

**Red Clay Consolidated School District
FY 2003 Major Capital Improvement Program
Executive Summary of Budget vs. Actual**

Project	Design				Construction				Hazard Mat'l Abatement		Other		Project Totals	
	Design Budget	MA Design Actual	AOR Design Actual	Total Design Actual	Construction Budget	General Const. Actual	Pre-Purchase Actual	Contruction Actual	Abatement Budget	Abatement Actual	Other Budget	Other Actual	Project Budget Total	Project Actual Total
Highlands Elementary School	\$281,548	\$139,856	\$189,698	\$329,554	\$2,424,250	\$2,288,217	\$372,948	\$2,661,165	\$160,562	\$174,896	\$38,267	\$1,507,856	\$2,904,627	\$4,673,471
Linden Hill Elementary School	\$446,649	\$241,070	\$150,937	\$392,007	\$3,739,071	\$3,410,131	\$559,717	\$3,969,848	\$267,252	\$55,322	\$59,009	\$37,246	\$4,511,981	\$4,454,423
North Star Elementary School	\$604,292	\$642,284	\$895,494	\$1,537,778	\$9,995,844	\$10,194,852	\$695,489	\$10,890,341	\$0	\$0	\$2,739,236	\$3,136,447	\$13,339,372	\$15,564,566
Richey Elementary School	\$505,428	\$240,526	\$203,125	\$443,651	\$4,269,049	\$3,600,063	\$432,132	\$4,032,195	\$154,806	\$4,835	\$66,109	\$73,338	\$4,995,392	\$4,554,019
Forest Oak Elementary School	\$488,658	\$264,698	\$200,200	\$464,898	\$4,088,511	\$3,161,736	\$447,871	\$3,609,607	\$312,427	\$137,943	\$64,615	\$145,651	\$4,954,211	\$4,358,098
Warner Elementary School	\$790,313	\$382,547	\$432,770	\$815,317	\$6,598,767	\$6,458,422	\$1,053,927	\$7,512,349	\$451,346	\$143,953	\$104,556	\$89,728	\$7,944,982	\$8,561,347
Mote Elementary School	\$513,491	\$274,338	\$225,025	\$499,363	\$4,300,940	\$3,457,499	\$461,486	\$3,918,985	\$252,494	\$90,665	\$67,717	\$172,101	\$5,134,642	\$4,681,115
Baltz Elementary School	\$965,564	\$439,124	\$457,312	\$896,435	\$8,027,288	\$7,521,297	\$807,961	\$8,329,258	\$0	\$361,007	\$127,153	\$154,799	\$9,120,005	\$9,741,499
Conrad Middle School	\$1,471,669	\$729,724	\$581,080	\$1,310,804	\$12,667,931	\$10,962,658	\$1,110,596	\$12,073,253	\$815,759	\$390,145	\$200,023	\$704,435	\$15,155,382	\$14,478,637
Dickinson High School	\$1,912,782	\$1,137,940	\$594,535	\$1,732,475	\$16,174,979	\$14,539,139	\$1,817,718	\$16,356,857	\$854,387	\$177,859	\$250,453	\$1,007,507	\$19,192,601	\$19,274,698
McKean High School	\$1,787,693	\$959,998	\$731,340	\$1,691,338	\$15,206,728	\$13,715,100	\$1,356,006	\$15,071,106	\$64,600	\$239,606	\$231,838	\$838,422	\$17,290,859	\$17,840,472
Richardson Park Elementary School	\$820,837	\$411,651	\$268,900	\$680,551	\$6,836,763	\$6,245,087	\$991,823	\$7,236,910	\$782,507	\$87,402	\$109,321	\$220,833	\$8,549,428	\$8,225,696
