of project managers, construction schedulers, cost-estimating experts, interior design specialists, accountants, and skilled negotiating professionals. This combination of staff allows JFW to fully partner with the client to provide comprehensive owner's representative services from initial conception through project completion.

JFW provides oversight for master planning, estimating, scheduling, zoning, and construction management services for its clients. Partnering leadership, serving as liaison between the owner, design team, contractors, consultants, and government entities, is only part of JFW's services. Design review coordination of all consultants, including the architect, structural, civil, and mechanical engineers, electrical and plumbing contractors, budgeting and estimating, value engineering, job cost reporting, meeting with government officials to obtaining necessary permits and approvals, is a normal course of work for JFW.

With 25 years of experience working with educational institutions, churches, country clubs, hotels, and non-profit organizations, JFW is well-positioned to successfully shepherd Thurgood Marshall Academy through the renovation of the Nichols School property.



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Public Affairs and Finance

The 21st Century School Fund (21CSF) and Koczela and Associates (KAI) bring to the Thurgood Marshall Academy Public Charter High School (TMA) extensive experience working with local communities, the District government and the public school system on planning, budgeting, financing and securing support for improving public school facilities. The many years of community activism and dedication to the development quality educational facilities by 21CSF and KAI is an asset to Thurgood Marshall Academy in its plans to relocate into the Nichols schoolhouse.

21CSF's role in the project:

- 1) Work with JFW, Inc and BGA to provide *decision support* to TMA on schematic design and design development of phase 1.
- 2) Assist TMA with securing the *public input and support* for the development of phase 1 and phase 2 of the project.
- 3) Assist TMA with the *government approvals* for the disposition of the Nichols site for phase 1 and phase 2.
- 4) Assist TMA with planning for and securing *financing* for phase 1 of the Nichols School renovation and expansion.
- 5) Develop public *partnership plan* for phase 2, Option 3.
- 6) *Assist JFW, Inc.* with overall project scheduling and tracking up to securing Guaranteed Maximum Price (GMP) contract, to ensure all critical path approvals are obtained.

21SCF will continue to work closely with JFW, Inc. to ensure there is close communication between the design/build and project management team and the local school. Constant communication is the key to this process.



Bowie Gridley Architects, a certified LSDBE firm in Washington, DC, specializes in the programming, planning and design of projects for institutions across the country. Founded in 1981 by Calvert S. Bowie, AIA, and William C. Gridley, FAIA, the firm of 35 talented professionals focuses on designing and crafting outstanding architecture that consistently exceeds our clients' expectations. Our five project managers have more than 100 years of experience. They, as well as our architectural teams, have outstanding design and technical expertise and understand the interactive and collaborative process that institutional projects require. The firm's main office is located in historic Georgetown with a small office in Old Town Alexandria, Virginia.

Bowie Gridley Architects is particularly noted for achievements as planners and designers of educational institutions, including colleges, universities, independent and public schools. As institutional design specialists, Bowie Gridley Architects' involvement in the nonprofit sector has provided a unique sensitivity to established budgets and schedules. Our proactive approach involves an inclusive process, open communications, and a commitment to creative design solutions. We work in partnership with our clients and consultant team to evaluate a wide range of options that best satisfy functional and aesthetic parameters. We are firmly committed to a contextual design approach, creating unique and appropriate solutions for each project. Our award-winning practice has an unusually high number of repeat clients including Arlington County Public Schools, Montgomery County Public Schools, Georgetown Day School, Madeira School, The Mercersburg Academy, The American School in London, Groton School, Middlesex School, Johns Hopkins University and George Washington University. Bowie Gridley Architects has teamed with HITT Contracting in a design-build effort for Thurgood Marshall Academy.



COMPANY OVERVIEW

HITT was founded in 1937 and has grown to be ranked among today's 100 Largest General Contractors nationwide with offices in Washington, D.C., Atlanta, Charleston, and Baltimore. Our client-focused teams fulfill any program need from a doorknob change to base building shells and complete tenant/owner fit-outs. Company-wide we maintain 575 employees, including a 325-member, skilled in-house field force available 24/7 to support clients long after initial occupancy. The HITT Way for quality and excellence defines the core of our mission and how we are structured. Teams are organized into expert market sector divisions and complemented by our own Paint and Service, Preconstruction, and Subcontractor Relations divisions.

We are a debt-free general contractor that uses its own financial resources to partially fund projects (i.e., prepurchase materials, supplies and equipment; pay subcontractors ahead of the Owner's payments) and further drive the project to timely delivery of high quality construction, providing better service to each Owner. HITT has an aggregate bonding capacity of \$350 million with single job bonds as high as \$150 million. In addition, we have a negligible amount of long-term debt. This policy allows our company to be highly competitive in bid environments, where others may be constrained by the need to meet debt service levels.

TEAM ROLE

For the Thurgood Marshall Academy, HITT will operate as a general contractor, but we anticipate being contracted as a Design/Builder, bringing together the entire design team and needed consultants, including Bowie Gridley Architects.

Development Plan Design Solution

Thurgood Marshall Academy deeply appreciates the Deputy Mayor's approval of our Concept Plan and its preferred option, Option 4. At the request of the Deputy Mayor's Office, TMA continued to analyze both Option 4 and Option 3. We analyzed all options based on a number of criteria, evaluating each option's:

- ability to meet TMA's programmatic needs;
- use of the overall site;
- compatibility with Savoy's needs;
- compatibility with the community's needs;
- financial and design feasibility, including the creation of a cost-effective and efficient addition;
- sensitivity to historic preservation of the existing Nichols building;
- ability to minimize the site coverage while providing handicap accessibility and while meeting all zoning requirements;
- light penetration from existing windows;
- ability to separate elementary and high school students at access points to the buildings' play areas and academic areas; and
- consonance with the expressed interests of the Office of Planning.

Using these and other criteria, TMA concluded that Option 3 met more criteria, and, as a result, Option 3 became the basis for this Development Plan. Specifically, Option 4 of the Concept Plan required too much coverage of the site, could not provide for a reasonable treatment of the 100 year-old Nichols building, and did not meet the express interests of the Office of Planning.

However, Phase 1 of Option 3 as described in the Concept Plan, while providing the basis for our development design, required some modification. First, the Concept Plan's Option 3 proved unsympathetic to the historic nature of the existing Nichols building: the envisioned addition diminished the historic nature of the Nichols building, blocked the view of the 100 year-old building from Howard Avenue, and required that too many classroom windows be removed. In addition, evaluation revealed that the initial Option 3 design was flawed in that it replaced classrooms that previously had high levels of natural light with classrooms entirely lacking natural light.

It is important to note that TMA studied many variations of Option 3 while preparing this Development Plan. Included are the two best renderings based on Option 3. Only one of these renderings, however—the design here and after called the Development Plan—satisfies the aforementioned criteria.

Overview

The Development Plan calls for the renovation of the existing 35,700 square foot Nichols buildings (both front and back), as well as a 15,120 square foot addition to the back building. This solution preserves all facades of the old Nichols building and must be completed in Phase 1 to provide adequate academic space for TMA's program.

According to the Development Plan, Phase 2 will be built in partnership with various agencies in the government and will be funded by the District government. Phase 2 calls for a nearly 20,000 square foot building which will house a multi-purpose room/cafeteria for Savoy Elementary School and a full sized gym and locker rooms for shared use by TMA, the Department of Parks and Recreation, Savoy, and the community.

As conversations with Savoy Elementary increased in frequency, TMA better appreciated the need to create a design for the renovated Nichols building that would remain in concert with the shared campus philosophy undergirding Option 3 while at the same time meeting the necessity to provide separate learning and play space for elementary versus high school students.

The Development Plan provides these independent spaces by building the required addition to the back building to the south towards Howard Road. This solution has a number of positive benefits to the school and the site in general, but, perhaps most importantly, the addition serves as a logical separator of the outdoor play areas. This allows the site to have two dedicated green spaces for each school. The elementary school playground is relocated adjacent to the exit from Savoy E.S. A paved playground sized for a competition basketball court is shared between the two schools. Security fence separates the play areas and keeps the older and younger children from interacting. The design also supports the historic integrity of the front pavilion by not adding to the building and framing the background. This solution supports the stature of what is easily identified as the "jewel" of the site.

