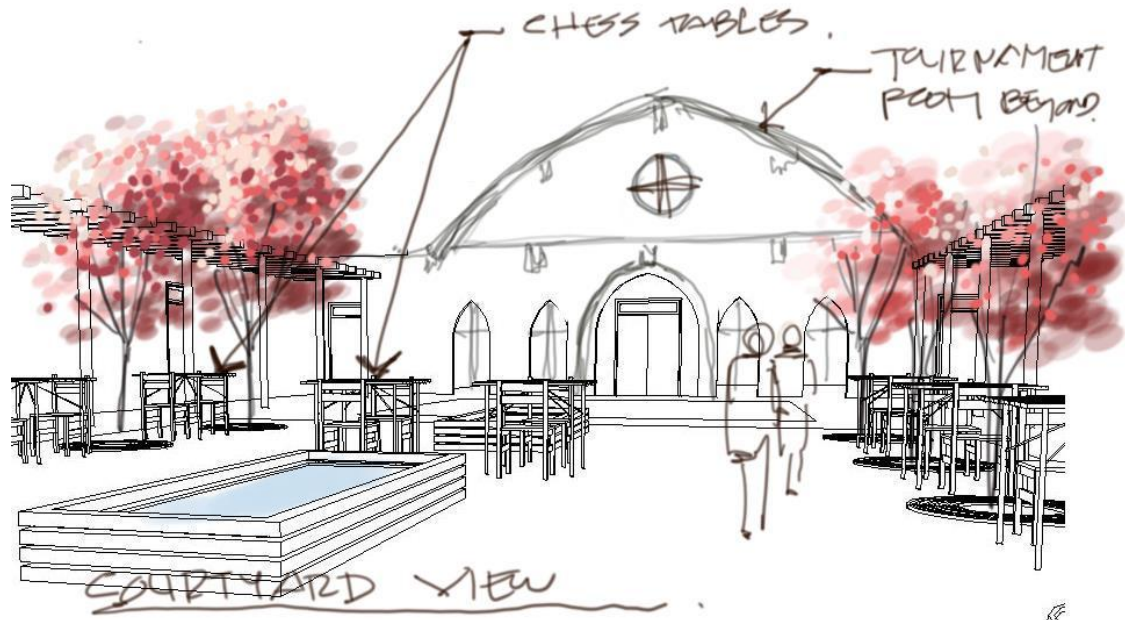


# *The West Coast Chess Education Center*



Rodolfo Chacon

## *Building the Future*

A prospectus for a 12,000 square foot chess research, teacher training, and curriculum development institute dedicated to reducing learning inequities and improving student achievement in Title 1 schools

Developed by the

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# **The West Coast Chess Education Center**

## **Case for Support**

### **Summary**

With this prospectus, the Berkeley Chess School (BCS), a 501c3 educational organization dedicated to enhancing children's cognitive, academic, and social skills through chess, seeks to raise \$7,000,000 to develop the West Coast Chess Education Center (WCCEC), a 12,000 square foot research, teacher training, and curriculum development institute. To be located in the San Francisco Bay Area, the WCCEC will launch a national strategy to close the opportunity gap and improve student achievement in Title 1 schools<sup>1</sup>, be a destination and venue for national and international chess conferences and tournaments, and provide a permanent home for the Berkeley Chess School's award-winning chess education programs, with space for multi-level classes, teacher seminars, specialty camps, and tournament play.

The Berkeley Chess School provides free chess instruction to twenty-one Title 1 schools in Berkeley, Oakland, and West Contra Costa County, and need-based scholarships to students participating in our fee-based programs Bay Area-wide. Founded thirty-five years ago by Irish Women's Chess Champion and former Berkeley Unified School District Board President Elizabeth Shaughnessy, the Berkeley Chess School serves more than 7,000 school children at over 150 locations in the greater Bay Area, annually. BCS offers multi-tiered chess instruction, camps, clubs, teams, tournaments –including all girls teams and tournaments– cross cultural exchanges for children and youth, and an active program for adults.

For more than twenty years, BCS leased space at Hillside School, a surplus property of the Berkeley Unified School District. Hillside provided space for administrative offices; a location for our in-house classes, larger tournaments, and camps; and hosted our adult chess club, and youth chess teams, the Berkeley Bishops and the Berkeley Queens. In 2011 the school was put up for sale, and though we were not the winning bid, BCS remained as a tenant of the new owner, the German International School of Silicon Valley (GISSV). But the cost of renovation and GISSV's growing need for space prompted a series of rent increases for far less space during a time of phenomenal growth for the Berkeley Chess School. With occupancy costs approaching \$100,000 a year, we believe now is the time to build our future, the West Coast Chess Education Center.