A.I. Dupont High School	\$1,095,997	\$757,080	\$664,567	\$1,421,647	\$9,430,276	\$7,976,980	\$812,550	\$8,789,530	\$0	\$89,771	\$140,915	\$623,884	\$10,667,188	\$10,924,832
Shortlidge Elementary School	\$331,919	\$170,508	\$165,975	\$336,483	\$2,854,995	\$2,635,547	\$653,810	\$3,289,357	\$308,959	\$60,963	\$45,352	\$255,741	\$3,541,225	\$3,942,543
Lewis Elementary School	\$399,068	\$191,517	\$269,363	\$460,881	\$3,449,775	\$3,399,804	\$533,791	\$3,933,595	\$74,878	\$39,184	\$53,837	\$228,702	\$3,977,558	\$4,662,362
Skyline Elementary School	\$736,126	\$398,000	\$296,800	\$694,800	\$6,232,605	\$4,852,224	\$1,198,443	\$6,050,667	\$384,032	\$30,523	\$96,399	\$197,815	\$7,449,162	\$6,973,806
A.I. Dupont Middle School	\$364,826	\$175,556	\$179,000	\$354,556	\$3,232,939	\$2,866,213	\$188,286	\$3,054,499	\$0	\$229,976	\$48,302	\$146,360	\$3,646,067	\$3,785,392
Meadowood School	\$246,663	\$117,787	\$130,000	\$247,787	\$2,112,881	\$1,664,336	\$392,602	\$2,056,938	\$53,243	\$26,767	\$33,485	\$75,271	\$2,446,272	\$2,406,763
Marbrook Elementary School	\$388,256	\$201,776	\$180,500	\$382,276	\$3,335,826	\$2,113,359	\$529,765	\$2,643,124	\$0	\$42,962	\$52,458	\$91,594	\$3,776,540	\$3,159,956
Stanton Elementary School	\$544,393	\$280,924	\$389,000	\$669,924	\$4,749,142	\$3,721,006	\$1,066,055	\$4,787,061	\$467,229	\$287,527	\$73,645	\$109,140	\$5,834,409	\$5,853,652
Telegraph Road School	\$366,958	\$203,312	\$206,500	\$409,812	\$3,073,751	\$2,106,340	\$678,053	\$2,784,393	\$283,991	\$20,647	\$48,572	\$52,597	\$3,773,272	\$3,267,448
H.B. Dupont Middle School	\$866,223	\$452,868	\$360,440	\$813,308	\$7,322,554	\$5,417,899	\$1,165,875	\$6,583,774	\$174,236	\$42,674	\$113,076	\$188,434	\$8,476,089	\$7,628,190
Heritage Elementary School	\$440,855	\$237,809	\$204,870	\$442,679	\$3,696,963	\$2,847,671	\$888,842	\$3,736,513	\$254,971	\$8,934	\$58,158	\$34,269	\$4,450,947	\$4,222,395
Brandywine Springs Elementary School	\$51,345	\$23,904	\$28,600	\$52,504	\$438,143	\$348,274	\$8,762	\$357,036	\$0	\$14,345	\$6,968	\$25,481	\$496,456	\$449,367
Wilmington Campus	\$2,330,652	\$1,297,232	\$1,440,080	\$2,737,312	\$19,609,711	\$14,986,853	\$2,743,958	\$17,730,811	\$1,383,343	\$333,928	\$306,823	\$461,437	\$23,630,529	\$21,263,488
Totals	\$18,752,205	\$10,372,029	\$9,446,111	\$19,818,140	\$163,869,682	\$140,490,707	\$20,968,466	\$161,459,172	\$7,501,022	\$3,091,834	\$5,136,287	\$10,579,088	\$195,259,196	\$194,948,235
Balance Remaining														\$310,961