A loading dock will be provided in the north breezeway that separates the Nichols building. A new, single lane drive is envisioned at the front entrance along Martin Luther King, Jr. Avenue, to allow for handicapped student drop off and pick up. Handicapped access to the building will be provided by a sensitive addition that will access the south entrance to the school.

The project will be phased. A summary of each phase follows:

Phase 1

1. Renovation of both Nichols buildings
2. Construction of 15,120 square foot addition to rear building
3. Construction of new playground for Savoy, athletic field, and shared basketball court
4. Development of 33 car parking lot on corner of Howard Road and Martin Luther King, Jr. Avenue for TMA
5. Driveway access to front of Nichols, service drive at northern edge of property

Phase 2

1. Demolition of Savoy multipurpose room
2. Construction of shared use gymnasium, locker rooms, Multipurpose room and kitchen for Savoy
3. Underground parking for 41 cars
4. Surface parking for 13 cars
5. Removal of parking lot on Howard Road corner; installation of athletic field for TMA

Building Description and Materials

The school is located at the intersection of Howard Road and Martin Luther King, Jr. Avenue, SE, in the Anacostia Historic District. Constructed in 1901 in the Italian Renaissance style, the Birney School (now called Nichols Avenue Elementary School) is a good example of classical forms popular to early twentieth century school buildings. An addition was added to the west elevation of the building in 1910 doubling the size of the existing building. Although both structures are historically significant, the original building is more prominent due to its orientation to Martin Luther King, Jr. Avenue and the design emphasis placed upon the detailing of the facades.

The exterior is comprised primarily of cast red brick with sandstone, terra cotta, and pressed metal used as the trim materials. Sandstone steps provide access to the four entrances and exits of the school. As both buildings have stood unoccupied for a number of years and have not received preventive maintenance for an undetermined amount of time, many-if not all-of the exterior features are in disrepair and require immediate attention. The exterior brick will be repointed and cleaned, along with the terra cotta and sandstone trim. The pressed metal cornice will be restored along with the gutter and downspout system, which has been missing for a number of years.

The interior finishes have been modified over the years of use. Primary finishes include wood floors, plaster walls, and a variety of ceiling materials. The preliminary design attempts to leave the majority of the walls in the existing buildings in place, allowing for reuse and restoration of many of the original finishes. The exception would be the need to accommodate new systems and technology in the building; they will be carefully placed to minimize disturbance of the existing fabric.

Development Plan Analysis

Retain and renovate the existing Nichols buildings and construct an addition at the southern edge of the rear in Phase 1. In Phase 2 construct an addition that includes new Savoy multi-purpose room, cafeteria, and TMA gymnasium facility with structured parking for TMA.

Phase 1 Summary

Total Building Square Footage Phase 1	50,820
50,820 @ \$175.1/SF	\$8,902,957
TOTAL Estimated Cost	
Number of Parking Spaces	37
Targeted Completion Date	Fall 2005

Phase 2 Summary

Total Building Square Footage Phase 2	23,000 SF
Multi-purpose/Gymnasium Addition with Structured Parking	\$6,500,000
23,000 @\$282.6/SF	
Number of Parking Spaces	53
Targeted Completion Date	Fall 2006

Feasibility:

1. Programmatic:

- a. Meets TMA's educational program specifications.
- b. Improves multi-purpose programmatic space for Savoy, creating a new multipurpose room for food service, assembly, physical education, before and after-school programs, and public meeting use.
- c. Creates a gymnasium and auxiliary spaces that can be available to Department of Parks and Recreation for after-school, evening, weekend, and summer programs.

2. Site Configuration:

- a. Allows for an efficient use of site.
- b. Requires least lot occupancy.
- c. Redevelops Savoy's play area.
- d. Improves the large play area with athletic fields.
- e. Does not require parking variance.

3. Financial:

- a. At \$8,900,000 the Development Plan has a funding gap. The development of the academic spaces cannot be phased; therefore, the total cost for Phase 1 will be higher than originally anticipated and will require financial assistance from the District government.
- b. In addition, public funding (approximately \$6,500,000) and cooperation are required for the development of the shared facility and structured parking.

Development Process Timeline

Completed

October 30, 2003	TMA entered into ERA with District
Nov/Dec 2003	TMA develops Concept Plan, meets with numerous government agencies, community leaders
December 29, 2003	TMA submits Concept Plan
January 29, 2004	District accepts preferred lot configuration, Option 4, requests TMA pursue shared gym Option 3
Feb-Apr 2004	TMA attends many meetings with government agencies, Savoy School, ANC 8C, Barry Farms Residents Council exploring the shared gym Option.
Feb-Apr 2004	Design Team analyzes several options for renovation and expansion of Nichols buildings and explores Phase 2 shared gym use.
April 2004	MOU is drafted which sets out process for interagency financing, planning, design, construction and operation of shared use facility.
Mar-Apr 2004	Surplus and Disposition Resolution is drafted modeled after Armstrong Disposition.
April 29, 2004	TMA Team submits Development Plan.

Proposed Timeline

May 2004	Surplus and Disposition Resolution proceeds to Council for approval in July.
May 2004	MOU is executed by ODMPED, DCPS, DPR, Savoy, OCA and TMA; plans proceed for development of shared use gym.
June 1, 2004	District approves TMA Development Plan.
June 2004	Contract of Sale is negotiated and executed.
Jun-Aug 2004	TMA finalizes blended financing: Direct Loan, QZAB, Revenue Bond
July 2004	Council approves Surplus and Disposition Resolution
August 2004	Closing on Nichols, ownership transfers to TMA
May-Aug 2004	TMA completes construction drawings, begins renovation of Nichols
August 2005	TMA occupies completed Phase One, fully renovated and expanded Nichols

Sept 2004- June 2005	Design of Phase 2 is completed and construction commences.
Nov 2004- June 2005	Design of Savoy renovation is complete and construction commences.
July 2005- July 2006	Phase 2 and Savoy Elementary School under construction.
July 2006	Savoy construction is complete.
August 2006	Shared use gym and Savoy multipurpose room are complete.

Public Impact:

1. Thurgood Marshall Academy:
 - a. Provides for a high quality public charter high school program and facility at the gateway to Anacostia.
2. Savoy Elementary School:
 - a. Provides new cafeteria and assembly space.
 - b. Provides full gymnasium to be shared with TMA.
 - c. Provides large playground area and athletic field.
 - d. Requires reconfiguration of Savoy parking lot.
3. Neighborhood and Community:
 - a. Excellent access to large assembly and gymnasium.
 - b. Improved streetscape on Martin Luther King, Jr. Avenue.
 - c. Restoration of both Nichols buildings.
 - d. Large green areas on Howard Avenue.
 - e. Improved and enlarged spaces for Department of Parks and Recreation programs.