### **The Value of Chess**

Chess is one of ancient culture's most valuable gifts to contemporary learners. Endless variation unfolds from established patterns. Originating in India more than 2,000 years ago, a student would need  $10^{23}$  times the age of the universe to play all the possible games. Creativity,

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<sup>1</sup> Schools eligible for supplemental funding because of large numbers of at-risk and low-income students. A school receives Title 1 assistance if 40% or more of the student body qualifies for the free or reduced lunch program.

originality, memory, concentration, spatial reasoning, and foresight are needed to solve chess problems, and solutions build self-esteem. Children who master chess see themselves as smart. More importantly, so do the adults in their lives.

Studies (Gaudreau, 1992; Liptrap, 1997) have found that hidden rewards for students of chess are surfacing in test results in reading, science, and math, including findings that indicate growth in critical cognitive abilities such as deducing, hypothesizing, logic, and strategic thinking. A 2012 randomized study by the Kensington Research Group evaluating BCS programs in Oakland's Title 1 schools showed that students receiving an hour of chess instruction per week during the course of the school year performed better on standardized tests than students in a comparator group assigned other in-school activities. And a landmark study (Smith & Cohen, 2000) found that students who receive chess instruction scored significantly higher in math, spatial analysis, and non-verbal reasoning ability. Spatial reasoning is the strongest predictor of attainment in science, technology, engineering, and math (STEM) domains (Wai, Lubinski, & Benbow, 2010). Beyond Academia, chess nurtures the whole child, building self-confidence and rewarding patience and good sportsmanship. A 2013 study of BCS Title 1 program participants by UC Berkeley's Graduate School of Education linked chess skill acquisition to a dramatic increase in students' fluid reasoning and ability to manage stressful situations, leading to better decision-making.

## **Our Story**

The story of the Berkeley Chess School begins in Ireland during World War II, when Elizabeth Shaughnessy, then four years old, watched her father play the game with a Lithuanian refugee sheltering in their home. By age five she was playing with her father and brother for fun. She competed in her first Chess Olympiad in Lubin, Poland in 1969 and in 1970, was Irish Women's Chess Champion. A successful career as an architect, public service as President of the Berkeley School Board, elected to guide the district out of receivership, and raising a family of three left little time for professional competition. But in 1981, Elizabeth was asked to volunteer-teach chess at her son's elementary school. She brought six chess sets, expecting ten children on the first day of the afterschool enrichment class. 72 children came. Soon, more schools were requesting chess instruction, and though she was now volunteering five days a week, there was no way she could possibly meet the demand. Elizabeth recruited other chess colleagues to teach, and with the help of her friend and mentor, Grandmaster George Koltanowski, she founded the Berkeley Chess School in 1982.