Introduction

The following data is provided as a recap of the status of the schedule, budget & work product for Red Clay Consolidated School District's Major Capital Improvement Program which began in the fall of 2002. Of the twenty-five projects included in the original program sixteen projects are completed and closed out, eight projects are substantially complete with only the submission of close-out documentation remaining and one is still under construction with a completion date of September 2009.

Schedule

A comparison of the original program schedule to the actual program schedule is provided in the following formats:

1. Gantt chart indicating proposed vs. actual start and completion for each project.
2. Graphic format indicating proposed number of projects under construction on a monthly basis as compared to actual number of projects under construction.

Specific points to note with respect to schedule deviation are as follows:

1. The start of construction of Conrad Middle School was delayed by 12 months as a result of revisions to the scope of work during the design phase of the construction. The construction duration remained the same.
2. The start of construction of A.I. DuPont High School was delayed by 18 months due to budget issues with the originally proposed auditorium. The duration of construction was substantially decreased resulting in the completion date extending 1 month beyond the original completion date.
3. The start of construction of Lewis Elementary School was delayed by nine months as a result of being rebid due to the original bid being over budget. The project was ultimately bid with the Shortlidge Academy and came in at budget without the scope of work being substantially revised.
4. The start date for Marbrook Elementary School was delayed by 6 months due to budget issues. The project was ultimately value engineered with the original low bidder in order to meet the required budget.
5. Stanton Middle School and the Heritage Elementary School were both over budget when originally bid. Both projects were redesigned, reducing scope, and rebid approximately six months after the original bid.
6. The start date for Wilmington Campus was delayed approximately 12 months as a result of redesign due budget issues that were recognized prior to the project bidding. The redesign included procurement of agency approvals, which added to the delay.