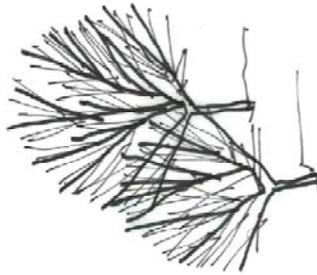
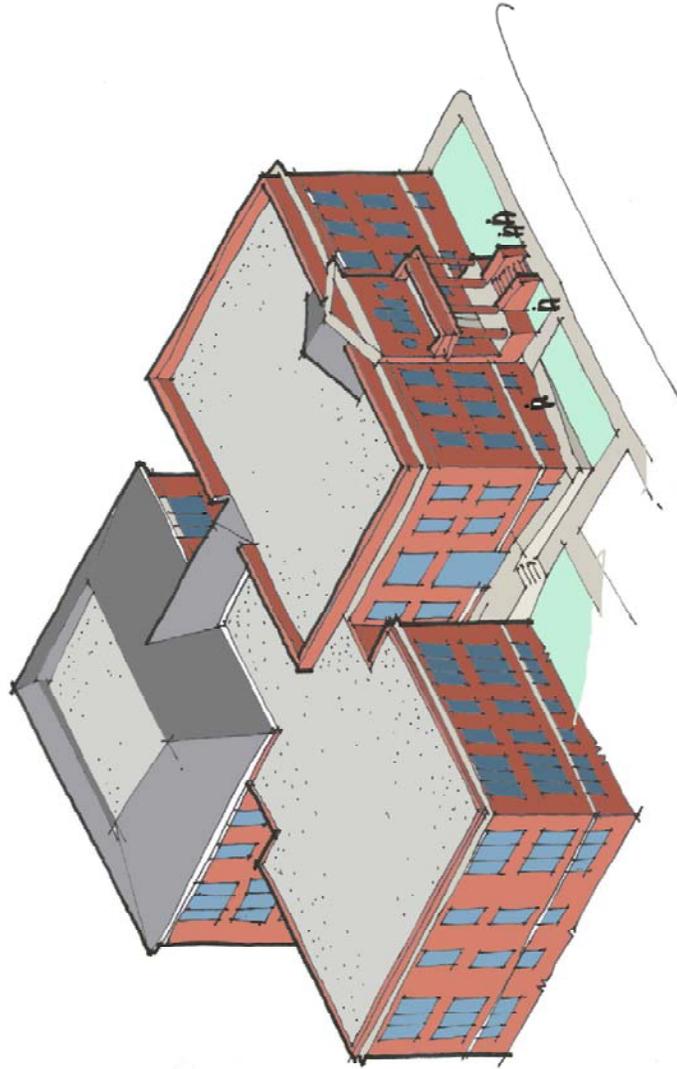
Development Plan Conclusion

This option is feasible and has many desirable characteristics. Following are the steps necessary to implement this Development Plan. First, TMA and the District need to agree on a strategy for financing the Phase 1 gap. Second, TMA and the District need to agree on a strategy for financing and managing the Phase 2 planning, design, construction, and operation of the recreation complex. Since this option requires approximately \$6.5 million in additional public financing, substantial cooperation of several District agencies is essential in order for this to be successful. Third, Savoy students would need to be adequately accommodated during demolition and reconstruction of Savoy's current multi-purpose room. Finally, the design must incorporate site planning and improvements for Savoy's surface parking area.

THURGOOD
MARSHALL
ACADEMY

Nichols School Project Washington, DC

BOWIE GRIDLEY
ARCHITECTS
APRIL 29, 2004
DEVELOPMENT
PLAN



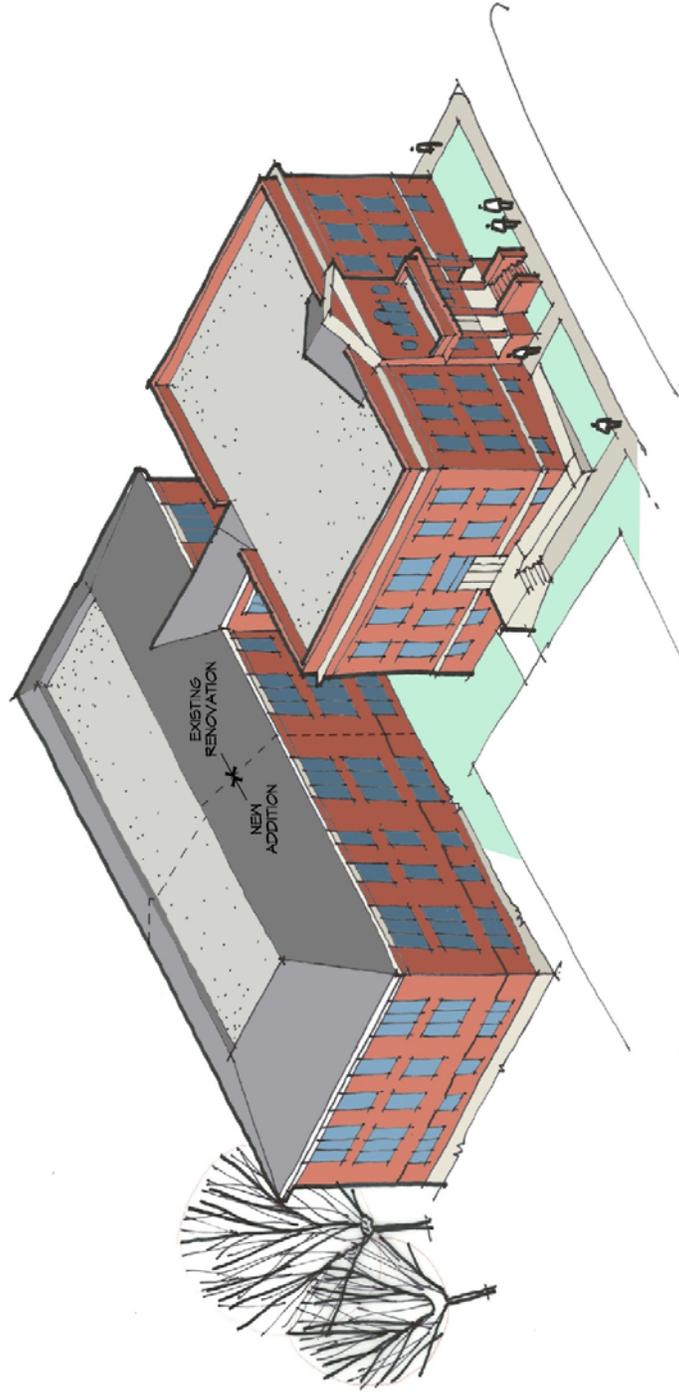
REJECTED DEVELOPMENT PLAN
ELEVATION MASSING STUDY

① SCALE: NTS

THURGOOD
MARSHALL
ACADEMY

Nichols School Project Washington, DC

BOWIE GRIDLEY
ARCHITECTS
APRIL 29, 2004
DEVELOPMENT
PLAN



DEVELOPMENT PLAN
ELEVATION MASSING STUDY
① SCALE: NTS



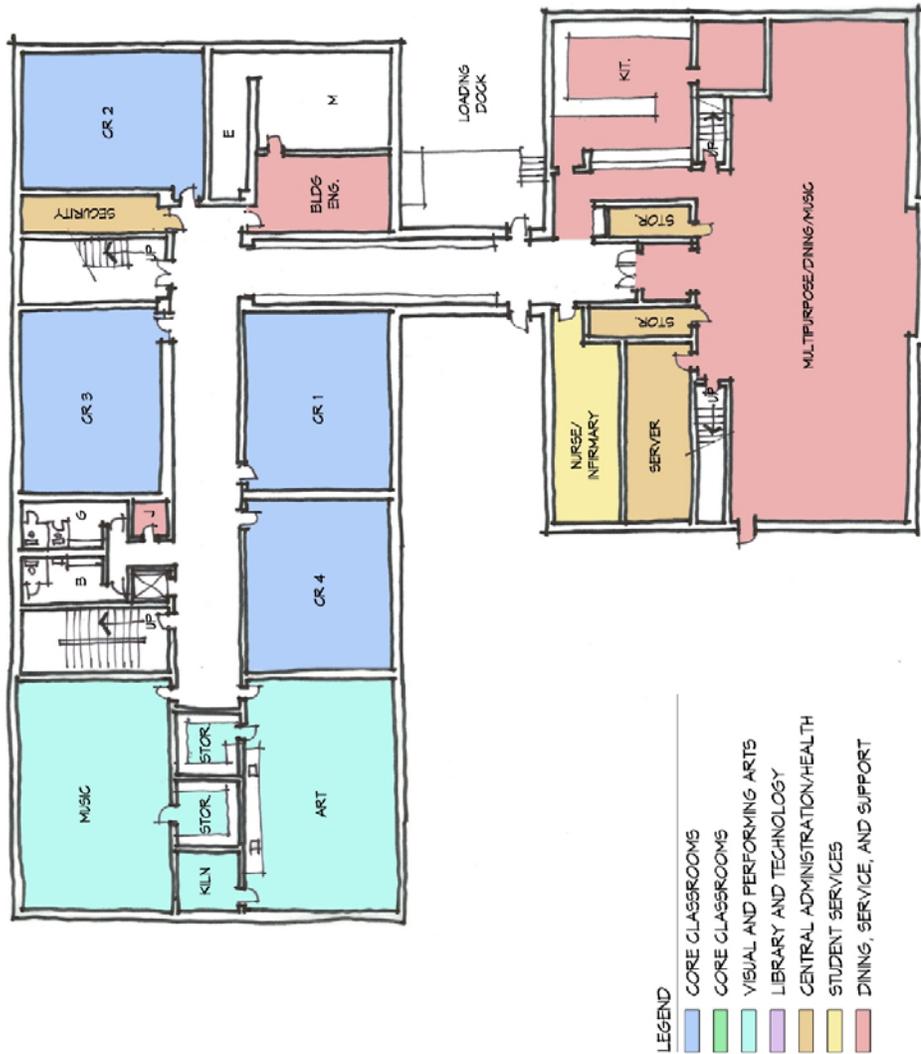
LOT CALCULATIONS	
SUBDIVIDED LOT SIZE	54,053 SF
EXISTING BUILDING	35,100 SF
PROPOSED ADDITION	15,120 SF
TOTAL PHASE ONE AREA	50,220 SF
LOT COVERAGE (EXISTING)	22.0%
LOT COVERAGE (W/ ADDITION)	31.9% (60% ALLOWED)
FAR (EXISTING)	.46
FAR (W/ ADDITION)	.74 (NO MAXIMUM PRESCRIBED)