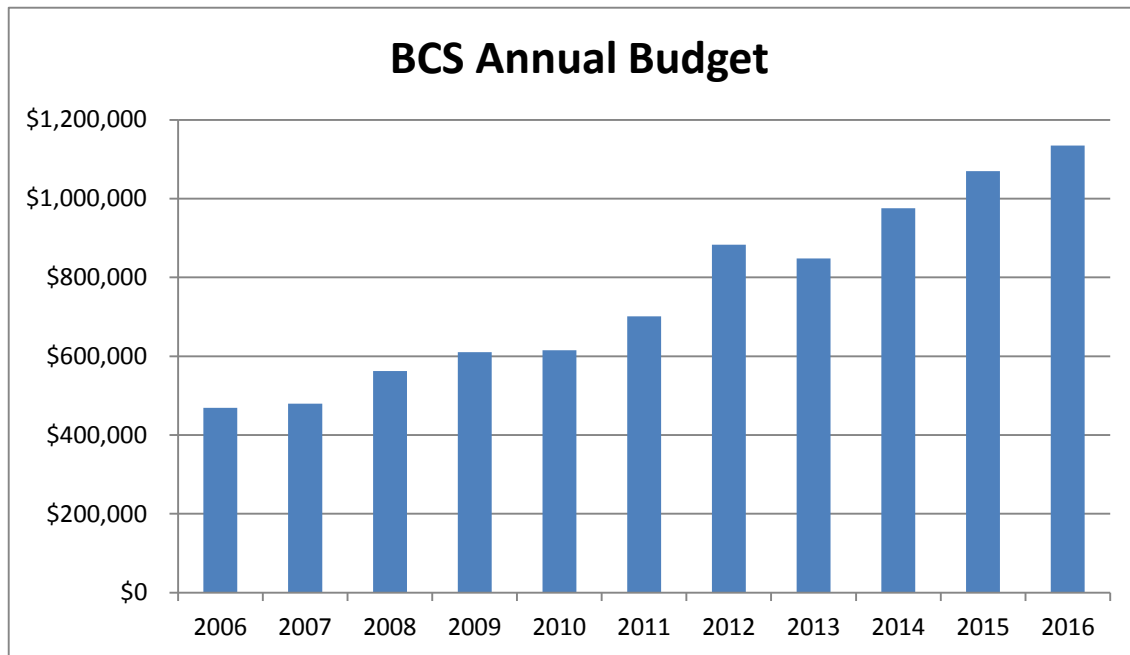
## **Financial Stability**

Thirty-five years later, the Berkeley Chess School has an operating budget of one million dollars and serves over 7,000 children each year. Elizabeth Shaughnessy's tenure as BUSD Board President, successfully leading the district out of bankruptcy and into the black within a year<sup>2</sup>, provided the template for the Berkeley Chess School's stability and success: program

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<sup>2</sup> Ms. Shaughnessy was also elected to the governing board of the USChess in 2003 as the organization faced insolvency, and joined a team that achieved financial stability within a year.

excellence coupled with sound fiscal policy. With strong leadership, program revenue and capacity have grown at 6% each year, accelerating to 10% for the last three years. BCS relies on financing, not fundraising, to support our award-winning programs. Earned income covers 92% of all operating costs, with the remaining 8% covered by grants and individual donations. Despite reliance on enrollment fees, no child is ever turned away because of an inability to pay. Providing chess instruction without economic barriers is integral to the Berkeley Chess School’s mission and a keystone of our bylaws. Fully a quarter of all children in our fee-based programs receive full or partial scholarships, and instruction in poorly resourced Title 1 schools is provided at a reduced fee or free, on a case by case basis.



### **Educational Excellence**

BCS programs are designed in accordance with the nationally recognized ASCD<sup>3</sup> Whole Child Tenets. ASCD states that, in order to learn, children must be engaged, challenged, and supported in a safe and healthy environment. BCS programs integrate demanding curriculum with high expectations, positive relationship-building with peers and adults, a healthy environment, and meaningful engagement.

The Berkeley Chess School’s curriculum was designed explicitly to complement California’s public education content standards. Expertise gained from Ms. Shaughnessy’s service as president of the BUSD Board of Education and as a member of the Scholastic Council

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<sup>3</sup> Founded in 1943, the Association for Supervision and Curriculum Development (ASCD) is the national educational leadership organization dedicated to advancing best practices and policies for the success of each learner. [www.ascd.org](http://www.ascd.org)

of the USChess, helped lay the foundation for this highly effective curriculum. Lesson plans were developed in consultation with Grandmasters serving on our advisory board, and many, many talented teachers.

Our instructors are seasoned chess players with teaching experience, cultural competency and excellent classroom management skills. We have several Grandmasters, International Masters and National Masters among our 40 instructors. New instructors receive extensive background checks and begin with an eight week mentorship program shadowing an established teacher. All instructors are supported by an experienced teacher trainer, who observes and assists, as needed, and have access to detailed, standardized lesson plans. Our teachers receive periodic evaluations, share best practices through ongoing teacher training workshops, and can hone their chess playing skills by competing in weekly rated tournaments hosted by the Berkeley Chess School's Adult Chess Club.

Our afterschool program takes place on weekdays at 150 sites—schools, churches, and recreation centers—throughout the greater Bay Area. Our in-house programs are hosted at five regional centers on Friday nights and weekends: Alameda, Berkeley, Piedmont, San Ramon, and Walnut Creek. Our Berkeley Friday night chess program at the School of the Madeleine is typical: offering differentiated instruction with novice, and multiple levels of intermediate, advanced, and masters classes, followed by a USChess rated tournament for all participants, including adult players. We sponsor semi-monthly tournaments, including state championship tournaments for seniors, women, and girls. Women and girls are still severely underrepresented in chess, and BCS strives to increase their participation, offering special classes for girls and sponsoring an all girls team, the Berkeley Queens. For players at expert level and above, we offer classes and seminars taught by BCS alumnus Grandmaster Sam Shankland, a wonderful opportunity for talented players who cannot afford a private coach.