Project: FY 3003 Major Capital Improvement Program
Date: Mon 11/24/08

Task
Split

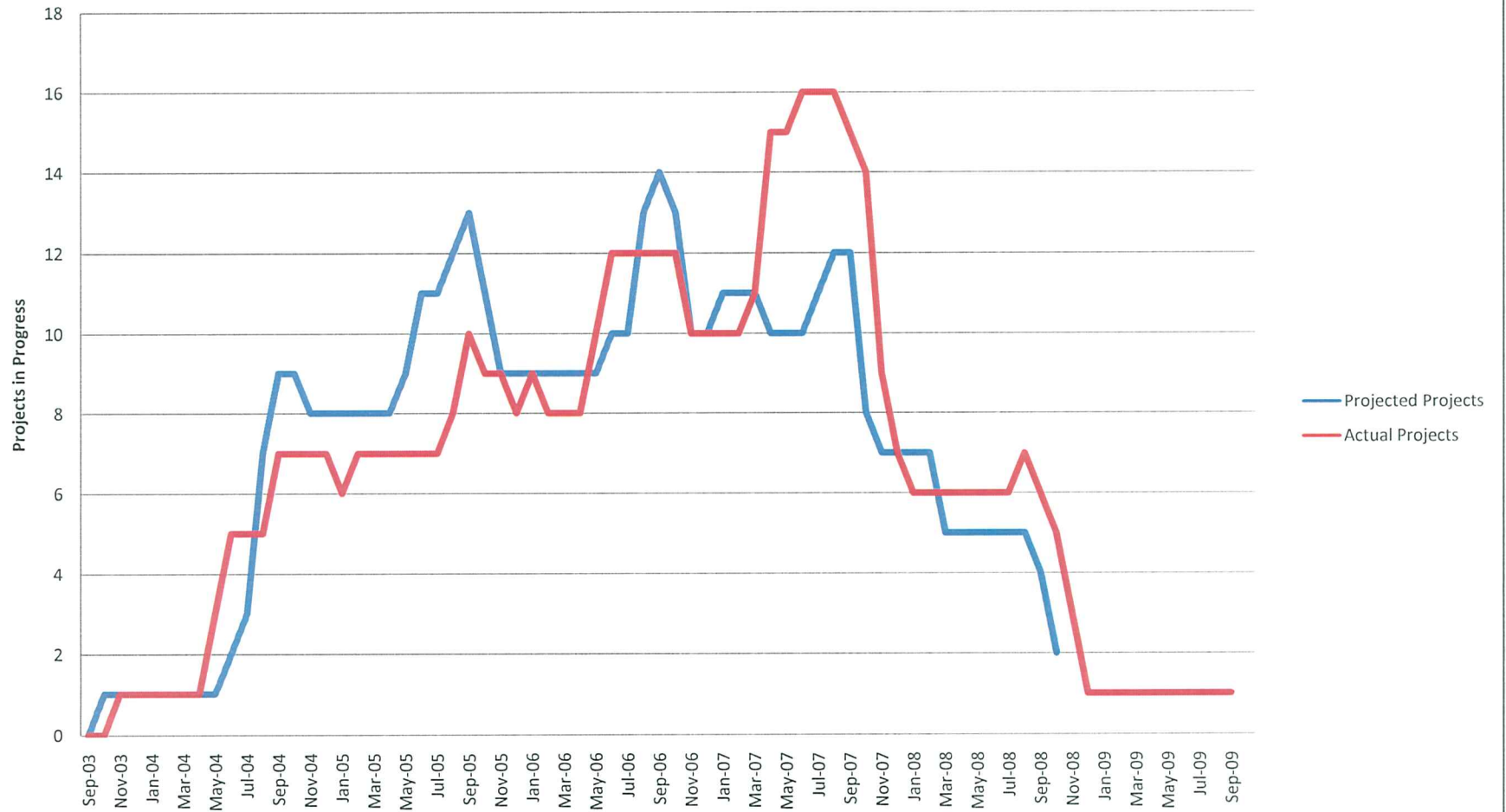
Progress
Milestone

Summary
Project Summary

External Tasks
External Milestone

Deadline

Projects in Progress by Month



Budget

The following information is provided in order to compare the original and actual program budgets:

1. An executive summary of the original budget as compared to the actual budget on a project by project basis.
2. A comparison of the original budget to the actual cost for the Managing Architect's services on a project by project basis.
3. A comparison of the original budget to the actual cost for Architect of Record services on a project by project basis.
4. A recap of the original contract value and all change orders for the construction work completed on each project.
5. Recap of the cost of pre-purchased products for each project.

Red Clay Consolidated School District
FY 2003 Major Capital Improvement Program
Managing Architect
Actual Fee by Project

Project	Basic Services	Reimbursables to Date	Reimbursable Allowance to Complete	Additional Services	Totals
A.I. Dupont High School	\$484,849	\$4,261	\$1,311	\$266,658	\$757,080
A.I. Dupont Middle School	\$165,723	\$1,456	\$448	\$7,929	\$175,556
Baltz Elementary School	\$414,526	\$3,643	\$1,121	\$19,833	\$439,124
Brandywine Springs Elementary School	\$22,565	\$198	\$61	\$1,080	\$23,904
Conrad Middle School	\$688,849	\$6,054	\$1,863	\$32,959	\$729,724
Dickinson High School	\$872,350	\$7,667	\$2,359	\$255,565	\$1,137,940
Forest Oak Elementary School	\$225,181	\$1,979	\$609	\$36,929	\$264,698
H.B. Dupont Middle School	\$385,259	\$3,386	\$1,042	\$63,181	\$452,868
Heritage Elementary School	\$202,306	\$1,778	\$547	\$33,178	\$237,809
Highlands Elementary School	\$132,022	\$1,160	\$357	\$6,317	\$139,856
North Star Elementary School	\$606,307	\$5,329	\$1,640	\$29,009	\$642,284
Lewis Elementary School	\$180,790	\$1,589	\$489	\$8,650	\$191,517
Linden Hill Elementary School	\$205,080	\$1,802	\$555	\$33,633	\$241,070
Marbrook Elementary School	\$171,653	\$1,509	\$464	\$28,151	\$201,776
McKean High School	\$785,911	\$6,907	\$2,125	\$165,055	\$959,998
Meadowood School	\$111,189	\$977	\$301	\$5,320	\$117,787
Mote Elementary School	\$233,382	\$2,051	\$631	\$38,274	\$274,338
Richardson Park Elementary School	\$388,592	\$3,415	\$1,051	\$18,593	\$411,651
Richey Elementary School	\$227,053	\$1,995	\$614	\$10,864	\$240,526
Shortlidge Elementary School	\$160,957	\$1,415	\$435	\$7,701	\$170,508
Skyline Elementary School	\$338,582	\$2,976	\$916	\$55,527	\$398,000
Stanton Elementary School	\$265,188	\$2,331	\$717	\$12,688	\$280,924
Telegraph Road School	\$171,504	\$1,507	\$464	\$29,836	\$203,312
Warner Elementary School	\$361,119	\$3,174	\$977	\$17,278	\$382,547
Wilmington Campus	\$1,074,064	\$9,439	\$2,905	\$210,824	\$1,297,232
Totals	\$8,875,000	\$77,998	\$24,000	\$1,395,031	\$10,372,029