OPTION 1 - PHASE 1



LOT CALCULATIONS	
SUBDIVIDED LOT SIZE	54,053 SF
EXISTING BUILDING	35,100 SF
PROPOSED ADDITION	15,120 SF
TOTAL PHASE ONE AREA	50,220 SF
LOT COVERAGE (EXISTING)	22.0%
LOT COVERAGE (W/ ADDITION)	31.3% (60% ALLOWED)
FAR (EXISTING)	.46
FAR (W/ ADDITION)	.74 (NO MAXIMUM PRESCRIBED)

OPTION 1 - PHASE 2



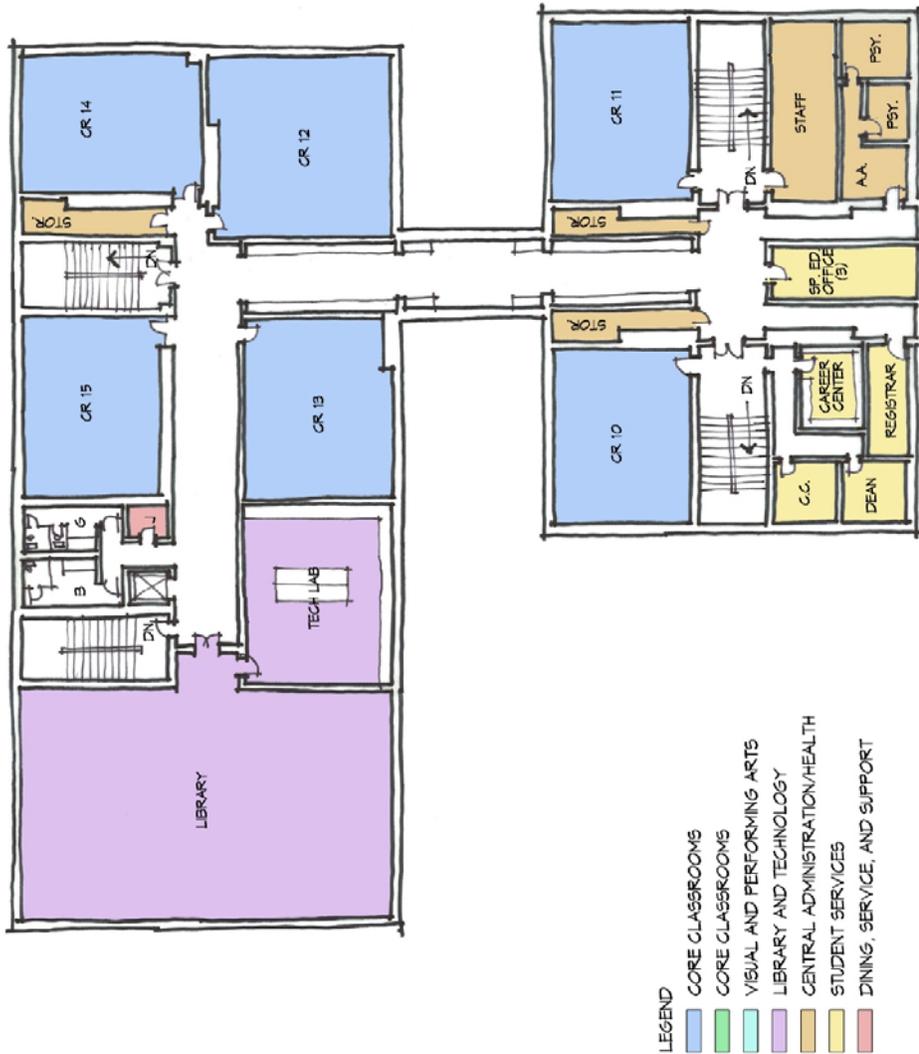
- LEGEND
- CORE CLASSROOMS
 - CORE CLASSROOMS
 - VISUAL AND PERFORMING ARTS
 - LIBRARY AND TECHNOLOGY
 - CENTRAL ADMINISTRATION/HEALTH
 - STUDENT SERVICES
 - DINING, SERVICE, AND SUPPORT

1 LOWER LEVEL PLAN
SCALE: 1/8" = 1'-0"

OPTION 1 - PHASE 1



OPTION 1 - PHASE 1



1 SECOND FLOOR PLAN
SCALE: 1/8" = 1'-0"

OPTION 1 - PHASE 1



Schematic Program

Thurgood Marshall Academy
Public Charter High School

Program Summary - Option One

Space Category	Master Plan Net Area	Schematic Net Area	Difference	Class Size
Core Classrooms	15,500 nsf	15,460 nsf	-40 nsf	340
All School Departments:				340
Visual and Performing Arts	2,600 nsf	2,620 nsf	20 nsf	
Library and Technology	3,650 nsf	3,418 nsf	-32 nsf	
Central Administration/Health	3,515 nsf	3,231 nsf	-284 nsf	
Student Services	1,475 nsf	1,464 nsf	-11 nsf	
Athletics and Physical Education (inc 7,000 allowance for Savoy requirements)	17,700 nsf	0 nsf	-10,700 nsf	
Dining, Service and Support	3,875 nsf	4,669 nsf	794 nsf	
TOTAL NSF	48,315 nsf	30,862 nsf	-10,253 nsf	
TOTAL GSF	73,820 nsf	50,820 nsf		

*Schematic Program***Thurgood Marshall Academy
Public Charter High School****Core Classrooms**

Room Name	Master Plan Net Area	Schematic Net Area	Difference	Occupants	Phase
Core Classroom - Large	800 nsf	768 nsf	-32 nsf	20	1
Core Classroom - Large	800 nsf	768 nsf	-32 nsf	20	1
Core Classroom - Large	800 nsf	768 nsf	-32 nsf	20	1
Core Classroom - Large	800 nsf	768 nsf	-32 nsf	20	1
Core Classroom - Large	800 nsf	768 nsf	-32 nsf	20	1
Core Classroom - Large	800 nsf	768 nsf	-32 nsf	20	1
Core Classroom - Large	800 nsf	768 nsf	-32 nsf	20	1
Core Classroom - Large	800 nsf	768 nsf	-32 nsf	20	1
Core Classroom - Large	800 nsf	768 nsf	-32 nsf	20	1
Core Classroom - Large	800 nsf	768 nsf	-32 nsf	20	1
Core Classroom - Large	800 nsf	768 nsf	-32 nsf	20	1
Core Classroom - Large	800 nsf	1,024 nsf	224 nsf	20	1
Core Classroom - Large	800 nsf	768 nsf	-32 nsf	20	1
Core Classroom - Large	800 nsf	768 nsf	-32 nsf	20	1
Core Classroom - Large	800 nsf	768 nsf	-32 nsf	20	1
Science Classroom	1,100 nsf	1,100 nsf	0 nsf	20	1
Science Classroom	1,100 nsf	1,100 nsf	0 nsf	20	1
Science Classroom	1,100 nsf	1,100 nsf	0 nsf	20	1
Science Prep	200 nsf	384 nsf	184 nsf	0	1
Total Core Classrooms	15,500 nsf	15,460 nsf	-40 nsf	240	

