

Annual Report on the Progress of Replacements, Renovations, and Maintenance of Baltimore City Public Schools

21st Century School Buildings Program

January 2017

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**BALTIMORE CITY
PUBLIC SCHOOLS**



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EXECUTIVE SUMMARY

In 2016, progress in the execution of the 21st Century School Buildings Program continued in a successful manner. The Maryland Stadium Authority (MSA) and Baltimore City Schools (City Schools), jointly responsible for effective delivery of this complex program, continued to evolve their organizations' professional resources and program administration infrastructure to enhance integrated day-to-day management, decision making, and communications. These enhancements also ensure effective program operations and coordination with the equally important 2013 Memorandum of Understanding (MOU) partners, other stakeholders and the public.

The mission of the 21st Century School Buildings Program is to deliver, on time and on budget, a projected 23-28 replacement and/or renovated schools by 2020. Concurrent with this mission is the planned reduction of twenty-six (26) school facilities from the inventory in order to right-size the portfolio, thereby increasing district-wide utilization to 86% and correspondingly optimizing taxpayer's obligations for this program. The feasibility studies and planning of Year 1 and most of the Year 2 schools have occurred with this in mind and are tailored to the long-range demographic projections in the City of Baltimore. Lastly, to protect the investment being made into educational facilities, Baltimore City Schools has developed a computerized maintenance system and has improved the level of stewardship of its facility inventory.

Currently, of the eleven (11) Year 1 schools, seven projects are in the construction phase and two projects are projected to begin the construction phase in early 2017. The last two projects are in the design phase. The first two schools are scheduled to be completed this summer.

The first of the seventeen Year 2 schools is scheduled for procurement of design services in January 2017. MSA issued the first series of revenue bonds for the Baltimore City Public Schools Construction and Revitalization program. The bond sale was for \$320 million and successfully generated an additional \$66 million in premium with the proceeds being used to finance a portion of the Year 1 schools.

With regard to Local Hiring, there have been over 200 position commitments for hiring Baltimore City residents for the seven (7) active construction sites and a student internship initiative has been recently incorporated into the program.

MSA and City Schools decided last fall that it would be beneficial to the program to have MSA procure and manage the design and construction of all projects under this program. It will be more efficient utilizing the policies and procedures of one agency. It also allows for both MSA and City Schools to focus on their core strength areas of expertise with continued City Schools' involvement.

A decision was also made to pursue a developer driven delivery method for three Year 2 schools as MSA and City Schools continually pursue innovative ideas to deliver schools efficiently to maximize the impact of this program.

INTRODUCTION

The Maryland Stadium Authority, Baltimore City Schools, the City of Baltimore ("City"), and the Interagency Committee on School Construction ("IAC") present this annual program progress report to the Board of Public Works and the Maryland State Legislature on work related to the 21st Century School Buildings Program, in accordance with the Baltimore City Public Schools Construction and Revitalization Act of 2013.

PROGRAM UPDATE

This section provides a summary of the progress of projects, enrollment projections and annual portfolio planning requirements for the 21st Century School Buildings Program.

Plan Year 1 Schools: Progress Update

All eleven Plan-Year 1 school projects progressed significantly during 2016. As of the time of this report, seven (7) are in construction, two (2) have received final bids and are in Guaranteed Maximum Price (GMP) negotiations and two (2) are moving steadily through the design process. Four schools (4) will be completed, delivered and occupied during 2017 and early calendar year 2018 with the balance on schedule for delivery in 2018 and 2019. One school, Arlington PK-5, was officially moved to 2019, a change from its original schedule, in order to respond to changes in availability of swing space.

Table 1: Year 1 Program Summary

Year 1 Program Summary		
School	Project Type	Program Phase
Frederick PK-8	Renovation + Addition	Construction
Ft. Worthington K-8	Replacement	Construction
Lyndhurst PK-8	Renovation + Addition	Construction
John Eagar Howard ES	Renovation + Addition	Construction
Robert Poole Building	Renovation + Addition	Construction
Cherry Hill 3-8	Renovation + Addition	GMP Development
Arundel PK-2	Replacement	Construction
Forest Park HS	Renovation + Addition	GMP Development
Patterson HS	Replacement	Design
Arlington PK-5	Renovation + Addition	Design
Pimlico PK-8	Renovation + Addition	Construction

Plan Year 1 Project Budget Status Details

The summary for the program is provided as [Exhibit 1](#) and includes project budget and bid information details for the Year 1 schools in the program. Bids received to date are tracking 5% below original estimates.

Plan Year 1 Schools Updates

Frederick Elementary School – This project is an 85,000 sq. ft. renovation with an addition currently in the construction phase. Frederick is absorbing a closing school (Samuel F.B. Morse) and students are in temporary swing space. Project completion and occupancy is on schedule for August 2017.



Figure 1: Frederick Rendering

Fort Worthington Pre-K-8 – Fort Worthington Elementary/Middle School is a 103,000 sq. ft. replacement school in the construction phase. Students, including an absorbed closing school (Dr. Rayner Browne) will occupy the school upon project completion which is on schedule for August 2017. Students are in temporary swing space during construction.



Figure 2: Fort Worthington Rendering

Lyndhurst Pre-K-8 – This project is a 111,000 sq. ft. renovation with addition that absorbs a closing school (Rognel Heights). Students are currently in temporary swing space. It is under construction and on schedule for completion and occupancy in the middle of the school year, January 2018.



Figure 3: Lyndhurst Rendering

John Eager Howard Elementary School – This 92,000 sq. ft. renovation with addition is under construction and scheduled to open in mid-year, January 2018. The school is absorbing a closing school (Westside).



Figure 4: John Eager Howard Rendering

Robert Poole Building – Construction on this 138,963 sq. ft. renovation with addition is underway and the project is scheduled to open in August 2018. The Robert Poole Building will co-locate two high school programs, Academy for College and Career Exploration and Independence High School, both currently in swing space.



Figure 5: Robert Poole Building Rendering

Arundel Pre-K-2 – This 115,000 sq. ft. replacement school is in the construction phase and the project is scheduled to open in August 2018. Along with the Cherry Hill school project, Arundel supports a set of programs that meets the needs of a closing school (Carter G. Woodson) and restructuring Arundel to serve up to the second grade only.



Figure 6: Arundel Rendering

Forest Park High School – This 204,000 sq. ft. renovation with addition is receiving students from a closing school (Northwestern). Approval to award the construction contract is anticipated for the month of January 2017. The project is on schedule for completion and occupancy in August 2018. Students are currently co-located in swing space.



Figure 7: Forest Park Rendering

Pimlico PK-8 – This 125,000 sq. ft. renovation with addition project began construction in the fall of 2016 and will accommodate a closing school (Langston Hughes). Pimlico is on schedule for completion in the summer of 2018.



Figure 8: Pimlico Rendering

Cherry Hill 3-8 – This 133,000 sq. ft. renovation with addition project is currently in the bid phase. Cherry Hill students are in a swing space facility. The school grade structure is reconfigured in coordination with the Arundel project and absorbs a closing school (Dr. Carter G. Woodson). The construction is on schedule for completion with school occupied and opening in August 2018.



Figure 9: Cherry Hill Rendering

Arlington PK-5 – The design development for this 97,750 sq ft. renovation with addition is nearing completion. Student swing moves and construction start will occur upon completion of Pimlico. This school is on track to be complete and ready for occupancy in August 2019.



Figure 10: Arlington Rendering

Patterson-Clairemont High School – This 236,000 sq. ft. replacement school will ultimately co-locate two school programs, Patterson, a traditional high school, and Claremont, a separate public day school program. The design is underway with completion of Construction Documents scheduled by mid-2017. Construction completion and occupancy is on schedule for August 2019.

Swing Space

During 2016, the program implemented a plan to prepare five (5) Year 1 schools to enter construction in the (2016/2017) school year. This effort required all facilities to be completely emptied of furnishings and academic materials and students with administrative programs relocated to a temporary and completely different school location and environment. Renovations for the temporary locations were procured and completed for each project to accommodate the educational program of the school during construction. These efforts required closely coordinated sub-projects to be managed concurrent with the larger scale design, construction and procurement activities ongoing for the 21st Century School Buildings Program.

In two swing space school cases, the school program relocated to an existing school facility where students would co-locate with another school over the next few years. In three other cases, the swing school was moved into an unused school building.

In all, the 2016 swing space program was executed over the course of five months. The planning effort entailed significant and complex matrix planning, professional logistics, project management focus, and transition services facilitation for each school and set of schools. See [Exhibit 8](#) and refer to the Community Engagement and Partnerships chapter for more detail.

Plan Year 2 Schools: Overview

Plan Year 2 currently includes seventeen proposed projects including eight PK-5 schools, eight PK-8 schools, and one high school program shown in the Table 2. Additionally, two PK-8 special education programs will be co-located at two of the 17 facilities. Adjustments in the order of execution for Year 2 Schools, originally established in 2014, are necessary to respond to changing school enrollments and facility conditions as well as uncertain market conditions for the program. Revised Year 2 School schedules are under development.

Table 2: Year 2 Program Summary

Year 2 Program Summary			
School	Project Type	Program Phase	Expected Study Completion
John Ruhrah Elementary/Middle	Renovation & Addition	EAP Approval	Complete
Calvin M. Rodwell Elementary/Middle	Replacement	Feasibility Study	February 2017
Medfield Heights Elementary	TBD	Feasibility Study	September 2017
Cross Country Elementary/Middle	TBD	Feasibility Study	October 2017
Fairmount-Harford High School	TBD	Feasibility Study	September 2017
Govans Elementary	TBD	Feasibility Study	September 2017

Year 2 Program Summary (Cont.)			
School	Project Type	Program Phase	Expected Study Completion
Walter P. Carter Elementary/Middle and Lois T. Murray Elementary/Middle	TBD	Feasibility Study	May 2017
Bay-Brook Elementary	TBD	Feasibility Study	March 2017
Calverton Elementary/Middle	TBD	Feasibility Study	March 2017
Harford Heights Elementary AND Sharp-Leadenhall Elementary	TBD	Feasibility Study	July 2017
Mary E. Rodman Elementary	TBD	Feasibility Study	July 2017
Montebello Elementary/Middle	TBD	Feasibility Study	October 2017
Commodore John Rodgers Elementary/Middle	TBD	Feasibility Study	September 2017
Highlandtown #237 Elementary/Middle	TBD	Feasibility Study	September 2017
Northwood Elementary	TBD	Procurement of Feasibility Study Underway	September 2017
Robert W. Coleman Elementary	TBD	Procurement of Feasibility Study Underway	October 2017
James Mosher Elementary	TBD	Procurement of Feasibility Study Underway	October 2017

Updated Enrollment Projection Process

A major component of the 21st Century School Buildings Program is to help the District reach the target utilization rate for the District. While design capacities incorporate multiple layers of data, large part of the determination of future capacities is enrollment projections.

Enrollment projections are a standard requirement of planning utilized by every school district. City Schools' staff conducts its projection analysis on an annual basis. City Schools adjusted the methodology for projecting enrollment this year to provide a more realistic and consistent forecast of this data for planning purposes by incorporating birth rate data into the methodology. While this change has produced projections that were lower than those of previous years, overall it is City Schools' belief that this revised methodology helps mitigate challenges with the historical trend projection method, and establishes more accurate school design capacities.

In addition to employing a grade progression ratio (GPR) method to calculate enrollment for grades 1 through 12, City Schools' projected enrollment for kindergarten now uses two factors:

- Projected number of births in the city: this was done by drawing on data from the Maryland Department of Planning, and the State Department of Health and Mental Hygiene.

- Projected “capture rate”: The ratio of kindergarten enrollments to city births; we calculate this rate for each cohort by linking births to enrollments five years later. Historical values for this rate were calculated by dividing the number of kindergarten enrollments by the number of city births, five years earlier.

Projected births are multiplied by the projected capture rate in order to obtain projected Kindergarten enrollments.

Enrollment projections for grades 9 through 12 were further adjusted to reflect recent legislative activity increasing the minimum age of compulsory attendance in the State of Maryland to the age of 18 beginning in SY 2017-18. It is also important to note that during SY 2015-16 the district experienced a noticeable drop in enrollment, in part due to other data cleaning efforts. This change also affected enrollment projections and was applied to program impacts on the Year 2 portion of the 21st Century School Buildings Program.