Red Clay Consolidated School District
FY 2003 Major Capital Improvement Program
Architect/Engineer of Record
Actual Fee by Project

Project	Original Contract Incl. Reimbursables	Additional Services	Totals
A.I. Dupont High School	\$478,400	\$186,167	\$664,567
A.I. Dupont Middle School	\$179,000	\$0	\$179,000
Baltz Elementary School	\$396,682	\$60,630	\$457,312
Brandywine Springs Elementary School	\$28,600	\$0	\$28,600
Conrad Middle School	\$505,455	\$75,625	\$581,080
Dickinson High School	\$577,500	\$17,035	\$594,535
Forest Oak Elementary School	\$193,600	\$6,600	\$200,200
H.B. Dupont Middle School	\$337,000	\$23,440	\$360,440
Heritage Elementary School	\$173,000	\$31,870	\$204,870
Highlands Elementary School	\$136,600	\$53,098	\$189,698
North Star Elementary School	\$595,629	\$299,865	\$895,494
Lewis Elementary School	\$264,800	\$4,563	\$269,363
Linden Hill Elementary School	\$149,617	\$1,320	\$150,937
Marbrook Elementary School	\$174,500	\$6,000	\$180,500
McKean High School	\$642,000	\$89,340	\$731,340
Meadowood School	\$130,000	\$0	\$130,000
Mote Elementary School	\$200,700	\$24,325	\$225,025
Richardson Park Elementary School	\$267,100	\$1,800	\$268,900
Richey Elementary School	\$201,200	\$1,925	\$203,125
Shortlidge Elementary School	\$165,000	\$975	\$165,975
Skyline Elementary School	\$295,000	\$1,800	\$296,800
Stanton Elementary School	\$371,000	\$18,000	\$389,000
Telegraph Road School	\$199,700	\$6,800	\$206,500
Warner Elementary School	\$305,700	\$127,070	\$432,770
Wilmington Campus	\$1,125,500	\$314,580	\$1,440,080
Totals	\$8,093,283	\$1,352,828	\$9,446,111

Red Clay Consolidated School District
FY 2003 Major Capital Improvement Program
Pre-Purchased Products
Actual Cost by Project

Project	Original Purchase Orders	Purchase Order Modifications	Totals
A.I. Dupont High School	\$695,341	\$117,209	\$812,550
A.I. Dupont Middle School	\$236,241	-\$47,955	\$188,286
Baltz Elementary School	\$786,768	\$21,193	\$807,961
Brandywine Springs Elementary	\$6,667	\$2,095	\$8,762
Conrad Middle School	\$956,036	\$154,559	\$1,110,596
Dickinson High School	\$1,537,656	\$280,061	\$1,817,718
Forest Oak Elementary School	\$428,651	\$19,220	\$447,871
H.B. Dupont Middle School	\$1,184,669	-\$18,794	\$1,165,875
Heritage Elementary School	\$617,189	\$271,653	\$888,842
Highlands Elementary School	\$345,237	\$27,711	\$372,948
North Star Elementary School	\$614,836	\$80,653	\$695,489
Lewis Elementary School	\$519,972	\$13,819	\$533,791
Linden Hill Elementary School	\$538,434	\$21,283	\$559,717
Marbrook Elementary School	\$401,584	\$128,181	\$529,765
McKean High School	\$1,258,169	\$97,838	\$1,356,006
Meadowood School	\$340,284	\$52,318	\$392,602
Mote Elementary School	\$430,358	\$31,129	\$461,486
Richardson Park Elementary School	\$950,136	\$41,687	\$991,823
Richey Elementary School	\$416,071	\$16,061	\$432,132
Shortlidge Elementary School	\$636,348	\$17,461	\$653,810
Skyline Elementary School	\$1,154,165	\$44,278	\$1,198,443
Stanton Elementary School	\$1,080,485	-\$14,430	\$1,066,055
Telegraph Road School	\$625,306	\$52,747	\$678,053
Warner Elementary School	\$851,085	\$202,842	\$1,053,927
Wilmington Campus	\$2,497,032	\$246,926	\$2,743,958
Totals	\$19,108,722	\$1,859,744	\$20,968,466

Work Product

The following information includes an analysis of the originally proposed scopes of work included in the Certificate of Necessity as compared to the actual scopes completed. The categories are as follows:

1. Work included in the original Certificates of Necessity and completed as planned.
2. Work included in the original Certificates of Necessity and ultimately deleted from designs and not constructed.
3. Work that was not included in the original Certificates of Necessity But was added. This work was either designed and constructed or completed by change order during construction.