### **Program Outcomes**

Chess students benefit from this attention to excellence. In the late 1990's, BCS programs helped transform Anna Yates Elementary School in Emeryville, which served a low-income African American population, from a "school at risk" to a "school of merit." Our successful pilot program in Richmond helped JO Ford elementary climb from a "school in need of improvement," ranking in the bottom 10% on the State's Academic Performance Index (API), into the top 10% among similar schools across California. In 2007, formal research by the independent educational consultancy Berkeley Policy Associates determined that our Oakland Title 1 programs had a significant impact on academic performance, classroom behavior, attendance, and attitudes towards learning, with program participants scoring up to 13.41% better than non-chess-playing peers on standardized tests. And a 2012 randomized study by the Kensington Research Group assessing the impact of BCS programs in Title 1 schools found that an hour of chess instruction per week during the course of the school year was linked to better standardized test scores compared with a comparator group assigned other in-school activities.

In 2012, the West Contra Costa Unified School District (WCCUSD) was so impressed with the outcomes of BCS programs, we were invited to teach chess to students falling behind in

core subjects during a special summer session at Montalvin School. The students loved playing and quickly grasped game tactics and strategy, but perhaps more importantly, they showed positive changes in their attitudes towards intelligence. They came to believe in themselves and their own ability to be smart, and to the immeasurable benefit of these children, so did the adult teachers and caregivers in their lives. The program was so successful BCS chess is now an integral part of the special summer session curriculum, and we have been invited, at WCCUSD expense, to teach afterschool chess at three of their schools.

*“It is always satisfying to see the light in students’ eyes shine brighter when they are fully engaged and happy with learning. Our Berkeley Chess School Instructor teaches with passion and makes challenging concepts easy to understand.”*

*– Carol Johnson, Principal, Santa Fe Elementary*



*The students of Santa Fe Elementary School in Oakland celebrate their tournament win!*

## **Recognition**

Our programs have yielded a World Youth Champion, plus Grandmasters, International Masters, and World Chess Federation Masters, as well as many State and National Champions. 2016 was a notable year for BCS alumni. Christopher Yoo, age nine, became the youngest person ever to attain the rank of National Master in the United States. Grandmaster Sam Shankland, ranked 57<sup>th</sup> in the world, helped the U.S. Chess team bring home gold for the first time in forty years at the 42<sup>nd</sup> Chess Olympiad in Baku, Azerbaijan.

But the vision of the Berkeley Chess School has never been about producing Masters, though that often happens as a byproduct. The mission of the Berkeley Chess School is to help all children, especially those struggling with learning inequalities, reach their full academic potential, flourish as good citizens and good human beings, and become champions of their own lives.

In recognition of our achievements, The Berkeley Chess School, a gold affiliate of the USChess, received the 2010 Scholastic Services Award, USChess’ highest educational honor. Elizabeth Shaughnessy was named the 2011 Chess Educator of the Year by the University of Texas at Dallas, was the recipient of the 2001 Avanti! Magic award for community service, and

honored with the USChess Meritorious Service Award in 2015. For her dedication to Alameda County children, Elizabeth Shaughnessy received a certificate of recognition from Congresswoman Barbara Lee in 2007.

### **A New Home—Project History**

The West Coast Chess Education Center had its genesis in the need to build capacity to meet the rapidly accelerating demand for BCS chess programs, and the end of twenty years tenancy at Hillside School in Berkeley. Though most chess instruction takes place offsite, Hillside School was the flagship of our in-house programs. The historic building with fourteen classrooms, a large auditorium, and a well equipped playground accommodated our administrative offices, ten levels of chess instruction, an adult chess club, our youth chess teams, tournaments, and summer and winter camps.

A long time tenant, BCS explored the possibility of buying Hillside School from the Berkeley Unified School District, proposing a lease with the option to buy. We proceeded cautiously because the school sits on or near an active trace of the Hayward Fault, and an archaic landslide makes trenching unreliable in determining the fault's exact location. BCS consulted with Ratcliff Architects, the original designers of Hillside School, to evaluate the building's structural integrity, and engaged FireHorse Consultants to assess the feasibility of a capital campaign. As a first step, the Berkeley Chess School raised \$150,000 in small donations towards the purchase of Hillside School, but our proposal was rejected by BUSD. In 2012, the German International School of Silicon Valley acquired the property.

Initially, BCS remained as tenant. Chess programs occurred after hours and seldom conflicted with GISSV activities, and BCS rent helped defray the cost of repairs to the school. But as renovations proceeded and GISSV enrollment expanded, we were required to drastically reduce our footprint. New venues for tournaments and camps had to be secured on short notice. At times when families were already making choices for summer or winter break activities, BCS sometimes had to delay opening enrollment for a camp while waiting for a use permit to be approved. Ultimately, Hillside School could not meet our needs. We moved our office to downtown Berkeley, and leased a smaller space for our Berkeley chess programs from the School of the Madeleine. Concerned that the higher rents and the temporary status of our new venues would impact program services, and worried about the very real possibility of being priced out of a volatile Bay Area real estate market, the governing board of the Berkeley Chess School formed a building committee and began planning for the West Coast Chess Education Center in earnest.