Ten-Year Plan Amendments and School Closing Updates

Changes to initial program assumptions are an inevitable part of the process. City Schools must adapt to changes in circumstances and modify the plan to reflect any necessary updates as part of its annual portfolio review process. These changes and updates to the 10-Year Plan are then reflected in the Comprehensive Educational Facilities Master Plan (CEFMP). In 2016, the following factors were considered when reviewing the District’s portfolio of school programs and facilities:

- Academic performance
- Climate indicators
- Quality and distribution of school programming
- School enrollment and school size
- Building utilization and condition
- School locations and whether they enhance programming and ensure geographic distribution
- Schools scheduled for closure per the 21st Century School Buildings Plan

The proposed amendments to the 10-Year Plan were included in the Annual Portfolio Review and shared with the public on November 9, 2016. The overall recommendations, including those not directly impacting the 21st Century schools, were presented to the Board of Commissioners for approval on December 13th, 2016. This year there was one amendment and three surplus list [Exhibit 6](#) votes that were related to the 21st Century School Buildings Program.

The first action, an amendment, impacted a Year 2 school. The Board accepted the recommendation to close the Grove Park Elementary program at the end of the 2017-18 school year and merge this program with the Calvin Rodwell program, a Year 2 school. This recommendation increased the size of the Calvin Rodwell project by two classrooms and affords the District another opportunity to consolidate a small program. The Grove Park building will be utilized as the temporary swing space location for the Calvin Rodwell program during construction merging the two school programs while in swing space. Future use of the Grove Park facility after the initial use of swing space is being evaluated.

The Board actions on closing programs and surplus facilities, per [Exhibit 6](#) of the MOU included:

- A. Samuel F. B. Morse program. Students will attend the newly renovated Fredrick Elementary which opens summer 2017. The Board also voted to surplus the building to the City of Baltimore.
- B. Northwestern High School program. Those students will merge with the Forest Park High School program, currently located in the Northwestern Building for the duration of the renovation of the Forest Park building. The newly combined Forest Park program is anticipated to return to the renovated building for the 2018-19 school year. The Board also voted to surplus the building to the City of Baltimore in 2019 after the facility has completed any additional use as swing space.

The Board also voted on recommended adjustments to Exhibit 6 replacing of Westside Skill Center and the Joseph C. Briscoe building with the Chinquapin and Guilford buildings. These adjustments to the list of school facilities the District will surplus to the City is based on the need to retain the Westside Skill Center and the Briscoe Building in the District portfolio to continue the operation of the current programs in those spaces.

PROGRAM MANAGEMENT

The administration and management of this multi-faceted and multidisciplinary program requires that MSA and City Schools continue to work as seamlessly as possible to execute and manage the rigor required for each school project in the 21st Century School Buildings Program. This section provides more detail on how program staffing and procedures, project control software, program audit and oversight as well as the project management, committees and partnerships were implemented during 2016. Important associated program initiatives and collaborations, such as workforce development and minority participation, community engagement efforts, school-based teams, and co-location and facility use collaborations are discussed.

Program Staffing Update and Program Procedures

The MOU clearly defines the roles and responsibilities for high level of programmatic and school project coordination and execution for MSA, City Schools, the City and the IAC. MSA and City Schools decided last fall that it would be beneficial to the program to have MSA procure and manage all projects under this program. It will be more efficient utilizing all the policies and procedures of one agency. It also allows for both MSA and City Schools to focus on their core strength areas of expertise. Although MSA is the primary party responsible for financial, procurement, contract, and administration of the program, City Schools' 21st Century School Buildings Program office (21st Century Office) shares responsibility with MSA, in accordance with the MOU on practically every other aspect of delivering the work. The combined program management staffs of MSA and City Schools includes comprehensive administration and procurement management support, architecture and interior design expertise, construction and engineering project management, logistics management, education planners, communications, graphics and information technology support, community engagement, public relations, and workforce development management.

City Schools manages all school, community, partnership, and public engagement efforts for each replacement and renovation school project and swing space sub-projects. City Schools also manages the associated regulatory and communication processes for all schools designated to be closed.

Project Control Software

Meridian Systems supplied Proliance on Demand (POD) at the beginning of the program for MSA in order to facilitate communication, reporting, and project status tracking among the multiple entities involved in the program. Proliance software is used to streamline business processes and collaboration, standardize data entry and to provide real-time data through reporting its capabilities for the entire program.

Program Audit and Oversight

MSA hired an internal auditor whose primary function is to review policies, procedures, and compliance on this program. MSA also hired a compliance officer who reviews and approves transactions in high risk areas of the program.

City Schools' Board of School Commissioners approved the engagement of an external audit firm to conduct an Internal Risk Assessment and proactive analysis of the processes and procedures of the 21st Century School Buildings Program as it relates to City Schools' roles and responsibilities.

PROCUREMENT

Since the inception of the program to date, there have been 67 contracts totaling \$272,937,208 in contract awards. These awards include, without limitation, contracts for the following services: Program Manager Services, LEED/Green Building Consulting Services, Code Consultants, Risk Management Consulting, OCIP Insurance Brokerage and Administration, A/E and CM Services for the Year 1 school projects, and Feasibility Study Services for Year 2 schools.

MBE Participation

MBE participation is a major goal of the 21st Century Schools program. Each contract is evaluated to determine appropriate MBE goals depending on many factors, including type of service, scope, market availability, and schedule. To date, total MBE participation is 34.3 percent or \$93,613,468.¹

COMMITTEES and PARTNERSHIPS

Executive Committee

Pursuant to the Memorandum of Understanding (MOU) for the Construction and Revitalization of Baltimore City Public Schools, Section II-D establishes the Executive Committee, their duties, and responsibilities. The Executive Committee meets quarterly for the purpose of overseeing, reviewing, and monitoring the performance of the parties as described in the MOU.

¹ Reference Exhibit 7a for Procurements, 7b for MBE Participation, and Exhibit 7c for Change Orders

The Committee is comprised of participants from the Interagency Committee, Maryland Stadium Authority, City Schools, and Baltimore City. During each session, the following reports are presented to the Committee for general discussion and approval as necessary:

- Coordinating Committee
- Collaborative Group
- STAT Committee
- IAC Report
- Financial Report
- City Schools Report
- MSA Report

Typical reports to the Committee include status updates on the program including schedule, project and budget updates. The Committee is charged with reviewing and approving items presented during these sessions. Meeting minutes are available for review on the Executive Committee page of the 21st Century Schools website².

Coordinating Committee

The Coordinating Committee – comprising representatives of the City of Baltimore (Mayor’s Office), Baltimore City Public Schools, Maryland Stadium Authority, City Housing, City Recreation and Parks, and the City Department of Planning – works to maximize investments around 21st Century School Buildings Plan projects and community revitalization efforts.

The Coordinating Committee meets at least quarterly to coordinate and plan for:

- The timing, location, and scope of school facility investments.
- Community development efforts to support the City’s revitalization and stabilization goals.
- Citywide or specific school-level education requirements and design standards that impact community development (such as access, recreational uses and sustainability)
- Community and stakeholder involvement in construction projects relevant to community development.
- The identification and use of vacant school buildings consistent with Baltimore City Public Schools’ annual plan and the potential reuse of surplus or vacated school buildings and facilities by the City.
- Input on each Feasibility Study for renovations and replacements during each study’s preparation phase, and the opportunity for review and comment before each Feasibility Study is finalized.
- Proposed changes and amendments to the 21st Century School Buildings Plan.
- Development of funding strategies to implement improvements that are otherwise not eligible for financing under the Bonds

² <http://baltimore21stcenturyschools.org/committees/executive-committee>

STAT Committee

MSA chairs the Stat Committee which is represented by each agency party to the MOU. This Committee meets at least quarterly and reports on key areas of the program such as budget, payments, change orders, MBE, schedules, etc.

Collaborative Group

The goals and charges of the 21st Century School Buildings Program go beyond just the design and construction of 21st Century Schools but also include collaboration with the broader community. This includes work force development and minority business enterprises. Pursuant to the MOU for the Construction and Revitalization of Baltimore City Public Schools, Sections II-B and C were adopted regarding workforce development and minority business participation as denoted below:

- Minority Business Enterprises – Section 11-C: The Collaborative and the Mayor's Office of Minority and Women-Owned Business Development ("MWBD") will work to maximize the utilization of State-certified locally based minority and women-owned businesses.
- Workforce Development – Section 11-B: The City, the School Board, and the Authority agreed to establish and participate in a collaborative group (The "Collaborative") to work together to maximize the opportunities for the City Schools' students and City residents to be informed about, prepared for and connected to work-based learning and employment opportunities created by the Plan.

MINORITY BUSINESS ENTERPRISES

One important goal of the 21st Century Program is to contribute to the pipeline of qualified small, local, minority and woman-owned contractors with the capacity to participate as prime contractors and subcontractors. With this goal in mind and pursuant to the terms of the MOU, the Collaborative and MWBD developed an outreach and inclusion plan ("MBE Plan")³ to be administered by MSA in partnership with MWBD for all funded 10-Year Plan Projects. Further, the Collaborative also created a Supplier Diversity subgroup, chaired by MWBD. The Supplier Diversity subgroup is comprised of leaders from the region's Minority Business Enterprise (MBE) advocacy organizations and its goal is to share the MBE plan and its progress regularly with community stakeholders and to leverage the subgroup members' organizations as primary communication channels.

An important component to ensure inclusion of minority and women-owned firms in the Program is to review all contract opportunities to determine the appropriate MBE participation goal and subgoals based on the specific circumstances of the project. The Program has been very successful in achieving MBE participation, both at the prime and subcontractor levels. Exhibit 7b reflects a summary of all Program awards and the level of MBE participation. As set forth therein, to date, the Program has been able to achieve 34.30% in MBE participation. Further, in order to enhance MBE participation monitoring and reporting, MSA is currently implementing a web-based system whereby awards and payments will be verified electronically. This system will provide up-to-date information regarding MBE participation

³ The plan is available on the 21st Century Schools' website

commitments and actual achievement. Full implementation of this system is expected to be in early 2017.

An effective strategy to encourage prime participation by small, local and MBE businesses is the use of the Small Business Reserve (SBR) Program. For solicitations designated as SBR-only, only smaller firms that have met the size and/or income requirements of the SBR Program are allowed to participate. In early 2017, MSA expects at least five (5) solicitations to be designated as SBR-only.

Another objective outlined in the MBE Plan is to actively seek and conduct outreach events targeted towards local, minority and woman-owned businesses. In 2016, MSA hosted three major outreach events at M&T Bank Stadium with over 400 participants to promote contract opportunities relating to the 21st Century Program. The first event was held in May and offered an opportunity for the selected construction managers for Forest Park High School, Cherry Hill Elementary/Middle School and Pimlico Elementary/Middle School to discuss potential subcontracting opportunities with the attendees. The last two outreach events held in September and November provided opportunities for firms to meet with architectural/engineering ("A/E") and construction management ("CM") firms, respectively, that have been selected to participate in the pre-qualified A/E and CM pools for the Year 2 schools. Firms provided feedback commenting that these events were successful and that they appreciated the opportunity to participate.

The MBE Plan also envisions providing educational assistance to local small, minority, and women-owned firms on the methods of doing business on Program-related projects. In addition to participation in at least twenty-seven (27) Statewide business outreach events, MSA also held a Bonding Preparation Workshop in November, whereby representatives discussed potential contracting opportunities in the Program and industry experts provided technical assistance related to cost estimating, bidding, and bonding.

The MBE Collaborate will continue to promote the objectives of the MBE Plan and to discuss strategies to ensure that these objectives are met.

Workforce Development

Local Hiring

In accordance with the MOU, The Mayor's Office of Employment Development (MOED) was charged with developing a comprehensive local hiring plan to support the goals of the Collaborative. This plan leverages the resources of MOED's One Stop Career Center Network and works collaboratively with a broad range of City educational, workforce/training, faith-based and community organizations to assist in the training and preparation of City residents for employment opportunities created by the 21st Century Program.

Significant progress had been made towards establishing standard operating procedures and processes for the local hiring objectives of the Program outlined in the MOU. Several next steps were identified and completed during this year of the Program, among this work was the implementation of reporting templates for local hiring, local man-hours, monitoring and tracking.

Four reporting templates have been created for monitoring and tracking local hiring and local man-hours for each school project:

- Job Projection and Skill Requirement Form– submitted during the Request for Proposal (RFP) from each Construction Manager (CM) detailing the possible manpower needed for the project. This includes new local hires (Baltimore City Residents) and existing staff.
- Job Commitment and Skill Requirement Form – submitted at the end of the contract negotiation following the Notice to Proceed letter received by the CM. This form details the final number of new local residents the CM confirms to hire on the project.
- Manpower Report – submitted each month for the term of the project. This report details several data points including the new local hires and man hours on the project for the reporting period.
- 30/60/90 Day Projection and Skill Requirement Form – submitted each month for the term of the project. Identifies the anticipated manpower and hiring needs for the project in the next 30, 60, 90 day period. This information is provided to MOED to identify qualified local residents for the reported positions.