Additionally, a recap of the value of work deleted as compared to the value of additional work not included in the original Certificates of Necessity has been provided.

**Red Clay Consolidated School District
FY 2003 Major Capital Improvement Program
Value of Added & Deleted Scope Items**

Project	Deleted Items	Added Items	Combined Over/Under
Highlands Elementary School	\$588,645	\$725,440	\$136,795
Linden Hill Elementary School	\$23,249	\$328,971	\$305,721
North Star Elementary School	\$0	\$912,331	\$912,331
Richey Elementary School	\$31,251	\$431,846	\$400,595
Forest Oak Elementary School	\$51,509	\$289,273	\$237,763
Warner Elementary School	\$1,707,590	\$420,867	-\$1,286,723
Mote Elementary School	\$120,310	\$360,165	\$239,855
Baltz Elementary School	\$337,832	\$1,518,379	\$1,180,547
Conrad Middle School	\$107,963	\$744,497	\$636,534
Dickinson High School	\$0	\$1,413,405	\$1,413,405
McKean High School	\$2,771,156	\$1,589,414	-\$1,181,742
Richardson Park Elementary School	\$680,660	\$744,216	\$63,556
A.I. Dupont High School	\$5,995,297	\$2,945,820	-\$3,049,477
Shortlidge Elementary School	\$299,344	\$179,222	-\$120,122
Lewis Elementary School	\$0	\$58,998	\$58,998
Skyline Elementary School	\$357,290	\$244,012	-\$113,278
A.I. Dupont Middle School	\$192,227	\$251,046	\$58,819
Meadowood School	\$455,223	\$130,841	-\$324,382
Marbrook Elementary School	\$455,223	\$249,648	-\$205,574
Stanton Elementary School	\$2,038,216	\$837,850	-\$1,200,366
Telegraph Road School	\$1,471,151	\$54,003	-\$1,417,148
H.B. Dupont Middle School	\$1,248,565	\$797,989	-\$450,576
Heritage Elementary School	\$1,370,890	\$908,888	-\$462,002
Brandywine Springs Elementary School	\$0	\$0	\$0
Wilmington Campus	\$6,693,254	\$1,482,805	-\$5,210,449
Totals	\$26,996,845	\$17,619,924	-\$9,376,921

Overview

The following data provides the basis for the deviation between the proposed and actual schedule, budget and work product.

Chart I provides a graphical representation of the difference between the 3% per annum cost escalation that was allowed by the State of Delaware and the actual escalation that was experienced during the life of the project. The escalation that was allowed by the State was based on prior levels of escalation and it can be seen that the allowed escalation trended at or below actual escalation until March of 2004 when actual rate of escalation began to rapidly exceed the 3% per annum that was allowed.

Chart II provides the percentage difference between the State's set escalation allowance and the actual escalation for each project based on the dates the projects were bid and awarded. The difference in escalation is broken down into both construction escalation and pre-purchased product escalation. The construction escalation is based on the Turner Index and the pre-purchased product escalation is based on the Bureau of Labor Statistics Producer Price Index.