### **Project Purpose and Goals**

The West Coast Chess Education Center fulfills eight important goals:

- **It will be a research and curriculum development incubator for improving student achievement.** There have been hundreds of studies affirming the value of chess in improving scholastic achievement, but methodologies have been uneven. *Do the Benefits of Chess Transfer to Academic and Cognitive Skills? A Meta-*

*analysis* (Sala & Gobet, 2016) shows a clear benefit for mathematical and cognitive skills after twenty-five to thirty hours of chess instruction, but the benefit for reading comprehension is not yet convincingly supported. This is because many studies fail to: randomly allocate participants to study and control groups; include active and passive control groups to account for placebo effect, say the passion or charisma of a particular instructor; keep participants unaware that they are part of an experiment; and adequately pre and post test. BCS board member Dr. Fong Wang, an expert in the design of clinical trials, addressed issues of flawed methodology by developing stringent protocols for the Kensington Research Group's randomized study of the efficacy of BCS chess instruction in Title 1 schools. The conclusion: a transfer of learning from chess to other domains occurs. If the specific characteristics of chess (diversity of pieces, spatial relationships, combinatorial aspects) that improve children's learning are identified, a highly effective curriculum can be developed for distribution nationwide. In our experience, learning and playing chess is an extremely powerful and affordable strategy for reducing and closing the opportunity gap.

- **It will facilitate the expansion of our teacher training program**, which is currently held after hours in our administrative office. The primary constraint on the expansion of our outreach program is lack of qualified teachers. The Bay Area is home to many accomplished chess players. But teachers need to understand pedagogy, have good rapport with children, cultural literacy and excellent classroom management skills. Because BCS vets teachers carefully, our training is not suitable for an online course. Having an appropriate and welcoming facility for adult education is key to a successful training program, and advances plans for collaboration with U.C. Berkeley's Graduate School of Education to offer continuing education credits for teachers interested in learning to teach chess as an elective course.
- **It will provide a permanent venue for chess classes, camps, and tournaments for Bay Area children.** Currently, BCS has consolidated differentiated instruction for our in-house programs from ten levels to eight because an additional site would be needed, making program logistics difficult for families with more than one child. The WCCEC will enable us to restore and add capacity to meet growing demand. We will also be able to offer more tournaments. In program evaluations, children consistently cite tournament play as the most enjoyable aspect of chess. If we are able to cap occupancy costs, we could easily double the number of tournaments offered and add additional days of evening instruction to meet current demand.
- **It will be a destination and venue for national and international chess conferences and tournaments.** New York City has the Marshall Chess Club. The Midwest can boast of the Chess Club and Scholastic Center of St. Louis, but currently, there is no chess venue of national stature on the West Coast. The capacity to host an international competition is more than a matter of civic pride

(the United States has never been selected to host the biennial Chess Olympiad), it would be a significant economic boon to local communities.

- **It will be a welcoming home for senior players.** The Berkeley Chess School is expanding our offerings for seniors, and we recently organized and hosted the first California Seniors State Championship. Chess is an engaging social activity and challenging mind sport that improves brain fitness in older adults. Currently, we rent venues for our adult programs for specific days and times. Our venues are usually churches and schools, and we are often asked to reschedule a class because an overlooked activity takes precedence. Abrupt schedule changes are disruptive and challenging for seniors relying on public transit. The WCCEC will create a community where older (and younger) adults can drop-in for casual games. Chess is a universal language. Seniors living away from family, recent immigrants and college students can enjoy camaraderie over the board.
- **It will house our free lending Library of Chess Books and Periodicals,** many now in storage. We have thousands of volumes on tactics, strategy, and analysis, including many rare, out-of-print, and foreign books and periodicals not available online. The tactile experience of holding a book in a quiet place to read will delight both students and teachers of chess.
- **It will dramatically increase the number of students served.** 1,200 more children and adults are accommodated by adding an additional evening of weekly chess instruction and eight more monthly tournaments. Funds saved in occupancy costs, less set-aside for building maintenance, will be dedicated to our outreach program, serving an additional 1,500 children in Title 1 schools. Based on current trends, enrollment is projected to grow from 7,000 to 10,000 over three years, an increase of more than 40%, and we need access to affordable space to meet the demand.
- **It will be self-sustaining.** Doubling capacity for in-house programs will generate at least \$85,000 in additional revenue. With reduced occupancy costs, savings from solar power, and the opportunity to provide a rental venue for other nonprofit organizations when space is available, the West Coast Chess Education Center will be completely self-supporting, able to sponsor robust research, curricula and scholarship programs.