This calendar year closes with commitments for hiring Baltimore City residents from seven active construction sites totaling 210 new local hires. The active sites and their commitments are: Arundel PK-2 (38), Frederick PK-8 (28), Fort Worthington PK-8 (24), John Eager Howard Elementary School (19), Lyndhurst PK-8 (47), Robert Poole Elementary/Middle (25), and Pimlico High School (29).⁴

Next Steps

The Program has successfully completed the procurement of compliance software that is anticipated to streamline reporting requirements for the program in several areas, including local hiring and prevailing wage compliance. The software was launched on December 1st, 2016 with training sessions scheduled for the month of December. MSA's Office of Collaborative Development will continue to work with each Construction Manager to automate the submission process for local hiring, local man-hours and other monitoring and tracking tasks.⁵

Work-Based Learning Program

In November 2016, City Schools, with the concurrence and support of MSA, entered into a professional services agreement to manage a work-based learning (Internship) program for approximately 20 students per year as part of the 21st Century Program. In partnership with and managed by the Urban Alliance (UA) – a Baltimore-based non-profit organization, students will be paired with 21st Century design and construction firms in their senior high school year.

Urban Alliance High School Internship Program provides professional development training, program management and support to seniors participating in a certificate Career Technical Education (CTE) program in City Schools. CTE students will receive four weeks of pre-work soft skills training, internship placement support (in coordination with MSA), case management, post high school planning support and ongoing professional development training throughout the school year. Urban Alliance will manage the recruitment of CTE students, pre work training, student selection and placement, weekly internship, professional development training and support the jobsite placement mentor. The Urban Alliance model includes support of each jobsite that includes coordinating the student intern training, interviews, and

⁴ At the time of the Annual Report Forest Park and Cherry Hill are in the GMP negotiation process. Patterson and Arundel are at various stages of the design process and have not made commitments.

⁵ Please reference Exhibit 5 for the Local Hiring Plan and new hire stats per project.

placement, provide mentor training and an Idea Bank for mentors, and an assigned case manager (Program Coordinator) to assist the student interns in their professional development and provide weekly case management services for the design or construction management mentors.

Students will undergo a four-week pre-employment training program and a five month paid internship, 4 days per week. Donors / funders to Urban Alliance are contributing approximately 90% of the cost of the internship program.

COMMUNITY ENGAGEMENT and PARTNERSHIPS

During 2016, stakeholder engagement continued to grow as the numbers of school projects increased and as a necessary and multifaceted component in the implementation of the 21st Century School Buildings Program. City Schools tackled several complex engagement and partnership issues, fundamental to maintaining positive participation of all stakeholders during design and construction and ultimately in successfully delivering school projects on schedule.

Status:

Nearly three years into full implementation, Phase I – funded communities around Baltimore are more cognizant of the program, engagement steps, individual school project outcomes and other communities' experiences. That increased awareness resulted from a number of steps such as incorporating school level core teams to ensure greater buy in, involvement, and an informed and cooperative group of stakeholders.

Awareness of project outcomes and other community experiences, like the loss of the Fort Worthington and Reservoir Hill Recreation Centers referenced in the 2015 Annual Report, has stirred movements in multiple school neighborhood groups – each determined to accomplish different outcomes for their community through the 21st Century School Buildings Program.

Challenges:

- A. The conversation with these communities is influenced by the perception that City Schools is unable to fund the renovation of recreation centers and the community's angst over the possible loss of their recreation center. These factors contribute to possible friction with the community engagement process. The core teams provide a vehicle for reciprocal communication between City Schools and its stakeholders. Allowing the opportunity to engage people in collaborative process with the ability to resolve concerns before those concerns escalate and potentially impact the schedule. By working with school core teams which employ a hands-on, attentive, and responsive public relations strategy tailored to fit the uniqueness of each individual school and its surrounding community, these challenges are being met. The 21st Century team engagement staff, with support of project managers and design professionals as needed, has been essential.
- B. The combination of closing and receiving school programs requires melding distinctive school/community cultures, climates, and school practices. This became the responsibility of the 21st Century School Buildings Program through the Community & Public Relations team. As the team most intimately involved with the closing, receiving, and co-locating school programs families, staff and students look to the Community and Public Relations team for answers on how

student body populations from different schools will come together as one school program or co-located school programs.

More than 40 schools and communities total were ultimately impacted because of co-locations, recommended closures and combining programs. Of those, 30 schools and communities were actively engaged doing the SY 2015/16 school year, twenty-one of them required a unique public relations strategy incorporated into the original engagement steps developed in June 2013 because:

- The communities desire to keep and maintain a separate functioning recreation center attached to the school building – Walter P. Carter, John Ruhrah, and Mary E. Rodman – while maintaining or incorporating the Community Schools strategy and other partners.
- Closing schools like Northwestern High School and Westside Elementary to be combined with the 21st Century School Buildings programs of Forest Park and John Eager Howard respectively, requires engagement with the closing school community and then joint engagement between the two combining schools to successfully bring them together. This effort alone requires as much or more engagement as it does to plan for the new or renovated school building.
- School core teams, like the Govans Elementary team, were able to organize and collect feedback from the broader set of stakeholders.

School/Recreation Centers/Community Schools Shared Space:

As noted in the 2015 Annual Report, one of the greatest challenges is fulfilling the vision to make schools the hubs of the community through the incorporation of recreational programs and service provider programs into the new/renovated 21st Century Buildings. The frustration demonstrated by the Berea Community Association over the loss of the stand-alone neighborhood recreation center attached to the old Fort Worthington building did two things:

1. It increased the anxiety of other communities concerned that they too would lose their neighborhood recreation centers, and;
2. It threatened forward movement on completing design of the school.

While many are excitedly awaiting the opening of the first series of 21st Century School Buildings in August 2017, those that rely on recreation programming remain apprehensive. Communities like those surrounding Walter P. Carter, John Ruhrah, and Mary E. Rodman are familiar with the plans to absorb the former 9,000 square foot Ft. Worthington Recreation Center into portions of the 3,000 square feet of community/partnership space and the need to schedule the 12,000 square feet of cooperative use spaces. Like Berea and other community associations they question the notion of successfully incorporating and scheduling recreation programs due to the competing programmatic needs.

With a majority of the 21st Century Schools being Community Schools that operate active afterschool academic, sports programs, and other partnerships that serve students and families, sharing resources between afterschool programs, recreation programs and service provider programs with similar space needs and overlapping schedules may reduce the relative flexibility Recreation and Parks enjoyed when they had their own dedicated recreation center. This may set the stage for difficult choices in serving a community's needs.

Most communities facing this challenge are awaiting the Community School/recreation combination at Fort Worthington, Frederick, and John Eager Howard schools (Year 1 2017 opening schools). Community associations in the Year 2 group, specifically the Walter P. Carter community, is actively advocating to keep their neighborhood recreation center. The retention of this facility would negatively impact the siting and size being considered for the modernized school. In an effort to address as many of the communities concerns, City Schools' 21st Century Office has done the following:

1. Walter P. Carter:

- a. Coordinated three review and feedback collection meetings on the Walter P. Carter Feasibility Study with large numbers of stakeholders. Gaining an understanding of how communities access and use the recreation center and school gym;
- b. Co-facilitated bi-weekly Core Team/Community School Planning meetings with the Y of Central Maryland, Walter P. Carter Community School partner, to complete a full community/school needs assessment, asset mapping, analysis to determine the different extra-curricular activities, services and programs desired to serve students, families and community members;
- c. Met with the council representative, council staff and community members to examine the use of funds under House Bill 860: Baltimore City Public Schools Construction and Revitalization Act of 2013 and the Memorandum of Understanding related to attached recreation centers and the proposed building space layouts, particularly the community/partnership and cooperative use of space.

2. John Ruhrah:

- a. Coordinated four review and feedback collection meetings on the John Ruhrah Feasibility Study with parents, community and staff;
- b. Approved, through the Board of School Commissioners, a feasibility study option which maintains the stand alone recreation center attached to the John Ruhrah building while successfully achieving the academic spaces needed;

3. Mary E. Rodman:

- a. Held meetings with representatives from the 41st Legislative District to discuss funds they believe can be directed to renovating the stand-alone, separate and historically significant recreation center on the same property as Mary E. Rodman Elementary School;
- b. Participated in meetings coordinated by representative of the 41st Legislative District and Baltimore Department of Recreation and Parks to mitigate these concerns.

4. All schools:

- a. Hosted monthly meetings with Baltimore City Department of Recreation and Parks (BCRP) to understand BCRP's priorities, programs offered by school, space needs, and review individual school site plans.

Going forward, the co-facilitated bi-monthly meetings will continue. Once an approved building option in these Year 2 schools is selected, the bi-weekly meeting will incorporate space and program review working sessions with the community, school staff, families, 21st Century Office and BCRPs. This process should lead to a shared vision, priorities, and a joint plan will be developed well before the planned

construction start for each site. This will mitigate any community challenges to each project and avoid jeopardizing the schedule and building renovation.

Respectful Closure and Effective Mergers:

Closing a school is a deeply emotional experience for many families, staff and communities. Under the 21st Century School Buildings Program process, program staff has been placed in the awkward position of discussing proposed closures with school staff and communities years in advance of the normal official effective date process outlined under the Code of Maryland Regulations (COMAR). As such, this is outside of City Schools' normal processes and its resources. The 21st Century staff has become the primary coordinator for these issues in order to address the potentially contentious nature of the engagement process and to help ensure forward movement with the program and meeting the needs of the community.

Issues include school identity, what it means to combine two school populations into one, and how to establish a new school culture and climate while maintaining portions of the traditions of both schools.

These unanticipated challenges and realizations within the buildings program compelled the 2016 establishment of a 21st Century School Buildings Program transition process and workgroup and school transition process. This process will run parallel to the planning and design process. The transition workgroup considers everything from school academics, culture and climate data, to school name changes, mascots, and new athletic team uniform colors.

The Process:

The process employs student-centered focus groups aimed at listening to understanding student expectations for the process and incorporation of their ideas to bring their peers together.

Example: As a result of early student collaboration, Forest Park & Northwestern agreed to combine their sports teams and currently refer to themselves as "North Park" prior to the closure of the Northwestern High School. Similarly, John Eager Howard and Westside students decided to hold a school renaming campaign led by students. Students gave campaign speeches, made campaigns signs and held an election where every grade had a chance to cast a ballot.

The transition work group is using lessons learned from these schools (*schools in progress and planning*) to help shape and document an efficient and more efficient process for future closures and transition schools.

Currently there are three stages of development for combining closing and receiving schools:

1. *Progress* group – schools that are already combined but working to create an inclusive school identify (e.g., Fort Worthington & Dr. Rayner Browne, and John Eager Howard & Westside Elementary);
2. *Planning* – schools scheduled to combine in SY 2016/17 (Northwestern & Forest Park Senior High Schools and Samuel F. B. Morse and Frederick Elementary), and;
3. *Long-term anticipation* – schools scheduled to combine in SY 2017/18 or later (Rognel Heights & Lyndhurst 2018, Carter G. Woodson & Arundel 2018, Carter G. Woodson & Cherry Hill 2018,

Guilford & Walter & P. Carter 2019, Alexander Hamilton & Calverton 2019, Grove Park & Calvin Rodwell 2019, Sarah M. Roach & Mary E. Rodman 2020).

Best Design for Students While Honoring Neighborhoods:

Example: Govans Elementary School

The Govans Core team is made-up of 20 staff, parents, partners, and community members that meet regularly to review updates and project timelines. The core team developed its own engagement strategy to get more stakeholders involved in the building and community schools planning process. The team reached out to approximately 1,000 households and solicited input from parents, staff, and partners of Govans. They also helped to collect feedback from neighborhood residences that may have a stake in the building design but ordinarily wouldn't attend a meeting at the request of City Schools alone.

Through these coordinated efforts, City Schools, Baltimore Curriculum Project, Family League and Strong City Baltimore, and York Road Partnership produced a standing room only meeting with a diverse set of stakeholders. That set of stakeholders produce a wide-range of interest for the 95% Feasibility Study meeting. However, many of those interests were known and identified prior to the meeting; allowing time to work through these issues with the architect team in advance of the meeting.

Govans Elementary has many site challenges that pit families and local residents against one another. Because residents, parents, and staff were all engaged early in the process, the feasibility study architect was able to work with the Govans Core Team and the 21st Century Office to address residence concerns while achieving staff and families desired outcomes. All the changes occurred during the feasibility study phase with no impact to schedule or estimated budget.