Visual and Performing Arts

Room Name	Master Plan Net Area	Schematic Net Area	Difference	Occupants	Phase
Art Room	1,000 nsf	1,100 nsf	100 nsf	20	1
Storage	150 nsf	140 nsf	-10 nsf	0	1
Kiln Room	150 nsf	140 nsf	-10 nsf	0	1
Music Room	1,000 nsf	1,100 nsf	100 nsf	20	1
Storage	300 nsf	140 nsf	-160 nsf	0	1
Total Visual and Performing Arts	2,600 nsf	2,620 nsf	20 nsf	40	

Library and Technology

Room Name	Master Plan Net Area	Schematic Net Area	Difference	Occupants	Phase
Technology Lab	800 nsf	768 nsf	-32 nsf	20	1
Library Media Center	2,000 nsf	2,000 nsf	0 nsf	20	1
Workroom	200 nsf	200 nsf	0 nsf	0	1
Librarian and Library Aid	150 nsf	150 nsf	0 nsf	0	1
Storage	300 nsf	300 nsf	0 nsf	0	1
Conference Room	200 nsf	200 nsf	0 nsf	0	1
Total Library and Technology	3,650 nsf	3,418 nsf	-32 nsf	40	

Central Administration/Health

Room Name	Master Plan Net Area	Schematic Net Area	Difference	Occupants	Phase
Director	175 nsf	0 nsf	-175 nsf	1	1
Communications Director	120 nsf	0 nsf	-120 nsf	1	1
Principal	150 nsf	150 nsf	0 nsf	1	1
Assistant Principal	100 nsf	100 nsf	0 nsf	1	1
Administrative Assistants (2)	120 nsf	200 nsf	80 nsf	2	1
Work Study	75 nsf	75 nsf	0 nsf	1	1
Program Development (5)	350 nsf	300 nsf	-50 nsf	5	1
Development Office (5)	350 nsf	360 nsf	10 nsf	5	1
Workroom/Mailroom	300 nsf	405 nsf	105 nsf	0	1
Storage	75 nsf	75 nsf	0 nsf	0	1
Conference Room	275 nsf	264 nsf	-11 nsf	0	1
Technology Workroom/Server	300 nsf	350 nsf	50 nsf	3	1

Staff Break Room	450 nsf	352 nsf	-98 nsf	0	1
Supply Storage	200 nsf	200 nsf	0 nsf	0	1
Records Storage	275 nsf	200 nsf	-75 nsf	0	1
Book Storage	200 nsf	200 nsf	0 nsf	0	1
Total Central Administration/Health	3,515 nsf	3,231 nsf	-284 nsf	20	

Student Services

Room Name	Master Plan Net Area	Schematic Net Area	Difference	Occupants	Phase
Dean of Students	150 nsf	150 nsf	0 nsf	1	1
College Counselor	150 nsf	150 nsf	0 nsf	1	1
Clinical Psychologist (2)	300 nsf	270 nsf	-30 nsf	2	1
Registrar (2)	200 nsf	140 nsf	-60 nsf	2	1
Data Entry Registrar	0 nsf	0 nsf	0 nsf	1	1
Director of Special Education	0 nsf	0 nsf	0 nsf	1	1
Special Education Office (3)	200 nsf	250 nsf	50 nsf	3	1
Conference Room/Career Center	225 nsf	154 nsf	-71 nsf	0	1
School Nurse/Infirmary	250 nsf	350 nsf	100 nsf	11	1
Total Student Services	1,475 nsf	1,464 nsf	-11 nsf	22	

Athletics and Physical Education

Room Name	Master Plan Net Area	Schematic Net Area	Difference	Occupants	Phase
Gymnasium (single gym with run-off)	8,000 nsf	0 nsf	-8,000 nsf	0	2
Storage	350 nsf	0 nsf	-350 nsf	0	2
Boy's Locker Room	750 nsf	0 nsf	-750 nsf	0	2
Girl's Locker Room	750 nsf	0 nsf	-750 nsf	0	2
Department Office (2)	200 nsf	0 nsf	-200 nsf	0	2
Laundry	150 nsf	0 nsf	-150 nsf	0	2
Fitness Room	500 nsf	0 nsf	-500 nsf	0	2
Total Athletics and Physical Education	10,700 nsf	0 nsf	-10,700 nsf	0	
Savoy Program Allowance	7,000 nsf				

Dining, Service and Support

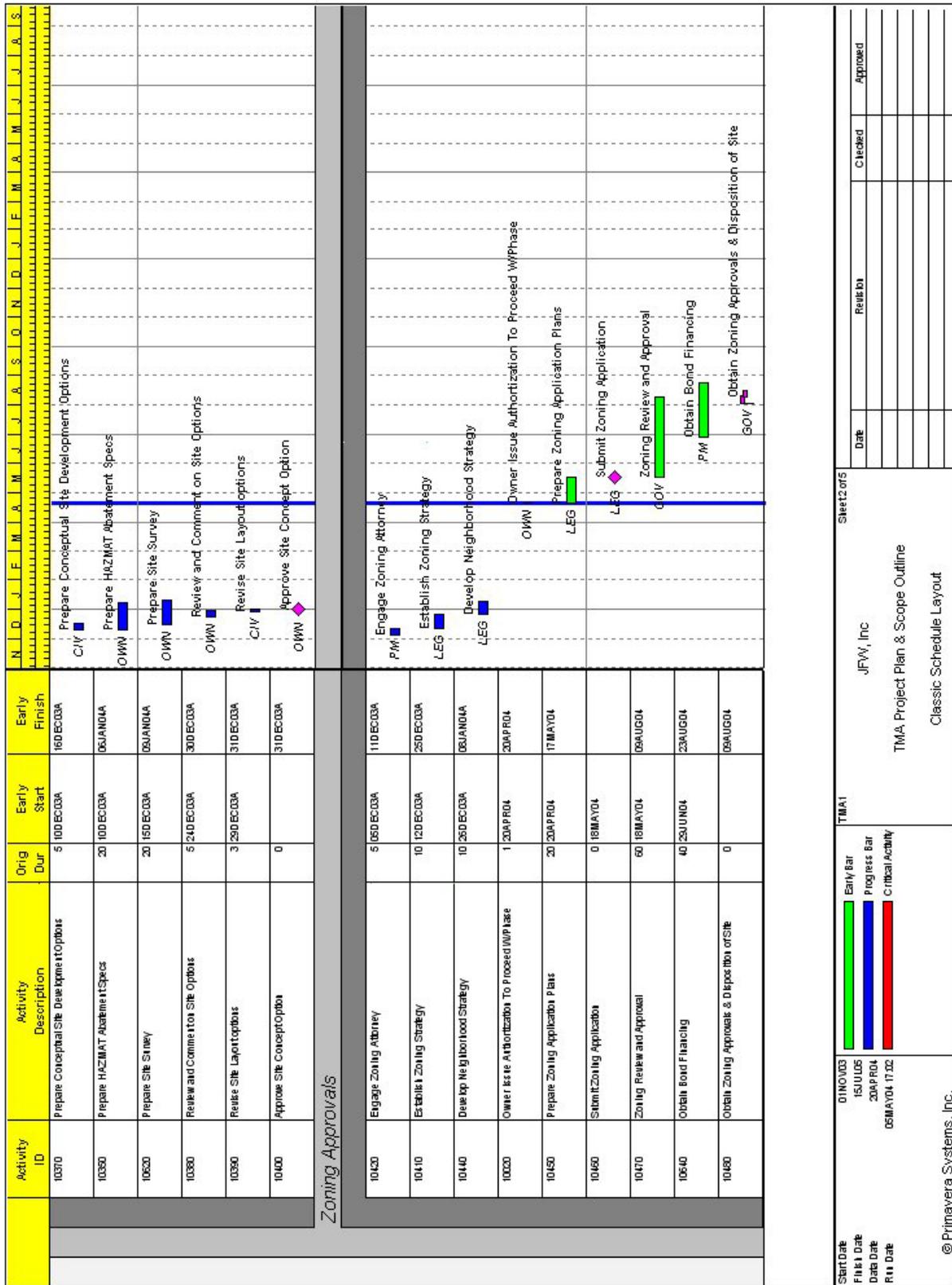
Room Name	Master Plan Net Area	Schematic Net Area	Difference	Occupants	Phase
Kitchen	600 nsf	600 nsf	0 nsf	0	1
Storage	100 nsf	100 nsf	0 nsf	0	1
Servery	200 nsf	200 nsf	0 nsf	0	1
Freezer/Cooler	150 nsf	150 nsf	0 nsf	0	1
Multipurpose Room/Dining	2,000 nsf	2,846 nsf	846 nsf	1	1
Food Service Director	75 nsf	85 nsf	10 nsf	0	1
Security Director	120 nsf	168 nsf	48 nsf	0	1
Maintenance Closets (3)	160 nsf	198 nsf	38 nsf	0	1
Engineering Shop	250 nsf	102 nsf	-148 nsf	4	1
Locker Room	120 nsf	120 nsf	0 nsf	0	1
Building Engineer	100 nsf	100 nsf	0 nsf	1	1
Total Dining, Service and Support	3,875 nsf	4,669 nsf	794 nsf	6	