Chart III provides an estimate of the difference between the originally projected escalated construction cost and the construction cost based on actual escalation. The added cost due to increased escalation is reconciled within the program budget as follows:

Estimated Lost Value Due to Escalation Difference (Chart II, this Section)	-\$15.8M
Reduced Value of Construction Due to Adds/Deducts (Work Product Summary)	+\$ 9.4M
Cost of Design for Adds/Deducts to Scopes (Executive Summary of Budget vs. Actual)	+\$ 1.1M
Hazardous Material Abatement Budget Under run Used for Scope Items (Executive Summary of Budget vs. Actual)	+\$ 4.4M
Management of Change Orders during Construction (Change Orders on Renovation Work Maintained at 5%)	+\$.9M

Chart I Projected vs. Actual Cost Escalation

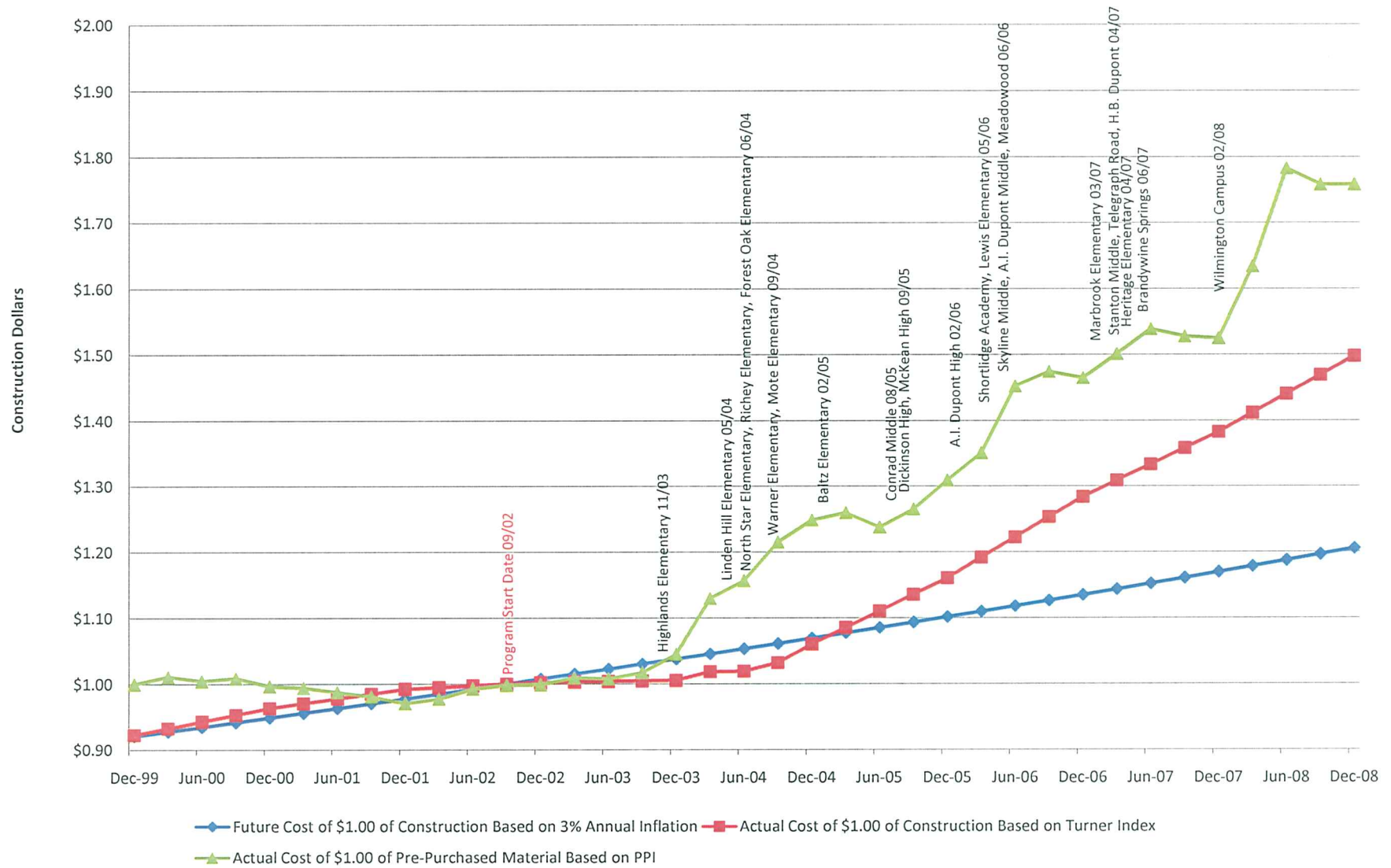


Chart II
Red Clay Consolidated School District
FY 2003 Major Capital Improvement Program
Escalation by Project