INSPIRE

BACKGROUND INFORMATION:

Through the 21st Century Schools Initiative, Baltimore City, in partnership with Baltimore City Public Schools, the State of Maryland, and the Maryland Stadium Authority will be investing nearly one billion dollars to renovate or replace schools over the next several years. Each modernized school represents tens of millions of dollars of public investment into the neighborhood it serves.

To leverage this investment, and to enhance the connection between the schools and the surrounding neighborhoods, the Department of Planning (DOP) launched a program called INSPIRE, which stands for **Investing in Neighborhoods and Schools to Promote Improvement, Revitalization, and Excellence**. This planning program focuses on the neighborhoods surrounding each of the schools, specifically the quarter-mile around the schools. The plans will include specific implementable recommendations.

Planning Process Kickoff:

The Board of School Commissioners approval of the feasibility studies depicting preferred school design options for each site will trigger the kick-off of the INSPIRE community engagement and planning process for the surrounding neighborhoods. The Planning Department works with community members – individuals from the schools and the neighborhoods – to guide the INSPIRE process.

- **LISTEN: Gathering Information** - Community stakeholders, Planning department staff, and other city agency staff examine existing conditions around the school and identify strengths, weaknesses, and opportunities. Information will be gathered through reviewing existing neighborhood plans and history, and collecting demographic data. The Planning department will conduct walking tours with an INSPIRE Steering Committee, convene workshops, and conduct surveys.
- **CREATE: Drafting and Reviewing Recommendations** - Based on stakeholder input, Planning Department staff will draft recommendations. Relevant City agency representatives (such as Transportation or Housing) will work with Planning Department staff to identify where coordinated activity can help address the recommendations. Draft recommendations will be shared with the stakeholders, and will be revised and prioritized according to their feedback.
- **DELIVER: Writing, Reviewing, and Executing the Plan** - Planning Department staff will write the INSPIRE plan – including implementation timelines - and share it with the community. After the plan is reviewed by the community, it will be submitted to the Planning Commission for adoption.

Implementation:

The plan will identify specific implementation actions that will fall into four categories:

- **Partner Commitments** – Plans will identify commitments from institutions, businesses, community development corporations, community associations, and other partners to help implement specific plan recommendations.
- **Agency Operations** – Plans will include detailed recommendations for directing and coordinating agency operations, such as re-striping or creating new crosswalks, code enforcement, and tree trimming/planting.
- **Priority Areas for Citywide Initiatives** – Plans will prioritize existing citywide initiatives, such as Safe Routes to School or blight elimination.
- **Capital Projects** – To help ensure the success of INSPIRE, \$5 million of General Obligation Bonds are available in FY16 and FY17 to implement INSPIRE projects and priorities.

INSPIRE Planning Processes Underway:

- **Completed Reports**
 - The Planning Commission adopted the first INSPIRE plan for the Berea Neighborhood near Fort Worthington Elementary-Middle on November 17, 2016.
 - Four additional INSPIRE Recommendation Reports are completed and have been shared with community members adjacent to the following schools: Frederick Elementary, John Eager Howard Elementary, Lyndhurst Elementary-Middle, and Arundel Elementary and Cherry Hill Elementary-Middle.

The site can be viewed at: <http://planning.baltimorecity.gov/planning-inspire>

PROGRAM COMMUNICATIONS

Communications Plan

To ensure that information about the 21st Century School Buildings Program is readily available and easily accessible to the community, a Communications Plan was created and launched in early 2016 to outline the strategy and methodologies to be used for the various channels of communication including the 21st Century Schools website, social media, community meetings and traditional methods such as flyers and presentations. This plan was intended to be inclusive of all forms of communications, information distribution, feed-back and stakeholder management, with an emphasis on how these will be managed and by whom during 2017 and beyond.

Program Website

The program website continues to be the main portal and communication tool for all information relating to the status and future plans of the 21st Century School Buildings Plan. The website facilitates the sharing of information between internal and external stakeholder groups, including community members, school families, and workforce entities seeking construction opportunities. Additionally, the site is a communication tool for City Schools, MSA, the City, the IAC, and other government agencies, to provide updates, and detailed program and project descriptions.

The site can be viewed at: www.baltimore21stcenturyschools.org

PROGRAM FINANCIAL REPORT

Attached is the Statement of Revenues and Expenditures related to the activities for the Baltimore City Public Schools. Please reference [Exhibit 3](#) for additional information.

Revenues

Revenues for the period ending June 2016 were \$33.2 million. This consists of \$20.0 million from lottery for fiscal year 2016, \$8.0 million from Baltimore City for the bottle tax, facility rental fee and table games revenues for fiscal year 2016, \$4.3 million from additional revenues collected in fiscal year 2015 in excess of the \$8.0 million paid by Baltimore City and investment income of \$852,000, which includes investment income on bond proceeds.

Expenditures

Overall, expenses through June 2016 are under budget by \$26.3 million. Below are some of the major variances:

Salaries, Wages and Benefits

This category is under budget for the period ending June 30, 2016 by \$168,000. The primary reasons are the budget allocations for attorneys and accounting are less than the amount budgeted and lower personnel costs.

For the year, this category is under budget by \$210,000.

Telephone

This category is over budget for the period ending June 30, 2016 by \$1,600. There were additional cell phones purchased for new employees in prior periods and the use of GoCitrix.

For the year, this category is under budget by \$300.00.

Travel

This category is under budget for the period ending June 30, 2016 by \$3,500. Budgeted included more reimbursement for mileage to project managers.

For the year, this category is under budget by \$3,600.

Contractual Services

This category is over budget for the period ending June 30, 2016 by \$4.8 million. This quarter includes year-end accruals and expenditures related to prior periods for the construction manager. For this quarter, construction spending increased. In addition, reimbursement to Baltimore City Public Schools is included in the categories budget but one payment is recorded in another category.

For the year, this category is under budget by \$18.0 million

Office Supplies and Equipment

This category is over budget for the period ending June 30, 2016 by \$18,000. This period included the purchase of additional computer equipment, copier rentals, and office supplies for new employees related to the program.

This category is over budget for the year by \$32.900.

Equipment Additional and BCPS Reimbursement

This category is over budget by \$252,000. The reimbursement to Baltimore City Public Schools for the 1st quarter of FY 2016 is included in this category but is budgeted in Other Contractual Services.

Fixed Charges

This category is under budget for the period ending June 30, 2016 by \$8.3 million. The budget included a full six-month interest payment of \$11.0 million.

This category is under budget for the year by \$8.3 million

Baltimore City Public Schools Construction and Revitalization Revenue Bond, Series 2016

MSA issued the first series of revenue bonds for the Baltimore City Public Schools Construction and Revitalization program. The bond sale was for \$320 million with the proceeds being used to finance a portion of the year 1 schools. The balance of the projects will be covered in the second bond issuance.

The bonds were rated "Aa3", "AA-", and "AA" from Moody's Investors Services, Inc., Standard & Poor's Rating Services and Fitch, Inc. respectively.

The bonds were sold in April 2016. The bonds were price at a 5% interest rate. There were over \$1 billion in orders placed, and, because of this high demand, \$66.0 million in bond premium was generated. These proceeds will be used to fund the year 1 schools. The final true interest cost of the transaction is

around 3.5%. The estimated debt service payment is \$20.8 million annually and will be paid semiannually on May 1st and November 1st.

The final maturity of the bonds will be May 1, 2046.

COMPREHENSIVE MAINTENANCE PLAN UPDATE

During 2016, the following improvements for addressing higher levels of efficiency and accountability as required under the 2013 MOU by City Schools were completed. The Executive Director (ED) of Facilities position was added and filled to the City Schools organization structure. This position manages and oversees the three Facilities, Maintenance & Operations (FM&O) departments including Facilities Planning, Design and Construction, and Maintenance / Engineering. The ED reports directly to the Chief Operating Officer (COO).

- Roofing Project Manager was added to FM&O department to manage and oversee capital replacement roofing projects and reporting directly to Contracts Maintenance.
- Reduction of 125,877 square feet of Facilities space through the transfer of three schools to the City/Mayor & City Council.
- Review of staffing plan of both current and future positions related to increase in FM&O budget to allow for the creation of additional positions for Repair and Maintenance offices

The approved FY 2017 Budget implications, declines in enrollment, and decreases in State contributions (due to the existing State formula to determine the District funding calculation) resulted in fewer dollars for City Schools. This decline in funding impacted the budget along with other District-wide financial commitments. A subsequent reduction in force and cuts to operational dollars resulted in the following impact on Facilities Operations:

- Decline of a 12.6% in Operations cost centers which affects operations contracts, preventive maintenance and staffing.
- Reduction in fiscal funding by \$1M from the planned \$3M annual allocation which effects Preventive Maintenance and staffing positions.
- Elimination of twenty-five (25) full time positions for Maintenance.

Computerized Maintenance Management System (CMMS)

Through funds from the 21st Century School Buildings Program, Baltimore City Schools procured a CMMS system and began implementing it in 2016. The SchoolDude system (<https://www.schooldude.com>) will streamline and provide enhanced accountability for City Schools' school facility maintenance management operations. Preventive Maintenance (PM) Direct, Maintenance Direct and Capital Forecast tools are integrated in the SchoolDude system for capturing and analyzing data of all major building systems and individual components. The web-based platform will provide functions and capabilities to perform Condition Assessment and Asset Inventory, Evaluation, Cost Estimating, and Building Systems Equipment Inventory.

City Schools completed its obligations under the 2013 MOU regarding maintenance management using the following strategy.

Table 3: Comprehensive Maintenance Plan Strategy and Status

Strategy		Status
1	Asset Management	For FY 2016, we have procured the services of SchoolDude to assist in providing a 4-year Phase Facilities Asset Assessment. This year, Phase 1, will consist of compiling assets within 3,649,870sq. ft. of Facilities space.
2	Computerized Maintenance Management	System On January 12, 2016 the Board of School Commissioners approved a contract with SchoolDude. Initiatives in FY 2017 will be focused on completing implementation in October 2016. The CMMS will allow staff to better manage maintenance requests and services to support data-driven decisions through the use of custom, ad hoc and dashboard reporting capabilities. Operations is also reviewing other components of the system related to Real Estate functions for a comprehensive facilities inventory platform.
3	Modernize the Fleet	Further discussion with Finance and funding will be determined for the replacement of BCPS fleet to include Facilities, Food & Nutrition, Police, & Information Technology Department. This will require a Master Lease as our current evaluation of our fleet replacement is 7.5M
4	Allocate funds to Contract Maintenance and Mechanical Services for Preventive Maintenance	In FY 2016 \$4.338M against a target of \$5.433M was spent for preventive maintenance.

Metrics

By means of the Memorandum of Understanding for the Construction and Revitalization of Baltimore City Public Schools (MOU), City Schools' is to submit metrics for Facility, Maintenance and Operations (FM&O) for approval by the State of Maryland's Interagency Committee on School Construction (IAC). After approval, there is to be an annual report of the accomplishment of the metrics' goals, objectives and targets to the IAC. These will be an indicator for the allocation of funds under the 21st Century Buildings Plan financing and annual Capital Improvement Project requests. Together, the Comprehensive Maintenance Plan (CMP), the Computerized Maintenance Management System (CMMS) and the metrics meet MOU requirements and advance the work of FM&O to maintain the entire portfolio of City Schools' buildings.⁶

The MOU identified four domains by which to organize the metrics. Staffing

- 1) Work Orders
- 2) Inspections
- 3) Computerized Maintenance Management System

⁶ Memorandum of Understanding for the Construction and Revitalization of Baltimore City Public Schools (MOU), Chapter 11

Domains are organized by the following:

Goals: Serve as the direction by which FM&O is to manage staff, resources and processes. Some goals extend across domains and are appropriate as a guide for management. An example is the domains for Work Orders and the Computerized Maintenance Management System.

Objectives: Serve as the activities and work by which FM&O will accomplish the related goals.

Fiscal 2016 Actual Data: Where available these data were used in the development of Fiscal 2016 targets. PM activities will begin to increase in Fiscal 2016 because resources will be dedicated to these activities, new processes will be implemented, physical plant assets will be inventoried, and the CMMS will begin to be implemented. As these initiatives are implemented data should increase starting in Fiscal 2017 without any changes to proposed finance allocations.

Fiscal 2016 Actual/Baseline: Data will be developed as objectives are in process and accomplished this year. Fiscal data will rise and fall differently from past history due to the implementation of initiatives to improve the organization. One initiative is the implementation of a CMMS. This will require a redesign of many processes, which will affect work flows throughout the system. A second initiative is the inventory of physical plant assets which will increase preventive maintenance work orders and lead to the discovery of deferred repairs to plant and equipment. A third initiative is to raise the expectations of staff to discover and log more repair requests. These three initiatives should result in Fiscal 2016 data to be different from historical data.

