

Accountability for Affordability

"You know, it's easy for the Monday morning quarterback to say what the coach should have done, after the game is over. But when the decision is up before you -- and on my desk I have a motto which says 'The Buck Stops Here' -- the decision has to be made."

President Harry Truman, December 19, 1952

The sign "The Buck Stops Here" that was on President Truman's desk was made in the Federal Reformatory at El Reno, Oklahoma. Fred M. Canfil, United States Marshal for the Western District of Missouri and a friend of Mr. Truman, saw a similar sign while visiting the Reformatory and asked the Warden if a sign like it could be made for President Truman.

The saying "the buck stops here" derives from the slang expression "pass the buck" which means passing the responsibility on to someone else. The latter expression is said to have originated with the game of poker, in which a marker or counter was used to indicate the person whose turn it was to deal. If the player did not wish to deal, he could pass the responsibility by passing the "buck" to the next player.

Positively Cleveland and the Greater Cleveland Partnership needed non-traditional space that facilitated a genuine transformation to more collaborative and informal workstyles to enhance their responsiveness to their constituents. Yet as non-profits, both felt the pressure of stewardship as a charge to demonstrate accountability and frugality.

The former Higbee department store represented an opportunity for flexibility and atypical space, but limitations from the landlord's previous investment tax credit deal that required the first floor to be one continuous retail space, which presented functional challenges.

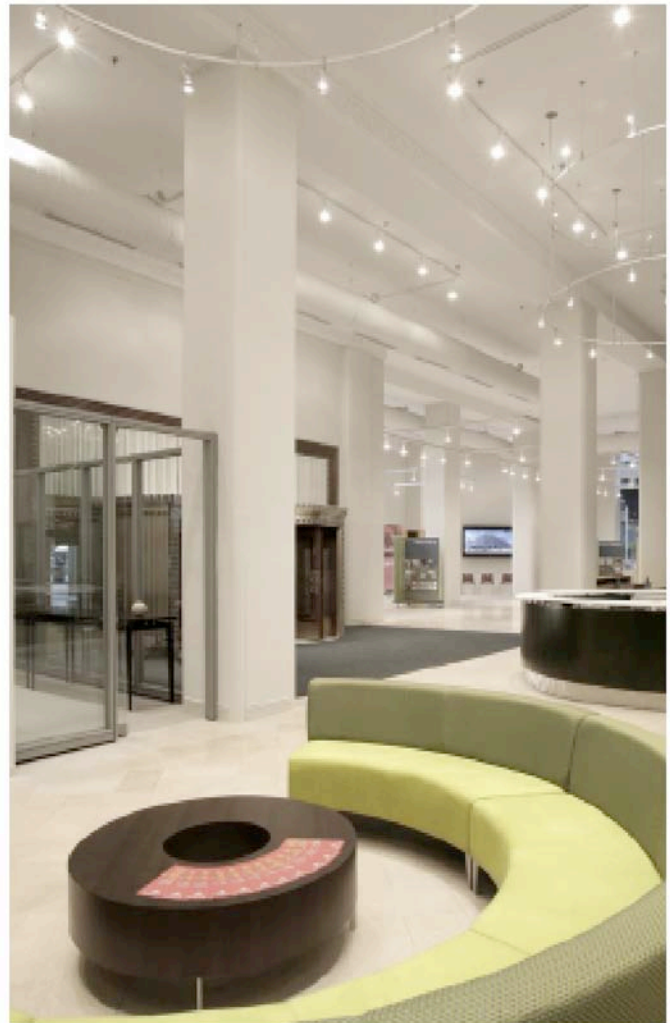
We understood that the critical factors in developing a design that would meet the constraints of the commercial leasing market and state historic preservation officials would be a careful and simple approach to a design with new space standards, and a new HVAC and electrical infrastructure.

So we took the lead in a collaborative process with tenant, landlord and historic consultants and jointly pitched a new design and work scope to historic preservation officials that not only saved the original \$37 million tax credit, but earned an additional \$7.8 million tax credit for the project. Anxious about change orders on renovation projects, we developed comprehensive design documents and cost estimates as key lease exhibits so the landlord could turnkey the project.

"We presented Bill Eberhard and his staff with a daunting task: Restore The Higbee building to its original historic beauty, while maintaining historic tax credits for the landlord, living within a tight construction budget. Through their leadership, creativity, and design expertise, we were able to achieve our functional, aesthetic and financial goals."

Darin R. Haines, former Vice President
Greater Cleveland Partnership/ Positively Cleveland

AIA Cleveland/ Cleveland Restoration Society Design Award
Publication: *Properties* magazine



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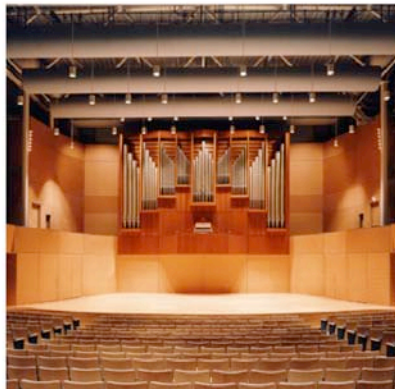
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Winner
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