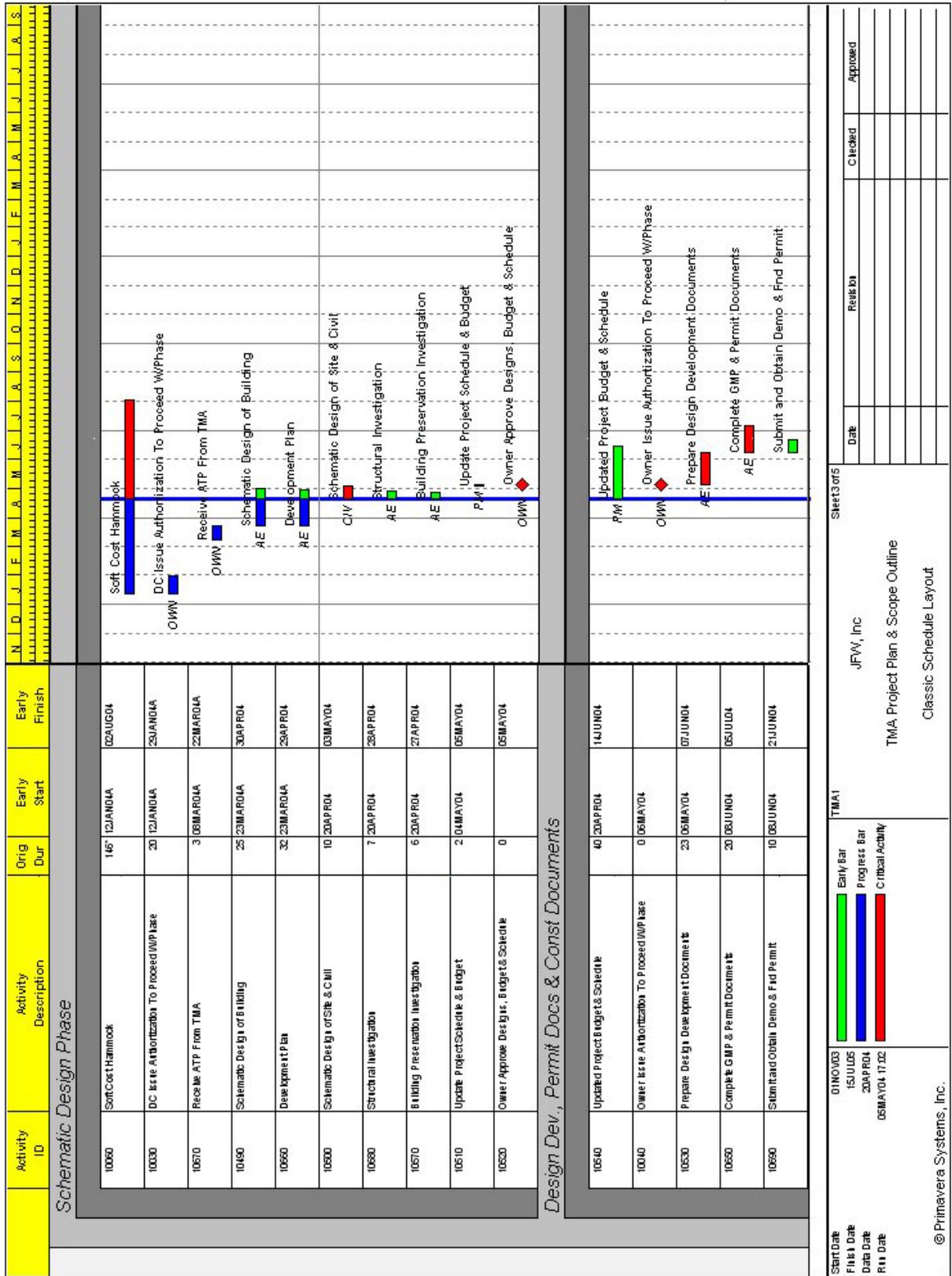


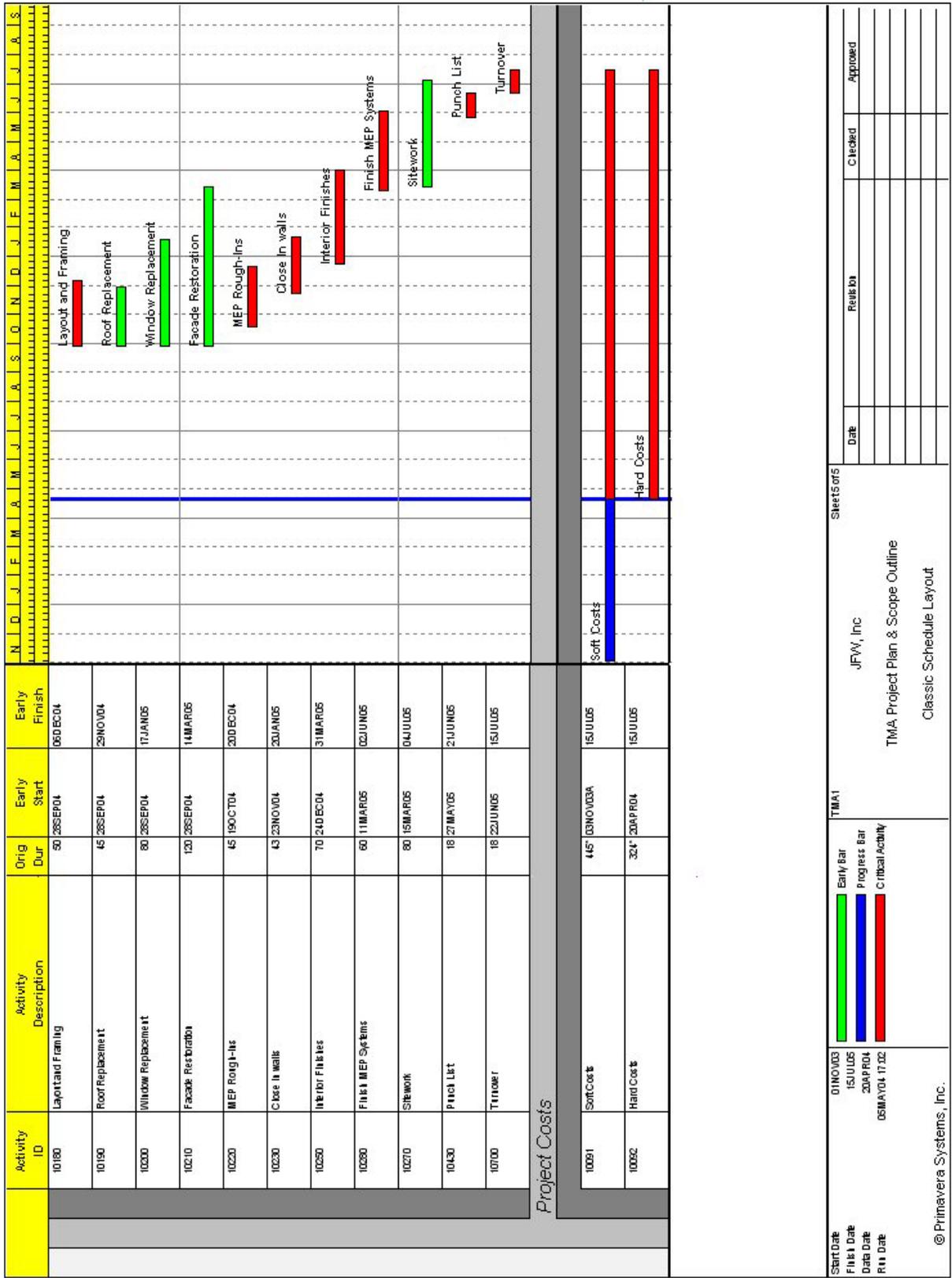
Phase 1 - Development Plan
 April 29, 2004