Fiscal 2016 Targets: These serve as an indicator of progress and accomplishment of the objective. As noted above, new initiatives will challenge FM&O to meet the targets. However, actual Fiscal 2015 baseline data will lead to realistic targets in future years.

Domains, Goals, Objectives and Metrics

Following are the goals, objectives and metrics by which FM&O progress is to be measured for each domain.

1) Staffing Domain (SD): The goal of staffing is to fill vacant positions to lower the maintenance burden across FM&O and to develop staffs' technical and managerial expertise.

Goals:

- Hire qualified FM&O staff (Objective SD 1).
- Reduce the maintenance burden for each FM&O FTE (Objective SD 2).
- Implement training program (Objective SD 3).
- Plan evaluation metrics and system for Fiscal 2016 (Objective SD 3).

Objective SD 1: Reduce the number of vacancies in FM&O by June 30, 2015.

Metric SD 1: Fill the 5 FM&O vacant and 15 newly created positions by June 30, 2016. The Comprehensive Maintenance Plan, approved by City Schools' Board of Commissioners on August 12, 2014. Due to District's fiscal situation, the vacant positions were eliminated to meet Budget targets and not lay anyone off.

Table 4

3 Year Plan: Facility and Maintenance			
Primary Initiatives	FY2017	FY2018	FY2019
4) Increase FM&O Staffing			
-	FTEs	FTEs	FTEs
Maintenance and Repairs	99	109	119
Support	15	15	17
Management	16	16	16
Total FTEs	130	140	152
FTE increase	*	10	12
Square Footage	17,464,692	17,401,487	16,757,207
Square footage per FTE	134,343	124,296	110,245
*abolished vacancies to meet budget			

Table 5

SM	Facility, Maintenance and Operations Core Outcomes: Fiscal 2016
Goals: Staffing	
1) Reduce the number of vacancies in FM&O 2) Reduce the square footage per FTE to 157,617 square feet by FY16. 3) Implement training program. 4) Plan evaluation metrics and system for FY17.	
SM 1	Reduce the number of vacancies in FM&O

Table 6

Cost Center/Job Title: as of 7/5/2016	Vacant	Filled	Total
0730 - DIRECTOR FACILITIES	0	5	5
Contract Administrator II		1	1
Director - Building Maintenance & Inspections		1	1
Director - Facilities Maintenance & Operations		1	1
Energy Specialist		1	1
Supervisor - Logistics		1	1

Table 7

Cost Center/Job Title: as of 7/5/2016	Vacant	Filled	Total
0752 - REPAIR SHOP	2	42	44
Building Maintenance Worker I		8	8
Building Maintenance Worker II		6	6
Building Repairer		10	10
Carpenter I		1	1
Glazier		1	1
Laborer		1	1
Locksmith	1	2	3
Maintenance Coordinator		1	1
Painter I		2	2
Painter II		0	0
Pipefitter I		2	2
Pipefitter II		2	2
Plumber		1	1
Secretary		0	0
Storekeeper I		1	1
Supervisor - Education Building		3	3
Supervisor - Stores	1		1
Welder		1	1

Table 8

Cost Center/Job Title: as of 7/5/2016	Vacant	Filled	Total
0753 - CONTRACT MAINTENANCE	0	12	12
Manager - Contract Building Maintenance		1	1
Manager - Facilities Construction Projects		0	0
Mechanic II - Electrical		2	2
Secretary		1	1
Supervisor - Education Building		0	0
Supervisor - School Project		8	8

Table 9

Cost Center/Job Title: as of 7/5/2016	Vacant	Filled	Total
0754 - MECHANICAL SERVICES	0	4	4
Assistant II - Accounting		1	1
Construction Mechanical Inspector		1	1
Manager		1	1
Supervisor - School Project		1	1

Table 10

Cost Center/Job Title: as of 7/5/2016	Vacant	Filled	Total
0784 - FACILITIES - SE CLUSTER 4	0	21	21
Business Manager		0	0
Driver I - Motor Vehicle		1	1
Office Assistant		0	0
Operator I - Vehicle Equipment		1	1
Stationary Boiler Maintenance Worker		3	3
Stationary Engineer - HP		4	4
Stationary Engineer I - HVAC		1	1
Stationary Engineer I - Low Pressure		5	5
Stationary Engineer II - Low Pressure			
Manager-Engineering Operations		1	1

Cost Center/Job Title: as of 7/5/2016	Vacant	Filled	Total
Supervisor - HVAC		1	1
Technician II - HVAC		2	2
Technician III - HVAC		2	2
Grand Total	2	84	86

Table 11

5 Year Plan: Facility and Maintenance			
<u>Primary Initiatives</u>	FY2014	FY2015	FY2016
4) Increase FM&O Staffing	FTEs	FTEs	FTEs
Maintenance and Repairs	77	86	87
Support	15	16	11
Management	6	8	6
Total FTEs	98	110	104
FTE increase		12	
Square footage per FTE		162,881	162,881
Maintenance and repairs	225,715	201,604	201,604
Total staff	177,348	157,617	157,617

Table 12

5 Year Plan: Facility and Maintenance					
<u>Primary Initiatives</u>	FY2017	FY2018	FY2019	FY2020	FY2021
5) Staff Development					
Training	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Accountability: Facility Stat Measures Added to Employee Evaluations	Ongoing	Ongoing	Re-evaluate	Ongoing	Ongoing

Objective SD 2: Reduce the square footage per FTE to 157,617 square feet. The Comprehensive Maintenance Plan, approved by City Schools' Board of Commissioners on August 12, 2014, projects a square footage per FTE of 86,885 by Fiscal 2019. Due to districts budget situation, FY 17 plans were stalled due to elimination of vacant positions. We will request 10 new positions for the FY 18 Budget

Metric SD 2:**Table 13**

5 Year Plan: Facility and Maintenance					
<u>Primary Initiatives</u>	FY2013	FY2014	FY2015	FY2015 – No Swing Space	FY2015 – Swing Space
4) Increase FM&O Staffing			2014 CMP Year-1 Plan	CMP Year- 1 Plan	CMP Year- 1 Actual
	FTEs	FTEs	FTEs	FTEs	FTEs
Maintenance and Repairs	77	77	86	84	84
Support	15	15	16	15	15
Management	6	6	8	10	10
Total FTEs	98	98	110	109	109
FTE increase			12	11	11
Projected costs to increase FTEs			633,410	429,926	429,926
Square footage per FTE					
Maintenance and repairs	230,538	225,715	201,604	204,120	195,300
Total staff	181,137	177,348	157,617	157,303	152,298

Going forth with further review of our portfolio and current /anticipated needs for charter, transformation schools that come to the district for space, this target may pose challenges that Facilities may have difficulty in achieving in the future. Facilities' is pushing back on keeping additional vacant buildings that are not to be used as swing space. However, current practice is to use these vacant schools for start-up operations. Leasing of the space to the new school is through our Real Estate Office. The monthly lease does not sufficiently pay the true value of the building's operating budget. It is our intention to push for the transfer of the vacant schools back to the City for them to lease to the new school operators. We want to decrease the square footage inventory so that funds can be reallocated to the schools open.

Objective SD 3: Implement training program and plan evaluation system for Fiscal 2016 implementation.

Metric SD 3:**Table 14**

SM 3 Implement Training program Plan evaluation metrics and system for FY 16		
5) Staff Development		FY 16

Training	\$10,000	\$10,000
Accountability: Facility Stat Measures Added to Employee Evaluations	Plan	Provided

Training of the EBS's has been implemented.

2) Work Orders Domain: Preventive Maintenance (PM) and Repair Work Orders (RM) are the two sets of goals, objectives and metrics for this domain.

Preventive Maintenance Goal Overview (PM): Counteract the reactive response by FM&O to emergencies and repairs by increasing scheduled preventive maintenance. It is important to note that as new and renovated buildings become available life-cycle equipment will require time to calibrate to standard operation; therefore, work orders will increase for a period of time.

Goals:

- Reduce the number of unscheduled and emergency work orders leading to the reduction of lost instructional time (Objective PM 4).
- Increase planned and scheduled preventive maintenance (Objective PM 2).
- Establish preventive maintenance baseline measures in FY15.
- Establish preventive maintenance targets for FY15.
- Actual preventive maintenance measures to meet or exceed FY15.

Objective PM 1: Establish staff whose primary work is preventive maintenance.

Metrics PM 1:

Elimination of Positions prevented hiring of these positions, request will be presented in FY 18 budget plan

Table 15

PM 1 <i>Establish staff* whose primary work is preventive maintenance.</i>					
	Measure Name	Category	FY15 Actual	FY16 Actual	FY17 Target
PM 1.1	Number of FTEs planned for preventive maintenance	Input	0	6	
PM 1.2	Number of FTEs actually performing preventive maintenance	Output	2	3	
PM 1.3	Percentage of FTEs performing preventive maintenance: Plan vs. Actual	Outcome		50%	6

**FTE is one who spends 75% of their time on preventive*

maintenance tasks.

Objective PM 2: Effectively schedule time for preventive maintenance activities.

Metrics PM 2:

Table 16

PM2 Effectively schedule time for preventative maintenance activities					
	Measure Name	Category	FY15 Actual	FY16 Actual	FY17 Target
PM 2.1	Total number of preventive maintenance labor hours scheduled	Input		12,480	
PM 2.2	Total number of preventive maintenance actual labor hours	Input		3,873	
PM 2.3	Percentage of actual preventive maintenance labor hours scheduled	Outcome		31%	80%

Objective PM 3: Plan and direct contractor resources to preventive maintenance activities.

Metrics PM 3:

Table 17

PM3 Plan and direct contractor resources to preventative maintenance activities					
	Measure Name	Category	FY15 Actual	FY16 Actual	FY17 Target
PM 3.1	Total contractor costs for preventative maintenance	Input		\$4,000,000	
PM 3.2	Total number of open emergency and repair orders	Input	2,332	\$7,141,628	
PM 3.3	Percentage of open emergency and repair orders	Outcome		179%	125%

Objective PM 4: Decrease the number of unscheduled and emergency work orders. Emergency work orders are for immediate repair to equipment or the physical plant that is a threat to life and safety or the mitigation of the threat to life and safety.

Metrics PM 4:

Table 18

PM4 Decrease the number of unscheduled and emergency work orders					
Measure Name		Category	FY15 Actual	FY 16 Actual	FY17 Target
PM4.1	Total number of work orders completed	Output	53,054	47,905	
PM4.1	Total number of unscheduled work orders completed	Output	25,867	17,686	
PM4.1	Percentage of unscheduled work orders completed	Outcome	49%	37%	32%

Repair Work Orders Goal Overview (RM): Efficient and timely response to school physical plant repairs, emergencies and vandalism. Efficient responses are measured by the time to complete a work order. Timely responses are measured from the time a work order is submitted to the time it is completed.

Goals:

- Efficient response to emergencies and repairs (Objective RM 1).
- Timely response to emergencies and repairs (Objective RM 2).
- Establish emergency and repair work order baseline measures in FY15.
- Establish emergency and repair work order completion targets for FY15.
- Actual emergency and repair measures to meet or exceed FY15 targets.

Objective RM 1: Improve the average hours to complete an emergency and repair work orders.

Metrics RM 1:

Table 19

RM 1 Improve the average hours to complete an emergency and repair work orders.					
Measure Name		Category	FY15 Actual	FY16 Actual	FY17 Target
RM 1.1	Total number of completed emergency and repair orders	Input	53,054	47,905	
RM 1.2	Total number of labor hours to complete emergency and repair orders	Output	126,884	122,496	
RM 1.3	Average hours to complete emergency and repair work orders	Outcome	2.4	2.6	2.30

Objective RM 2: Improve response time to complete emergency and repair work orders.

Metrics RM 2:

Table 20

RM 2 Improve response time to complete emergency and repair work orders.					
	Measure Name	Category	FY15 Actual	FY16 Actual/Baseline	FY17Target
RM 2.1	Total number of completed emergency and repair orders	Input	53,054	47,905	
RM 2.2	Total number of emergency and repair orders completed in 15 days or less	Output	39,449	35,827	
RM 2.3	Total number of emergency and repair orders completed in greater than 15 days and less than 30 days	Output	5,122	4,110	
RM 2.4	Total number of emergency and repair orders completed in 30 days or less	Output	44,571	39,937	
RM 2.5	Percentage of emergency and repair orders completed in 15 days or less	Outcome	74%	75%	76%
RM 2.6	Percentage of emergency and repair orders completed in greater than 15 days and less than 30 days	Outcome	10%	9%	12%
RM 2.7	Percentage of emergency and repair orders completed in 30 days or less	Outcome	84%	83%	88%

Objective RM 3: Reduce the percentage of open emergency and repair work orders.