### **Project Description, Plan and Timeline**

Hillside School provides the template for what is needed: a structure of at least 12,000 square feet, with office space, classrooms, a library, storage, and an auditorium; an additional 6,000 square feet for a playground and onsite parking; and a location convenient to public transit. There are two options: new construction or acquire and renovate (as needed) an existing school or church complex. New construction offers the opportunity to “get it right” from a design perspective, while an existing school site would likely provide more space. Based on an initial

examination of comparable properties, a \$7,000,000 budget gives us flexibility to pursue either opportunity in a rapidly changing real estate market.

A conceptual drawing of the West Coast Chess Education Center is included with this prospectus. Lot size and configuration informs design, so plans will be completed after land is acquired. Using upper-end estimates from the 2017 National Building Cost Manual, the full cost of a new wood and steel frame building with land improvements would be \$7,261,064, with the expectation of completing the project within three years. We hope to acquire a suitable property for building or renovation in the first year. Design will be finalized with all necessary surveys, reports, and tests completed and permits obtained in the second year. We will break ground in the third year, completing construction or renovation before the year's end. We seek LEED<sup>4</sup> Platinum Certification for the West Coast Chess Education Center. Our sustainability goals include renewable energy and water reuse systems, and adopting Bay Friendly Gardening protocols.

Since the building committee began its review, appropriate commercial lots have come on the market. Properties of note include a 10,000 sq. ft. lot at 1700 San Pablo Avenue across from the Berkeley Adult School. A 16,500 sq. ft. lot with a vacant, dilapidated building at 1841 Berkeley Way, adjacent to the Berkeley Chess School office and one block from Ohlone Park playground, is zoned for mixed use and is likely to come on the market soon.

There are also opportunities to bid on existing school sites. In this prospectus, we did not include a budget for the purchase of a school complex because the cost of needed renovations will determine what we can afford. Most schools deemed surplus need work to comply with current safety codes. According to the Center for Ecoliteracy, bringing an older building up to LEED standards, including hazard remediation and seismic upgrades, can generate hard costs in excess of \$450 per sq. ft. in the San Francisco Bay Area. In a recent development, GISSV may sell Hillside School at the end of the 2016-17 school year, and Berkeley's 12,000 sq. ft. historic Spring Mansion, once the Institute of Creative Development, is again on the market. But asking price and seismic issues make these two properties outliers. Still, the building committee is encouraged by the number of viable properties within the San Francisco Bay Area.

## **People**

The building committee is co-chaired by Berkeley Chess School founder Elizabeth Shaughnessy, Steven McCarty-Snead, Assistant Professor of Business Law at SJ Delta College, and Araceli Michelle Velasquez, Associate Director of Finance for Kaiser Permanente Northern California. Ms. Shaughnessy studied architecture at University College in Dublin, Ireland. After graduation, she was part of an international team that travelled to Yugoslavia to build New Belgrade, and later built schools and hospitals in Dublin, London and the United States. In 2003 she was consulting architect to the United States Chess Federation for the development of their new headquarters in Crossville, Tennessee. Mr. McCarty-Snead is an experienced property

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<sup>4</sup>LEED (Leadership in Energy and Environmental Design) is a ecology-oriented building certification program run under the auspices of the U.S. Green Building Council.

attorney with Gibson, Dunn & Crutcher, has served as a project administrator for Bridge Housing, and advised on land use for Habitat for Humanity. Ms. Velasquez, who earned her MBA with Distinction from California State University, Fresno, contributes core skills in budgeting, strategic planning, and project management. Together, they possess the leadership and expertise to bring the West Coast Chess Education Center to fruition.

## **Funding**

The Berkeley Chess School is proud to have raised \$150,000 as the inaugural step of our capital campaign. With fully a quarter of students in our fee-based programs on full or partial scholarship, this sum represents a significant investment by Berkeley Chess School families. We have the commitment of substantial, in-kind donations of architectural, legal, and project management services from our building committee. The Berkeley Chess School is poised to compete for significant building grants from public and private sources, but key to our success will be securing leadership gifts to build momentum for our capital campaign.

The principal finding of the feasibility study by FireHorse Consulting was the need to develop a broader coalition of enthusiastic donors and community stakeholders in support of the West Coast Chess Education Center to be competitive for major grants. Because earned income covers 92% of program costs, the Berkeley Chess School has been less reliant on a donor base. We have received generous funding from Berkeley Public Education Foundation, the Irene S. Scully Family Foundation, the Toni and Arthur Rock Foundation, the Valero Corporation, the Soda Foundation, the Chamberlin Foundation, In Dulce Jublio, Inc., and the Berkeley Community Fund in support of our outreach programs in Title 1 schools, but only one of these foundations makes grants in support of brick and mortar projects. The viability of our capital campaign will depend on our ability to inspire a new generation of philanthropists with the vision of the West Coast Chess Education Center.