Project Item/Phase	<u>Phase 1</u>	<u>Phase 2</u>	<u>Total</u>
Total Renovation Square Feet	35,700		35,700
Total Additional Square Feet	15,120	23,000	38,120
Feasibility/Master Planning/Zoning Subtotal			\$0
Soft Costs			
01115 Contract Attorney (Pro Bono)	\$0	\$0	\$0
01118 Permit Expediter	\$25,000	\$3,022	\$28,022
01120 Construction Manager/Owner's Rep	\$370,000	\$277,509	\$647,509
01130 Civil/LARCH Consultant	\$90,000	\$58,590	\$148,590
01132 Topo Surveyor (Incl in Civil)	\$0	\$0	\$0
01138 Environmental Consultant	\$8,926	\$6,043	\$14,969
01142 Landscape Architect	\$13,389	\$9,065	\$22,454
01146 Geotechnical Consultant	\$7,676	\$5,197	\$12,873
01150 Building A/E Consultant	\$600,000	\$576,454	\$1,176,454
01424 Misc. Specialty Consultants	\$40,000	\$53,856	\$93,856
01710 Testing and Inspection	\$93,368	\$68,964	\$162,332
01910 Reimbursable	\$73,637	\$54,390	\$128,027
01920 Permit Fees & Utility Fees	\$300,000	\$223,651	\$523,651
01935 Relocation Expenses	\$50,928	\$34,482	\$85,410
Soft Costs Subtotal	\$1,672,924	\$1,371,223	\$3,044,147
Sitework			
02210A Site Construction	\$325,944	\$0	\$325,944
Sitework Subtotal	\$325,944	\$0	\$325,944
Building Construction			
03310A TMA Addition	\$2,470,200		\$2,470,200
03310B Nichols Renovation	\$3,362,600		\$3,362,600
03310C Shared Gymnasium/Multi-Purpose		\$2,650,000	\$2,650,000
03310C Nichols Infill Addition			\$0
03310D Lower Level Parking		\$1,535,000	\$1,535,000
03315 Environmental Abatement	\$170,000	\$100,000	\$270,000
Building Construction Subtotal	\$6,002,800	\$4,285,000	\$10,287,800

Owner Furnished Items				
05510	Owner Furnishings Allowance	\$120,056	\$75,000	\$195,056
	Owner Furnished Items Subtotal	\$120,056	\$75,000	\$195,056
Project Contingency				
99100	Soft Cost Contingency (Included)	\$0	\$137,122	\$137,122
99200	Site Construction Contingency	\$48,892	\$0	\$48,892
99300	Bldg. Construction Contingency	\$720,336	\$642,750	\$1,363,086
99500	Owner Furnished Contingency	\$12,006	\$7,500	\$19,506
	Project Contingency Subtotal	\$781,233	\$787,372	\$1,568,606
	Total Project Costs	\$8,902,957	\$6,518,595	\$15,421,552







Financial Information

A permanent, state-of-the-art facility constitutes TMA's central need to support achievement of the school's mission. Over the last three years TMA has planned and prepared to create a first-rate facility that will support its long-term growth and its students' needs. These efforts have included:

- developing and implementing an educational program now widely recognized as a model for success;
- conducting outreach that has created demand for our program that far outstrips supply (as evidenced by the waiting list for admission);
- raising equity for our long-term home, including a \$1 million federal appropriation; and
- practicing responsible financial management, including raising millions of dollars for programming from individuals, corporations, government agencies, and private foundations.

The estimated cost to renovate and expand the existing Nichols School to accommodate TMA's educational program, except for physical education and athletics, is \$8.9 million.

We anticipate financing the project as follows:

Revenue Bond/QZAB-\$4,500,000

See preliminary bank letter (Appendix C), for terms sheet.

Direct Loan-\$2,000,000

TMA is working with The DC Office of Banking and Finance office to apply for direct loans funds for the acquisition, leasehold improvements, and/or maintenance of facilities. The direct loan will take second collateral position to the revenue bond. In addition, grants for debt service are available from this office.

Federal Grant-\$1,000,000

TMA received 1,000,000 from a federal appropriation that will be used as equity for this project.

City Build/Other public funding-\$1,400,000

The difference between the estimated cost of fully meeting the academic and administrative requirements of TMA in Phase 1, except for the gymnasium and the funds available from TMA equity and financing, is \$1,400,000.

The gap can be closed by allocating special purpose DC funds to the project. Among those available are:

- 1) City Build-The City Build money is designed to help charter schools and to contribute to neighborhoods' revitalization. For TMA to fully meet its program the city has the opportunity, by contributing \$1,000,000, to have a project completed by the fall of 2005.
- 2) Office of Planning-Office of Planning may want to contribute some funds for historic restoration in Anacostia Waterfront Initiative. Funds could be specifically earmarked for pointing up and replacement of historic windows.
- 3) Watershed Protection Agency on site improvements-These funds could be earmarked for eliminating asphalt and installing site improvements.
- 4) EPA on renewable energy and or environmental clean up-These funds could be earmarked for asbestos clean up and for solar panels on the roof of back building.

Enrollment Growth and Demand

There are 156 students in grades 9-11 enrolled at Thurgood Marshall Academy for the 2003-2004 school year. For the 2004-2005 school year, TMA will enroll 230 9th through 12th grade students at its current location. To accommodate 230 students in our existing facility, TMA will have to move some administration off site and further compromise its educational program.

Demand from families to enroll students in TMA is increasing and will continue to increase as we demonstrate success when our first graduating class enrolls in college (in the Fall of 2005). The history of enrollment and project path to full capacity is described in Table 2.

Table 2: Enrollment History and Projections

Student Enrollment	SY03-04	SY04-05	SY05-06	SY06-07	SY07-08
9 th	91	110	100	100	100
10 th	43	60	80	80	80
11 th	22	40	60	65	65
12 th	-	20	40	55	55
TOTAL	156	230	280	300	300

Responsible Financial Management

The five year pro forma analysis (10 year detailed analysis is provided in Appendix D) illustrates the funds that will be available for principal repayment and debt service once TMA reaches its optimum educational program enrollment of 300. Included in the DC Local Revenue is the per pupil funding allowance, which we have estimated, for planning purposes, at \$2380 per student.