Metrics RM 3:

Table 21

RM3 Reduce the percentage of open emergency and repair work orders					
	Measure Name	Category	FY15 Actual	FY16 Actual	FY17 Target
RM 3.1	Total number of open and completed emergency and repair orders	Input	48,521	56,373	

RM 3.2	Total number of open emergency and repair orders	Input	2,332	3,319	
RM 3.3	Percentage of open emergency and repair orders	Outcome	5%	6%	4%

Objective RM 4: Reduce the average age in days of open emergency and repair work orders.

Metrics RM 4:

Table 22

RM4 Reduce the average days of open emergency and repair work orders					
	Measure Name	Category	FY15 Actual	FY16 Actual	FY17 Target
RM 4.1	Total number of open and completed emergency and repair orders	Input	2,332	3,319	
RM 4.2	Total age in days of open emergency and repair orders	Input	382,979	380,519	
RM 4.3	Average age in days of open emergency and repair orders	Outcome	164.23	114.65	125

3) Inspections Domain (ID): Inspect critical assets in order to maintain life safety equipment and protect physical plant assets.

Goal:

- Complete City, State and Federal mandated inspections.

Objective ID 4: Complete City, State and Federal mandated inspections.

During Fiscal Year16, an additional 3M dollars was provided to perform further preventive maintenance and repairs. Fire alarm inspections was one of many new preventive maintenance efforts. Inspections and testing were attempted during the school year with occupied buildings however found to be difficult as the testing disrupted classroom teaching. The sounding of the alarm was continuous and would take from 1- 5 hours depending on the size of the building. Alarm testing, consists of pulling and resetting each individual pull station. Attempts were initiated however we determined it to be too disruptive.

Facilities reconvened and made alternative plans to test.

First testing would be on Fire Department noted violation and requirements.

Testing would be scheduled with vendor after school hours and on Saturdays.

Metrics ID 4:**Table 23**

IM 1	Complete City, State and Federal mandated inspections.								
	Maintenance Category	Mandate	Sites	Size	Unit	Contractor Costs	Responsible	Target	Period
IM 1.1	Roofs	278	177	9,167,380	square feet	\$ 200,000	Bill Nelson	2	Year
IM 1.2	Sprinklers/Pumps	272	108	108	each	\$ 88,000	Mike Rozier	2	Year
IM 1.3	Elevators	2136	130	172	each	\$ 432,000	Christine Bradshaw	1	Monthly
IM 1.4	Elevators	178	130	172	each		Christine Bradshaw	1	Year
IM 1.5	Bleachers	26	30	90	sections	\$ 50,000	Mike Rozier	2	Year
IM 1.6	Hood Suppression	160	118	118	each	\$ 40,000	Christine Bradshaw	2	Year
IM 1.7	Operable Walls	72	38	38	each	\$ 8,000	Orville White	1	Year
IM 1.8	Fire Alarms	4	167		each	\$ 150,000	Terry Knight	2	Year
IM 1.9	Cleaning Inspections	563	186	186	each		Tim Ballard	4	Year
IM 1.10	Boilers	85	93	204	each		Al Jenkins	2	Year
IM 1.11	Cooling Equipment	156	40	68	each				
IM 1.12	Generators	103	81	82	each	\$ 65,000	Orville White	2	Year
IM 1.13	Emergency Lights	89	62		each	\$ 25,000	Orville White	2	Year
	Fire Extinguishers	230							
	Electrical Systems								

4) Computerized Maintenance Management System Domain (CMMS): The goal is a fully integrated enterprise solution that utilizes automated work flows to streamline all aspects of the work order, preventive maintenance, asset management, inventory management, utilities management and community/facility management modules.

Goals:

- Implement a CMMS in schools' buildings replaced or renovated with the 21st Century Buildings Plan financing and in school buildings that are not renovated with this financing. The implementation will be rolling over a period of time as building maintenance plans are developed and physical plant assets are identified for preventive maintenance schedules (Objective CMMS 2).
- Reduce the number of unscheduled and emergency work orders leading to the reduction of loss instructional time (Objective CMMS 1).
- Increase planned and scheduled preventive maintenance (CMMS 1).
- Create a deferred maintenance backlog (Objective CMMS 3).
- Establish preventive maintenance baseline measures in FY15.
- Establish preventive maintenance targets for FY15.

CMMS was obtained at the end of Fiscal FY 16 and will be implemented in FY 17

Objective CMMS 1: Plan, schedule and complete preventive maintenance work orders.

Metrics CMMS 1: Data will become available as the CMMS is implemented across schools. As mentioned earlier in the CMP, this process was slowed due to procurement issues, however resolved. Intent is to have resolved and to initiate start-up of CMMS system in October, 2016.

Table 24

CMMS 1	<i>Plan, schedule and complete preventive maintenance work orders.</i>				
	Measure Name	Category	FY15 Actual	FY16 Actual/Baseline	FY17 Target
CMMS 1.1	Total number of preventive maintenance work orders scheduled	Input	3978	1806	
CMMS 1.2	Total number of scheduled preventive maintenance work orders completed	Output	3766	1782	
CMMS 1.3	Total number of preventive maintenance work orders completed	Output	3995	1969	
CMMS 1.4	Percentage of preventive maintenance work orders scheduled	Outcome	100%	92%	
CMMS 1.5	Percentage of scheduled preventive maintenance work orders completed	Outcome	95%	99%	NA

Objective CMMS 2: Initiate activities to inventory physical plant assets in buildings that will not commissioned through the 21st Century Buildings Plan financing. This objective is in process to acquire inventory asset services. As the CMMS system is implemented the asset inventory data will integrate into the CMMS.

Metrics CMMS 2: The CMMS will be a rolling implementation over a period to be determined by the RFP process; therefore, data will develop over this schedule.

Table 25

CMMS 2 Plan and direct contractor resources to preventative maintenance activities					
	Measure Name	Category	FY15 Actual	FY FY16 Actual	FY17 Target
CMMS 2.1	Total number of major building assets planned to be inventoried (systems x schools)	Input	0	0	
CMMS 2.2	Total number of actual major building systems to be inventoried (systems x schools)	Input	0	0	
CMMS 2.3	Percentage of plan completed of major building systems	Outcome	0%	0%	25%

	inventoried			
--	-------------	--	--	--

Objective CMMS 3: Create a deferred maintenance backlog for all schools where the CMMS is implemented.

Metrics CMMS 3: The CMMS will be a rolling implementation over a period to be determined by the RFP process; therefore, data will develop over this schedule.

Table 26

CMMS 3 Create a deferred maintenance backlog for all schools where CMMS is implemented					
	Measure Name	Category	FY15 Actual	FY FY16 Actual	FY17 Target
CMMS 3.1	Total number of CMMS work orders identified as deferred maintenance	Input	318	501	
CMMS 3.2	Total physical plant value	Input	0	0	
CMMS 3.3	Percentage of scheduled preventive maintenance work orders completed	Outcome	0%	0%	100%

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Exhibit 1 – Summary Tables

Building Name	2016 Enrollment Projection	2016 SRC	2016 SQFT	2016 SQFT/Student	EAP/Feasibility Estimates	Construction Cost Estimate 2016	Construction Bids 2016	Construction Savings 2016	\$/SF Construction 2016
Arlington #234	447	471	97,750	208	\$ 41,260,642				
Arundel #164	534	636	115,000	181	\$ 44,253,517	\$ 37,800,000	\$ 36,859,523	\$ (940,477)	\$ 321
Cherry Hill #159	786	932	132,984	143	\$ 48,281,839		-		
Forest Park #406	816	927	204,000	220	\$ 70,122,898	\$ 60,400,000	\$ 56,193,983	\$ (4,206,017)	\$ 275
Fort Worthington #85	594	700	103,280	148	\$ 42,187,379	\$ 34,300,000	\$ 33,080,645	\$ (1,219,355)	\$ 320
Frederick #260	437	605	84,961	140	\$ 30,855,997	\$ 25,100,000	\$ 25,135,322	\$ 35,322	\$ 296
John Eager Howard #61	404	531	91,750	173	\$ 33,539,979	\$ 28,600,000	\$ 28,359,808	\$ (240,192)	\$ 309
Lyndhurst #88	698	714	111,435	156	\$ 39,938,364	\$ 35,300,000	\$ 35,204,180	\$ (95,820)	\$ 316
Patterson #405	1,108	1614	236,000	146	\$ 95,000,000		-		
Pimlico #223	627	761	125,000	164	\$ 45,279,387	\$ 38,700,000	\$ 37,836,910	\$ (863,090)	\$ 303
Robert Poole #56	594	989	138,963	141	\$ 55,056,540	\$ 45,200,000	\$ 38,507,745	\$ (6,692,255)	\$ 277
Plan Year 1 Schools	7,045	8,880	1,441,123	162	\$ 545,776,542	\$ 305,400,000	\$ 291,178,116	\$ (14,221,884)	\$ 299
Plan Year 2 Schools									
Calvin M. Rodwell #256									
Cross Country #247									
John Ruhrah #228									
Medfield Heights #249									
Bay-Brook #124									
Calverton #75									
Govans #213									
Walter P. Carter #134									
Fairmont Harford #456									
Commodore John Rodgers #27									
Robert W. Coleman #142									
Harford Heights Bldg #36									
Mary E. Rodman #204									
Montebello #44									
James Mosher #144									
Northwood #242									