Fortunately, the Bay Area is home to a vibrant philanthropic and venture capital community committed to improving educational outcomes for Bay Area school children. Many members of this eclectic community play chess. The Berkeley Chess School has been diligent in assessing our program outcomes in rigorous, randomized studies that attest to the value of chess instruction. Recently, the case for chess as an educational intervention came into national prominence with a story from rural Franklin County, Mississippi. Elementary school children enrolled in newly formed chess program made national headlines when they dominated the Mississippi State Chess Championships, out playing high school students from better resourced, urban school districts. But that wasn't the most significant part of the story. Before 2015, few children from this impoverished, rural county envisioned a future beyond a low wage job. Now, every day after school, the Franklin Chess Center in downtown Meadville is filled with young scholars with plans for entrepreneurship and college.

As we enter the next phase of our capital campaign, we hope to offer the Bay Area philanthropic community meaningful incentives—educational excellence and equity for our children; a chess venue of international stature and economic importance; and a legacy opportunity to honor donors with naming rights—to make the West Coast Chess Education Center a reality.

## Budget

The proposed budget is based on a 12,000 sq. ft. wood and steel frame building, with 6,000 sq. ft. of open space: a 1,600 sq. ft. playground; 1,400 sq. ft. of landscaped areas; and 3,000 sq. ft. of pavement for ball courts and onsite parking. Estimates were derived from data available from the 2017 National Building Cost Manual, Construction Market Data Group, and online building cost calculators.

### Soft Costs

Design (Architects & Engineers)	\$42,000
Other professional services:	
Property survey	\$2,000
Geotechnical survey and report	\$4,000
Legal	\$16,000
Testing, inspection & permit fees	\$328,994
Contingency @ 10%	\$39,299
	<hr/>
Subtotal	\$432,293

### Hard Costs

Land Acquisition	\$2,000,000
Demolition of existing structures @ \$15 per sq.ft.	\$180,000
Site preparation @ \$7 per sq. ft.	\$126,000
New school construction @ \$244.06 per sq. ft	\$2,928,720
Utilities, including solar installation	\$105,000
Plumbing, electrical, HVAC & security @ \$20 per sq ft.	\$240,000
Fixtures, furnishings & equipment	\$100,000
Technology	\$15,000
Signage	\$10,000
Playground @ \$42 per sq. ft.	\$67,000
Onsite parking @ \$4 per sq. ft.	\$12,000
Landscaping @ \$20 per sq. ft.	\$ 28,000
Contingency @ 10%	\$581,172
Escalation @ 7.5% (2.5% per yr over 3 yrs)	\$435,879
	<hr/>
Subtotal	\$6,828,771
<b>Total Cost</b>	<b>\$7,261,064</b>

### Business Plan

As a 501c3 charitable organization, the Berkeley Chess School fully qualifies for a welfare exemption from property tax. Owning our building provides immediate annual savings of \$100,000 in occupancy costs. Adding eight more weekend tournaments and a second evening of weekly chess instruction will generate an additional \$85,000 of income each year in our most

conservative estimate. Because our in-house programs take place evenings and weekends, we will be able to rent space to other exempt organizations for daytime events and activities without jeopardizing our welfare exemption. The 10kW solar system we plan to install will meet all the WCCEC's energy needs with ample power to return to the grid. Even with set-asides for building maintenance and improvements, the West Coast Chess Education Center will be fully self-funded, and with an annual growth rate of 10%, able to sustain ambitious research, education, and scholarship programs.