Project	Construction Escalation		
	Projected	Actual	Difference
Highlands Elementary School	103.330%	100.660%	-2.670%
Linden Hill Elementary School	103.330%	100.330%	-3.000%
North Star Elementary School	105.660%	101.000%	-4.660%
Richey Elementary School	105.330%	102.000%	-3.330%
Forest Oak Elementary School	105.660%	102.000%	-3.660%
Warner Elementary School	106.000%	103.000%	-3.000%
Mote Elementary School	106.000%	103.000%	-3.000%
Baltz Elementary School	108.660%	108.000%	-0.660%
Conrad Middle School	105.330%	113.000%	7.670%
Dickinson High School	109.000%	114.000%	5.000%
McKean High School	109.000%	114.000%	5.000%
Richardson Park Elementary School	109.000%	117.000%	8.000%
A.I. Dupont High School	109.330%	117.000%	7.670%
Shortlidge Elementary School	113.000%	118.000%	5.000%
Lewis Elementary School	109.000%	121.000%	12.000%
Skyline Elementary School	112.660%	122.000%	9.340%
A.I. Dupont Middle School	112.330%	122.000%	9.670%
Meadowood School	116.000%	128.000%	12.000%
Marbrook Elementary School	113.000%	125.000%	12.000%
Stanton Elementary School	112.000%	132.000%	20.000%
Telegraph Road School	115.660%	132.000%	16.340%
H.B. Dupont Middle School	112.330%	131.660%	19.330%
Heritage Elementary School	112.660%	132.000%	19.340%
Brandywine Springs Elementary School	116.000%	133.000%	17.000%
Wilmington Campus	114.000%	140.000%	26.000%

Chart III
Red Clay Consolidated School District
FY 2003 Major Capital Improvement Program
Comparison of Allowable Escalation to Actual Escalation

Project	Original Budget w/ 3% Allowed Escalation	Original Construction Budget w/ Actual Escalation	Difference
Highlands Elementary School	\$2,904,627	\$2,827,073	-\$77,554
Linden Hill Elementary School	\$4,511,981	\$4,376,622	-\$135,359
North Star Elementary School	\$13,339,372	\$12,717,757	-\$621,615
Richey Elementary School	\$4,995,392	\$4,829,045	-\$166,347
Forest Oak Elementary School	\$4,954,211	\$4,772,887	-\$181,324
Warner Elementary School	\$7,944,982	\$7,706,633	-\$238,349
Mote Elementary School	\$5,134,642	\$4,980,603	-\$154,039
Baltz Elementary School	\$9,120,005	\$9,059,813	-\$60,192
Conrad Middle School	\$15,155,382	\$16,317,800	\$1,162,418
Dickinson High School	\$19,192,601	\$20,152,231	\$959,630
McKean High School	\$17,290,859	\$18,155,402	\$864,543
Richardson Park Elementary School	\$8,549,428	\$9,233,382	\$683,954
A.I. Dupont High School	\$10,667,188	\$11,485,361	\$818,173
Shortlidge Elementary School	\$3,541,225	\$3,718,286	\$177,061
Lewis Elementary School	\$3,977,558	\$4,454,865	\$477,307
Skyline Elementary School	\$7,449,162	\$8,144,914	\$695,752
A.I. Dupont Middle School	\$3,646,067	\$3,998,642	\$352,575
Meadowood School	\$2,446,272	\$2,739,825	\$293,553
Marbrook Elementary School	\$3,776,540	\$4,229,725	\$453,185
Stanton Elementary School	\$5,834,409	\$7,001,291	\$1,166,882
Telegraph Road School	\$3,773,272	\$4,389,825	\$616,553
H.B. Dupont Middle School	\$8,476,089	\$10,114,517	\$1,638,428
Heritage Elementary School	\$4,450,947	\$5,311,760	\$860,813
Brandywine Springs Elementary School	\$496,456	\$580,854	\$84,398
Wilmington Campus	\$23,630,529	\$29,774,467	\$6,143,938
Total	\$195,259,196	\$211,073,578	\$15,814,382