Exhibit 2 – Schedules

Year 1 Schools

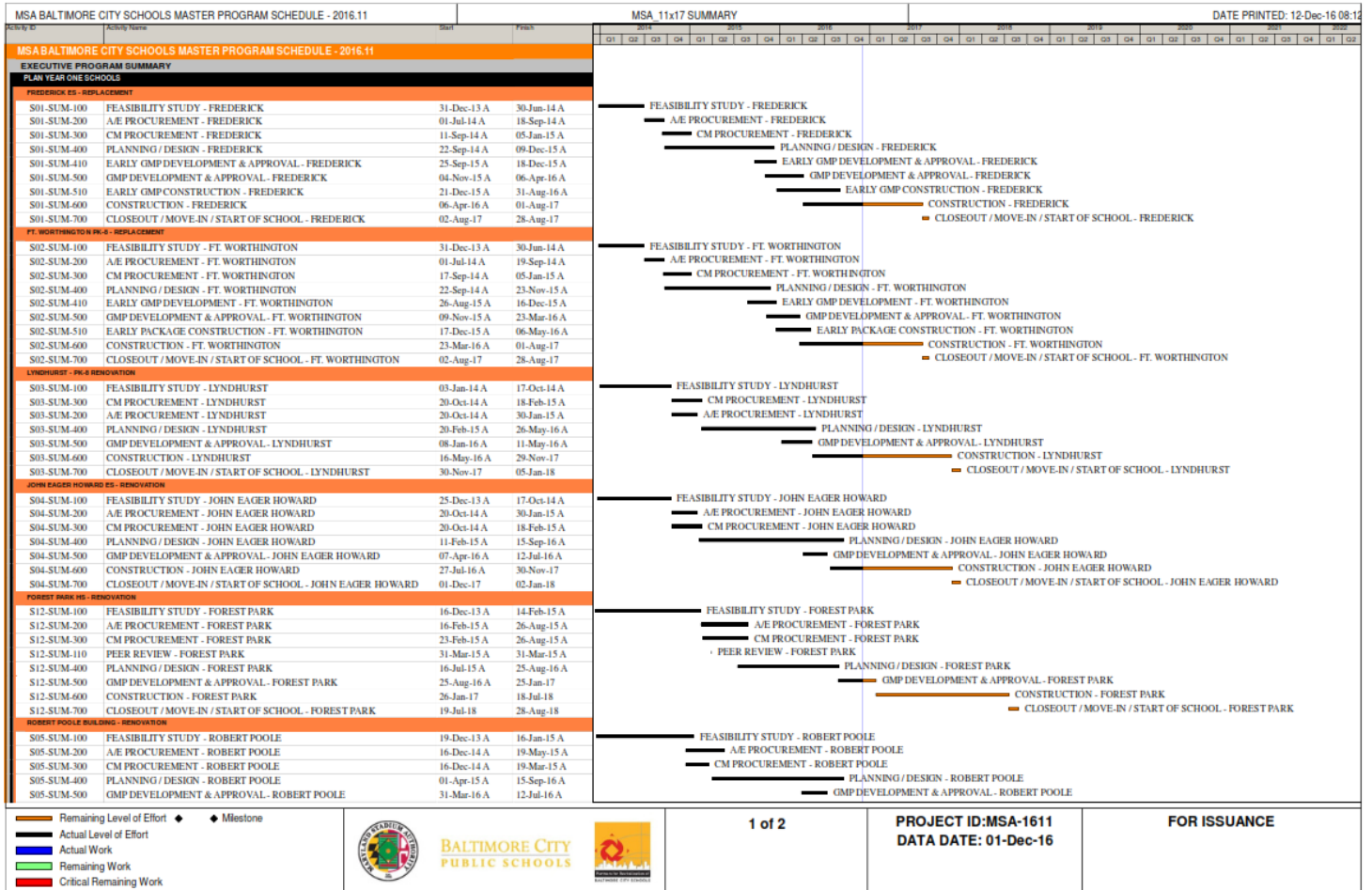
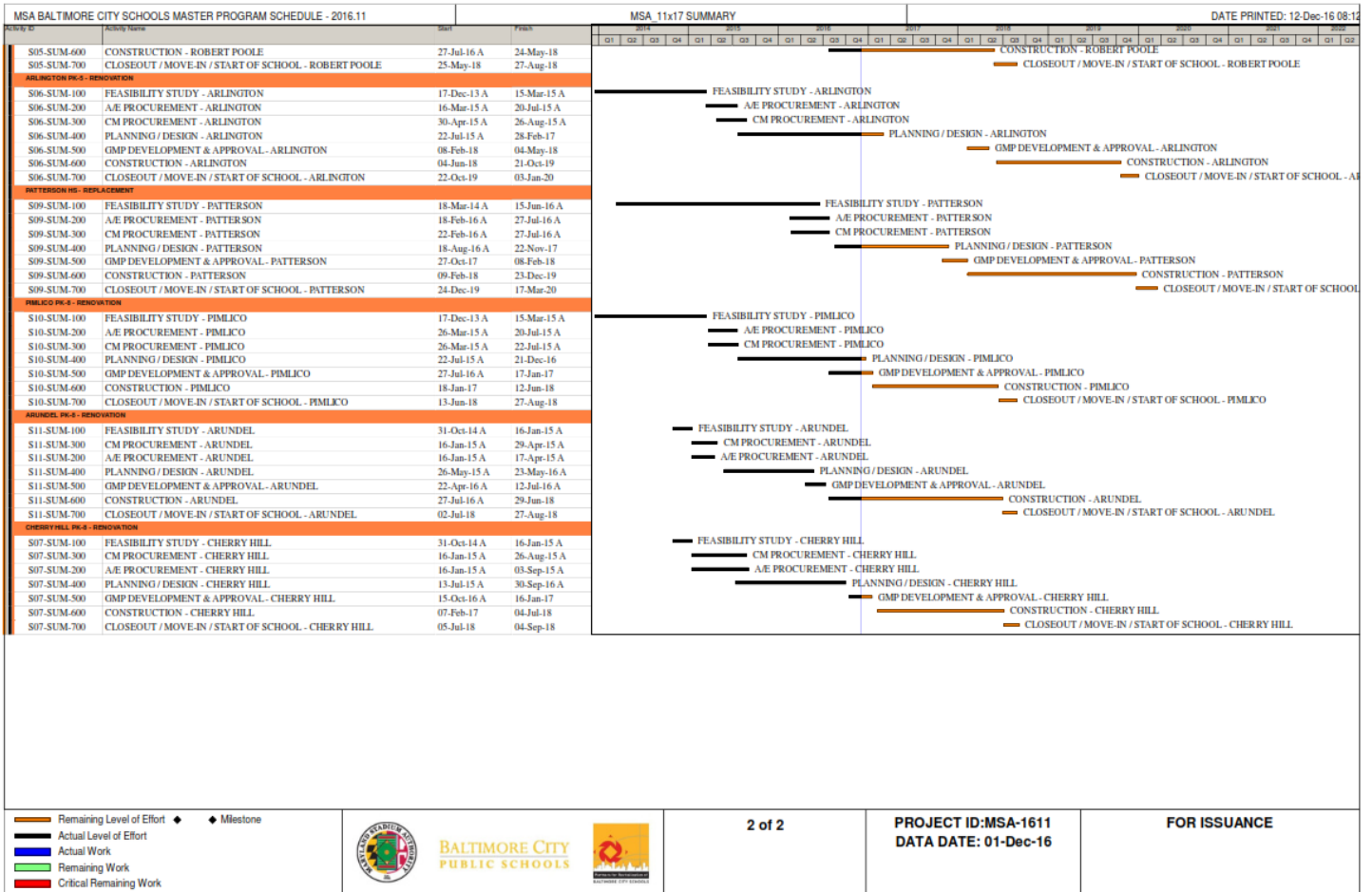


Exhibit 2 – Schedules (Cont.)

Year 1 Schools*



Year 2 School schedules - see Table 2: Year 2 Program Summary

Exhibit 3 – Statement of Revenues and Expenses

**Maryland Stadium Authority
Pgm 56 & 57 - Baltimore City Public Schools
Statement of Revenues and Expenses
12 Periods Ended 6/29/2016**

(Unaudited)

	CURRENT QUARTER	BUDGET QUARTER	CURRENT YTD	BUDGET YTD	ANNUAL BUDGET
REVENUES:					
Total Revenues	\$ 14,098,720	\$ 14,000,000	\$ 33,156,364	\$ 28,000,000	\$ 28,000,000
EXPENSES:					
Subtotal-Salaries, Wages & Fringe Benefits (Object .01)	\$ 431,719	\$ 599,228	\$ 1,658,047	\$ 1,867,237	\$ 1,867,237
Subtotal-Technical and Special Fees (Object .02)	\$ 5,499	\$ 4,043	\$ 11,370	\$ 16,171	\$ 16,171
Subtotal-Communications (Object .03)	\$ 4,133	\$ 2,500	\$ 9,694	\$ 10,000	\$ 10,000
Subtotal-Travel (Object .04)	\$ 1,215	\$ 4,750	\$ 6,324	\$ 10,000	\$ 10,000
Subtotal-Contractual Services (Object .08)	\$ 15,724,240	\$ 10,953,167	\$ 27,265,235	\$ 45,301,169	\$ 45,301,169
Subtotal-Supplies and Materials (Object .09)	\$ 24,640	\$ 6,250	\$ 57,028	\$ 25,000	\$ 25,000
Subtotal-Equipment Additional (Object .11)	\$ 5,823	\$ 15,000	\$ 258,180	\$ 15,000	\$ 15,000
Subtotal-Fixed Charges (Object .13)	\$ 2,716,699	\$ 11,037,168	\$ 2,817,515	\$ 11,148,654	\$ 11,148,674
Subtotal-Land and Structures (Object .14)	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenses	\$ 18,913,967	\$ 22,622,106	\$ 32,083,394	\$ 58,393,231	\$ 58,393,251

Exhibit 3 Continued

**Maryland Stadium Authority
Baltimore City Public Schools Program
Cash Balance as of June 30, 2016**

	Fiscal Year 2014	Fiscal Year 2015	Fiscal Year 2016	Totals
Beginning Cash Balance	\$ -	\$ 16,982,264	\$ 31,834,852	\$ -
Revenues				
Baltimore City	\$ 18,000,000	\$ 20,363,971	\$ 11,447,803	\$ 49,811,774
Investment Income/Misc	\$ -	\$ -	\$ 856,133	\$ 856,133
Lottery	\$ -	\$ -	\$ 20,000,000	\$ 20,000,000
Miscellaneous	\$ -	\$ -	\$ 14	\$ 14
Total Revenues	\$ 18,000,000	\$ 20,363,971	\$ 32,303,950	\$ 70,667,921
Available Funds	\$ 18,000,000	\$ 37,346,235	\$ 64,138,802	\$ 70,667,921
Expenditures				
Maryland Stadium Authority	\$ (1,017,736)	\$ (5,511,383)	\$ (10,230,592)	\$ (16,759,711)
Ending Cash Balance	\$ 16,982,264	\$ 31,834,852	\$ 53,908,210	\$ 53,908,210

Exhibit 4 – Map of Year 1 and 2 Schools

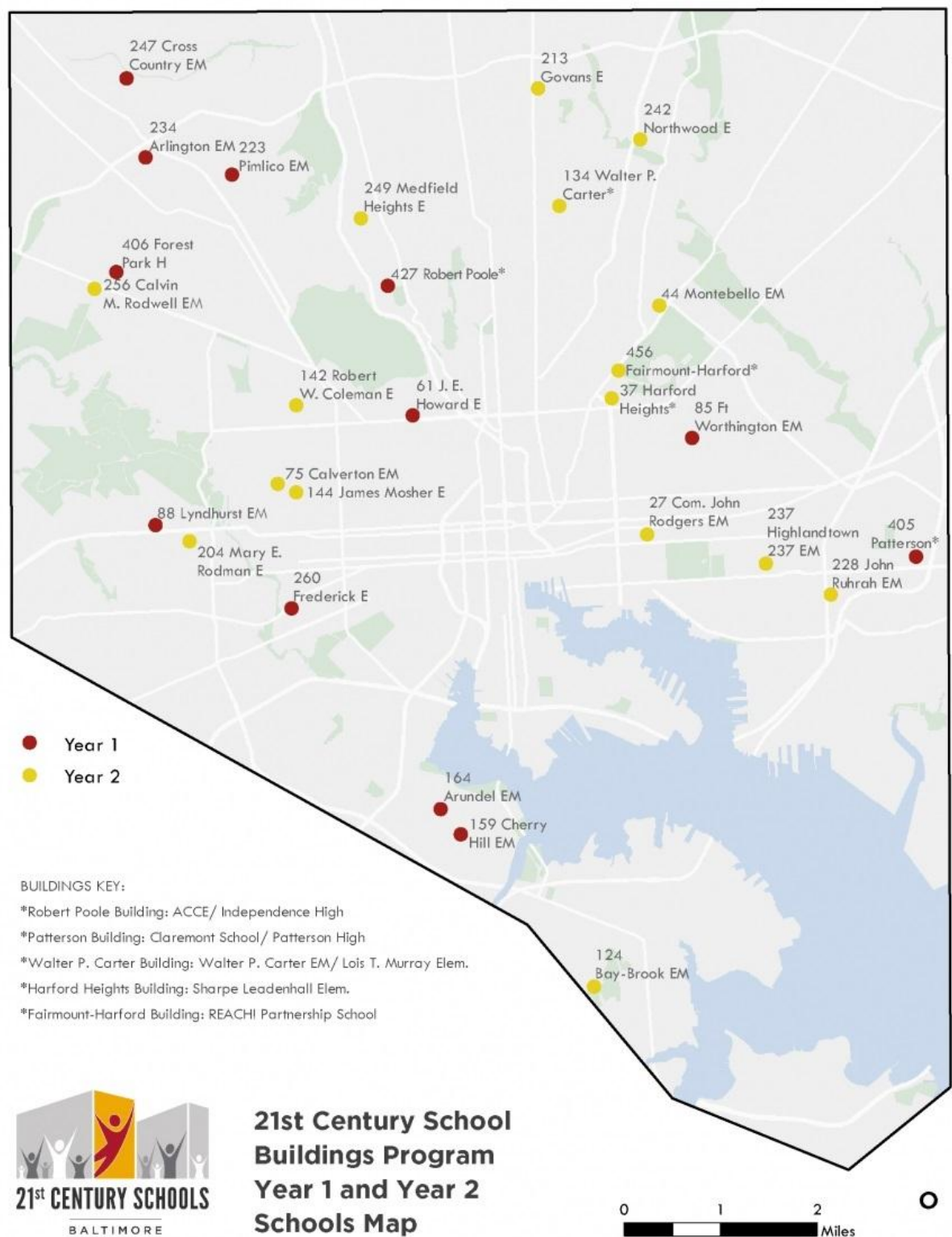


Exhibit 5 – Local Hiring Plan

Schools Construction Program New Hire Commitments Per Project a/o 12/1/16

Arundel		
TRADE	CONTRACTORS	LOCAL NEW HIRES
02A - Demolition/Hazmat	Engineered Demolition	3
03A - Concrete	Premier Concrete	5
04A - Masonry	Karon Masonry	5
05A - Structural Steel	Strait Steel	3
06A - Gen Trades/Rough Carp.	Engineered Demolition	4
07B - Roofing	Chu Contracting	6
08C - Glass and Glazing	Glass Industries	1
09A - Painting	JA Argetakis Contracting	1
09C - Flooring	Allstate Floors	1
23A - Plumbing and HVAC	Pro-Air	6
26A - Electrical	Freestate Electric	2
31A - Earthwork & Utilities	Cotton Construction	1
TOTAL		38