### **Measuring Success**

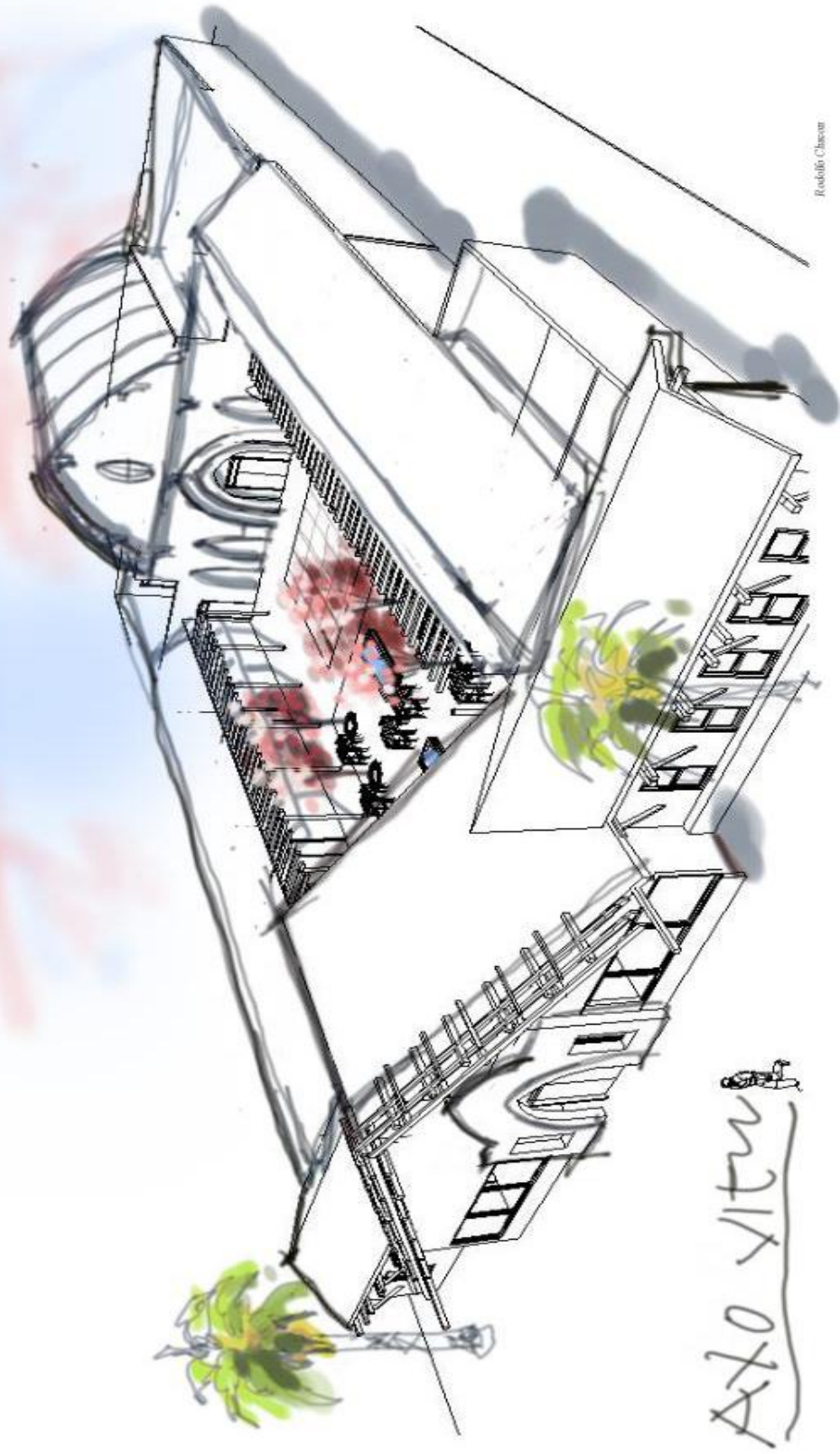
When a property is secured, and the scope and nature of the project—renovation or new construction—defined, we will set specific deliverables as benchmarks of success. For now, we define success as completing construction of the West Coast Chess Education Center to the standard set, a LEED platinum building, on time and on budget, ready to open our doors and close the opportunity gap by supporting the academic achievement of all children.

### **Legacy**

Chess is a mix of complexity and contradiction. It's entertaining, yet serious. It demands imagination and creativity, yet depends on established patterns. Players must operate in the immediate, while imagining the future. It's as challenging as the most rigorous of mathematic or scientific problems, yet it's fun. It appears to proceed at a meditative pace, but the excitement is electric. And perhaps because of its unique counterposing of these and many more such opposites, chess is perfect for kids.

Our experience at JO Ford, Learning Without Limits, Global Family and other Title 1 schools shows chess to be an extraordinary tool for enhancing strategic thinking and building self-esteem. We envision The West Coast Chess Education Center to be a cradle of innovation. With rigorous research guiding curricula development, the WCCEC will launch a national strategy—easy, effective and affordable—to help each student reach their full academic potential and reduce learning inequities in Title 1 schools. The WCCEC will provide a supportive community for enthusiastic chess players of all ages. Chess is a great equalizer. A player's strength has nothing to do with age, size, race, gender, economic status, or language spoken. Opponents play across cultures and generations. Differences that sometimes separate us vanish across the board. Self-sustaining and secure in a permanent home, the WCCEC will be able to provide services to the children of the greater San Francisco Bay Area and the nation for generations to come.

The West Coast Chess Education Center



Reddick Chason