Table 3: 5 Year Projections of Core Educational Program Income & Expenses

Student Enrollment		SY03-04	SY04-05	SY05-06	SY06-07	SY07-08
TOTAL		156	230	280	300	300
INCOME	DC Local Revenue	SY03-04	SY04-05	SY05-06	SY06-07	SY07-08
TOTAL -	DC Per-Pupil Income	1,720,908	2,617,601	3,182,805	3,487,383	3,574,174
TOTAL -	Federal Grants	273,160	139,563	169,576	185,304	190,863
TOTAL -	Earned Fees	35,100	112,081	105,395	112,495	112,761
TOTAL – Income		2,029,167	2,869,244	3,457,776	3,785,181	3,877,798
EXPENSES	Salary Related	SY03-04	SY04-05	SY05-06	SY06-07	SY07-08
TOTAL -	Salary Related	1,347,013	1,613,099	2,029,098	2,244,478	2,323,459
TOTAL -	Professional Fees	227,210	265,045	306,327	329,249	339,126
TOTAL -	Occupancy	156,120	215,845	84,519	87,055	89,666
TOTAL -	Business Expenses	45,942	92,644	112,458	122,559	125,879
TOTAL -	Staff & Student Expenses	93,751	163,885	204,370	224,879	231,457
TOTAL -	Equipment	8,300	11,453	14,361	15,848	16,324
TOTAL – Expenses		1,878,336	2,361,972	2,751,133	3,024,068	3,125,912
Core Excess / (Deficit)		150,831	507,272	706,643	761,113	751,886

In order to prepare for college students who enter high school with significant academic and social deficits, Thurgood Marshall Academy implements a full-service model that integrates a rigorous curriculum, remedial instruction, and individualized support services. This approach requires that TMA raise approximately \$3,000 per student more than the school receives in guaranteed public funding. TMA’s board, administration, and development department plan carefully, work diligently, and succeed in filling this gap. Over the course of its brief history, Thurgood Marshall Academy has raised millions of dollars that allow it to offer services “above and beyond” the role of a typical high school. TMA derives support from corporate and private foundation grants and contributions, fundraising events, competitive government grants, in-kind contributions, and volunteer time. In support of this Development Plan, Thurgood Marshall Academy will soon launch a capital and endowment campaign to support the renovation of the Nichols facility and to ensure the long-term stability of the school’s programs.

Table 4: 5 Year Projection of Supplemental Program Income & Expenses

SUPPLEMENTAL	SY03-04	SY04-05	SY05-06	SY06-07	SY07-08
Supplemental Income	684,154	520,000	461,250	462,563	463,941
Supplemental Expenses	750,581	1,082,315	1,026,443	1,097,310	1,139,083
Supplemental Excess / (Deficit)	(66,427)	(562,315)	(565,193)	(634,747)	(675,143)

The Office of the Deputy Mayor requested Thurgood Marshall Academy to answer specific questions in both the ERA, dated October 29, 2003, and the Approval of Concept Plan, dated January 29, 2004. The purpose of this section is to respond specifically to the questions posed in these documents.

Responses to 1/29/04 Approval Letter from Deputy Mayor's Office

1. Would DCPS and the Savoy Administration be interested in pursuing a joint development opportunity? Who would manage the joint development?

DCPS and the Savoy Elementary School both participated in the April 1, 2004 meeting to discuss working together on Phase 2 of the proposed development plan. There was a willingness to work together to achieve the objectives of Phase 2. The draft MOU has DCPS as a key partner to the Phase 2 development.

Since the development of Phase 2 is entirely within a DCPS site, it is expected that working with DCPS will determine who will manage the joint development. TMA is prepared to continue to move the option forward, but, as called for in the Memorandum of Understanding (MOU), can only do so if reimbursed for its expenses, as it does not have the funds to manage phase 2.

2. What are the financial gaps associated with Option #3 and how might they be filled?

See tab 3.

3. How can the parcel be subdivided to meet the District and TMA long-term needs?

TMA's long-term needs are for an educational facility and site located in Ward 8 that can support its rigorous academic and student services program. Phase 1, except for the physical education and athletic component of the program, will support the academic, student services, and administrative requirements for TMA.

4. What are the potential negative design impacts of Option 4 on Howard Rd.?

TMA determined that, while Option 4 of the Concept Plan had many excellent qualities, it did not provide for a sympathetic enough treatment of the front portion of the Nichol's school and that it occupied too much of the site, leaving insufficient open space for the corner. We believe our revision of Option 3 of the Concept Plan addresses the negative design impacts and provides an exceptional design solution.

5. How will Option 4 impact the Savoy School? How can negative impacts be mitigated?

The only negative impact of our proposed Development Plan—based on Option 3—is some loss of exterior play space. However, we believe that the improvements to the play space and the separation of high school and elementary students create a better solution to concerns we heard expressed from Savoy ES than would have been possible in the Concept Plan Option 3.

Responses to Request for Further Information in Acceptance Letter

1. Education Specifications and Space Requirements

As a result of meetings with Savoy staff on March 8, 2004 and subsequent discussions with the principal, Dr. Evans, the Savoy requirements for their multi-purpose space have been described to us as follows:

- Cafeteria/multi-purpose to serve up to 450 students in 3 lunch shifts (a small one for early childhood and two others) and to serve as physical education area for primary age students (Pre-K -3rd grade).
- Kitchen area to support warming kitchen, as food is not prepared on site.
- Classroom areas for art and music.
- Office and storage area for Department of Recreation programs.
- Stage for assemblies.
- Chair storage for assemblies.
- Access to gymnasium for intermediate grade physical education (4-6th).

2. Department of Recreation Requirements

- Full-sized gymnasium for after-school, weekend and holiday/summer use for area youth.
- Secure storage for Department of Recreation supplies and equipment.
- Office space to support administrative functions associated with the operation of on-site programs.
- Clear use agreements among and between Savoy, TMA, DPR

3. Development Process

To ensure that there is a process for incorporating affected parties into the development, working with Deputy Mayor's Office and Corporation Counsel, TMA has helped facilitate the development of a Memorandum of Understanding (MOU) (see appendix).

4. Design, Construction, and Management Team

See Team Selection and Process

5. Financial Analysis

See Financial Analysis section.

6. Site Plan and Preferred Lot Configuration

See Design section.

Appendix—Letter from Savoy Elementary School



DISTRICT OF COLUMBIA PUBLIC SCHOOLS

A. Kiger Savoy Elementary School - "The Pride of Anacostia"

2400 Shannon Place, S.E.
Washington, DC 20020
(202) 698-1515 FAX (202) 698-1519

March 30, 2004

Dear Ms. Koczela,

I want to thank you for your continued interest in Savoy Elementary School (Savoy). It is our hope that through the development of the Thurgood Marshall Public Charter School (TMA) property, that Savoy could benefit with some much needed and overdue renovations. It would be wonderful, if any renovations that can be made to Savoy could be done in conjunction with the renovations to TMA. I have two major concerns. The first concern involves the funding for any improvements to Savoy. My second concern addresses the phasing of any renovations to Savoy. Specifically, who will fund these projects and when they will occur?

Listed below are some of the improvements that the staff would like to see take place at Savoy:

- Updated lighting
- Updated electrical system
- Interior painted
- New windows
- New flooring
- New plumbing
- Roofing
- New intercom system

In addition to the above-mentioned "wish list;" there are some items we would like to include in the joint space to be shared by TMA and Savoy. Specifically, we would like to have in the Multi-Purpose area:

- Classroom space for music, art, and PE.
- Storage area Music, Art, PE classrooms in Multi-Purpose Area.
- Separate stage areas for Savoy & TMA.

- Recreation space.
- State of the art video and sound system.
- Separate cafeteria area for each school.

It is also the understanding of Savoy that improvements will be made to the main playground area, kindergarten playground, fencing around building, and outside lighting. The prospective designs for the playground have been shared with our staff. I would like to know when you would expect to have a community meeting with my parents and neighbors to announce the changes to the school.

Other information that may be helpful in the design of the area is the total number of students which is currently 392, but is expected to increase because of the reinstatement of sixth grade at Savoy. I would estimate that Savoy would house over 430 students next school year. Our staff consists of a total of 53 people and the recreation staff consists of 5 people. We would also need parking for at least 60 cars.

If I can answer any other questions, please do not hesitate to contact me at 698-1515. I believe that it is important that Savoy is kept abreast of the developments that will be occurring as a result of TMA purchasing and renovating the historic Nicholas Avenue School.

Respectfully,

Dr. Anne R. Evans, Principal

cc: Josh Kerns
Mary Filardo
Dana Torrence