FT. WORTHINGTON		
TRADE	CONTRACTORS	LOCAL NEW HIRES
2A - Demolition/Hazmat	Ritter & Paratore	2
2B - Earthwork & Utilities	P&J Contracting	1
2C - Sitework & Utilities	P&J Contracting	1
2E - Landscaping	Warren H. Boyer, Inc.	1
3A - Concrete	GLB Concrete	2
4A - Masonry	Karon Masonry	6
06A - Gen Trades/Rough Carp.	Homewood Gen'l Contr	1
9A - Drywall & Ceilings	Cindell Construction, Inc.	2
9C - Tile	Allstate Floors	1
13A - Plumbing & HVAC	W.G. Tomko, Inc.	4
16A - Electrical	Brown and Heim, Inc.	3
TOTAL		24

FREDERICK		
TRADE	CONTRACTORS	LOCAL NEW HIRES
2A - Demolition	Barco	2
2B - Site Work/Site Utilities	JLN	2
2C - Landscaping	W.T. King, Inc.	1
3A - Concrete	Dance Brothers	3
4A - Masonry	Karon Masonry	4
06B - Finish Carpentry	Fallston Supply, Inc.	1
7A - Roofing	Kalkrueth	2
8A - Glass & Glazing	Brawner Builders, Inc.	2
9B - Drywall & Ceilings	J&G Acoustical Co.	3
13A - Plumbing & HVAC	Heffron Company	6
TOTAL		28

JOHN EAGER HOWARD		
TRADE	CONTRACTORS	LOCAL NEW HIRES
2B- LANDSCAPING	William T. King	1
2D- Demolition and Abatement	Rubble Bee	2
4A-Masonry	Karon Masonry	3
5A- Structural & Misc Steel	Kinsley Construction	2
8A- Curtainwall	Glass Industries	1
9A- Drywall, Framing, & Ceilings	J.A. Argetakis	1
12A- Casework	DES	1
13A - Plumbing & HVAC	Heer Brothers	5
13B- Sprinklers	Reliance	1
16A- Electrical	Grounded	2
TOTAL		19

Lyndhurst		
TRADE	CONTRACTORS	LOCAL NEW HIRES
1-A Demolition & Abatement	ACECO	5
4 Masonry	First Choice Masonry	20
5 Struct Steel & Misc. Metals	Kinsley Manufacturing	2
6 Millwork	Mahogany	3
16 Fireproofing	Davenport	1
21-B Epoxy Flooring	Durex	3
23 Wall Covering & Paint	MET	1
24-C Lockers	MD Partitions	1
42-B Paving	P. Flanigan	10
44 Landscaping	Ashton Manor	1
Total		47

Robert Poole		
TRADE	CONTRACTORS	LOCAL NEW HIRES
2A - Demolition & Abatement	Asbestos Specialists	2
31A - Site, Paving, Utilities	Comer Construction	3
32B - Unit Paving	Interlock Paving	0
3A - Building Concrete	GLB Concrete Const	2
4A - Masonry	Karon Masonry	4
5A - Metals	Steel Fab	2
9A - Drywall & Acoustical	Avena Contracting	5
9F - Resinous Flooring	Durex Coverings	2
9G - Painting	Elite Painting	2
12A - Window Treatment	M&B Contract Specialists	0
12B - Cabinets & Casework	Diversified Educational Syst	0
21A - Fire Protection	Judd Fire Protection	1
22A - Plumbing & HVAC	G.E. Tignall	0
26A - Electrical	Grounded Electrical	2
Total		25

Pimlico (GMP 1 only)		
TRADE	CONTRACTORS	LOCAL NEW HIRES
2B - Landscaping	Dustin Construction	2
2D- Demolition & Abatement	Rubble Bee	3
Total		5

TOTAL COMMITMENT: 186

Exhibit 6 – School Building Surplus List

Approved (as of the date of this report)

Building Name	Bldg. #	Type	Building Address	Original Anticipated School Closure	New Anticipated School Program Closure	Original Building Closure Date	New Building Closure Date	Swing Space	Sq. Footage
Garrison Middle	42		3910 Barrington Rd. 21207	2013	2013	2013	2023*	Designated Swing Space	149,627
Laurence G. Paquin	457		2200 Sinclair Ln. 21213	2013	2013	2013	2013		57,850
Waverly Middle (Building)	115		3400 Ellerslie Ave. 21218	2015	2014	2015	2014		33,000
Samuel F.B. Morse Elementary	98		424 S. Pulaski St. 21223	2017	2017	2024	2017*		63,205
Thurgood Marshall	170		5001 Sinclair Ln. 21206	2020	2020	2023	2023*	Designated Swing Space	255,756
Patapsco	163		844 Roundview Rd. 21225	2013	2013	2017	2018*		73,620
Alexander Hamilton	145		800m Poplar Grove St. 21216	2017	2020	2022	2020*		53,304
Claremont Special Education High	307		2555 Harford Rd. 21218	2017	2019	2017	2019*		18,780
Rognell Heights	89		4300 Sidehill Rd. 21229	2017	2018	2019	2018*		78,988
Lois T. Murray	313		1600 Arlington Ave. 21239	2018	2019	2018	2019*		20,725
Sarah M. Roach	73		3434 Old Frederick Rd. 21229	2018	2020	2020	2020*		44,874
Sharp Leadenhall	314		150 West St. 21230	2018	2020	2018	2020*		20,725
Westside Elementary	24		2235 N. Fulton Ave. 21217	2018	2018	2018	2018*	Temporary Swing Space	73,740
Independence Charter	333		1250 West 36th St. 21211	2017	2018	2017	2018*		9,280
Southeast Building	255		6820 Fait Ave. 21216	2016	2017	2024	2019*	Temporary Swing Space	95,000
Langston Hughes	5		5011 Arbutus Ave. 21215	2017	2015	2017	2015		40,920
Northwestern High	401		6900 Park Heights Ave. 21215	2017	2017	2023	2018*	Temporary Swing Space	307,200
William Pinderhughes	28		701 Gold St. 21217	2013	2013	2020	2015		34,757
William C. March	263		2050 Wolfe St. 21213	2013	2013	2020	2024*	Designated Swing Space	97,809
Dr. Carter G. Woodson	160		2501 Seabury Rd. 21225		2018		2018*		110,732
Lake Clifton	40		2815 Saint Lo Dr. 21213		2020		2020*	Temporary Swing Space	485,622
Dr. Rayner Browne	25		1000 N. Montford Ave. 21213		2015		2015		40,920
West Baltimore Bldg.	80		201 N. Bend Rd. 21229		2015		2024*	Designated Swing Space	244,681
Westside (Edmonston Westside Skill Center)	400B		4501 Edmonson Ave. 21229	2018	2023	2023	2023*		219,525
Joseph C. Briscoe	451		900 Druid Hill Ave. 21201	2019	2021	2021	2021*		91,774
Corps Building	457		5000 Gwynn Oak Ave. 21207				2014		10,206

Total Square Footage 2,732,620

Original Exhibit 6 Square Footage 2,384,844

Additional Square Footage with Revisions 347,776

* Board vote will likely occur in December of Previous year as part of the annual portfolio review process outlined in Exhibit 3 of the MOU. The vote will have an effective date within the year listed as the building closure date once the school building is no longer occupied by students. This is to allow the program closure process required by COMAR to align with the building surplus process.

Exhibit 7 – Contract Administration

Exhibit 7a – Procurements

Project Number & Contract No.	Project Name	Vendor	Amount	MBE Contract Goal	MBE Contract Commitment	MBE Contract Participation	MBE Total Participation (spend)	MBE Total Commitment (spend)
21st CENTURY SCHOOL BUILDINGS PROGRAM								
BCS-001	Program Manager Services	City School Partners	\$6,257,816.30	29.00%	29.00%	\$1,814,766.73	\$1,814,766.73	29.00%
BCS-002	LEED/Green Building Consulting Services	Lorax Partners	\$905,358.00	10.00%	11.18%	\$101,219.02	\$101,219.02	11.18%
BCS-024	Code Consultant	IBTS	\$924,934.73	10.00%	11.00%	\$101,742.82	\$101,742.82	11.00%
BCS-049	Risk Management Consulting Services	Bickmore Corporation	\$672,954.00	0.00%	0.00%	\$0.00	\$0.00	0.00%
N/A	Oce Color Wave 300 Wide Format Printer	Cannon	\$36,732.00	0.00%	0.00%	\$0.00	\$0.00	0.00%
BCS-057	OCIP - Insurance Brokerage and Administration Services	Alliant Insurance Services, Inc.	\$650,000.00	20.00%	20.00%	\$130,000.00	\$130,000.00	20.00%
ARLINGTON								
BCS-026	A/E - Arlington	Design Collective	\$1,731,984.00	29.00%	29.20%	\$505,739.33	\$505,739.33	29.20%
BCS-025	CM - Preconstruction - Arlington	Dustin Construction	\$117,253.50	29.00%	29.43%	\$34,507.71	\$34,507.71	29.43%
BCS-058	Commissioning Agent - Arlington	Kibart, Inc.	\$89,815.95	10.00%	14.00%	\$12,574.23	\$12,574.23	14.00%
ARUNDEL								
BCS-020	A/E - Arundel	GWVO	\$1,878,800.00	29.00%	29.00%	\$544,852.00	\$544,852.00	29.00%
BCS-021	CM - Arundel	MCN Build/Southway Builders JV	\$85,274.00	29.00%	29.00%	\$24,729.46	\$24,729.46	29.00%
	Arundel GMP Amendment	MCN Build/Southway Builders JV	\$36,859,523.00	30.00%	36.18%	\$13,335,775.42	\$13,335,775.42	36.18%
BCS-029	Commissioning Agent - Arundel	RMF Engineering	\$110,942.00	10.00%	18.00%	\$19,969.56	\$19,969.56	18.00%
BCS-053	Arundel - T & I	Specialized Engineering	\$69,906.00	10.00%	10.00%	\$6,990.60	\$6,990.60	10.00%
CHERRY HILL								
BCS-018	A/E - Cherry Hill EM School	JRS Architects, Inc.**	\$1,930,840.00	29.00%	30.24%	\$583,886.02	\$1,930,840.00	100.00%
BCS-019	CM - Cherry Hill EM School	HESS	\$107,661.10	29.00%	29.25%	\$31,490.87	\$31,490.87	29.25%
BCS-030	Commissioning Agent - Cherry Hill	Advanced Building Performance (ABP)**	\$101,945.25	10.00%	10.00%	\$10,194.53	\$10,194.53	100.00%
BCS-050	Swing Space Reno. - Cherry Hill	Tito Contractors, Inc. **	\$757,361.00	0.00%	0.00%	\$0.00	\$757,361.00	100.00%
BCS-048	Moving & Relocation Svcs. - Cherry Hill	District Moving Companies, Inc.	\$89,197.50	0.00%	0.00%	\$0.00	\$0.00	0.00%
FOREST PARK								
BCS-022	A/E - Forest Park HS	SEI	\$2,638,274.00	29.00%	29.01%	\$765,363.29	\$765,363.29	29.01%
BCS-023	CM - Forest Park HS	HESS	\$112,991.80	29.00%	29.11%	\$32,891.91	\$32,891.91	29.11%
BCS-031	Commissioning Agent - Forest Park	Advanced Building Performance (ABP)**	\$100,288.65	10.00%	10.00%	\$10,028.87	\$10,028.87	100.00%
BCS-052	Swing Space Reno. - Forest Park	Tito Contractors, Inc. **	\$724,120.00	0.00%	0.00%	\$0.00	\$724,120.00	100.00%
BCS-047	Moving & Relocation Svcs. - Forest Park	Walters Relocations, Inc.**	\$114,306.15	0.00%	0.00%	\$0.00	\$114,306.15	100.00%
FREDERICK								
BCS-004	A/E - Frederick Elementary	USA Architects Planners +Interior Designers	\$1,527,000.00	29.00%	31.00%	\$473,370.00	\$473,370.00	31.00%
BCS-008	CM Services - Preconstruction - Frederick	Gilbane	\$118,323.00	29.00%	29.00%	\$34,313.67	\$34,313.67	29.00%
	Frederick GMP Amendments	Gilbane	\$25,135,322.00	32.00%	31.87%	\$8,010,627.12	\$8,010,627.12	31.87%
BCS-007	Commissioning Agent - Frederick	Reynolds Consulting Engineers	\$68,383.00	10.00%	10.00%	\$6,838.30	\$6,838.30	10.00%
BCS-032	Frederick - T & I	Froehling & Robertson, Inc.	\$95,030.40	10.00%	12.00%	\$11,403.65	\$11,403.65	12.00%
FT WORTHINGTON								
BCS-003	A/E - Fort Worthington Elementary	Grimm + Parker Architects (G+P)	\$1,941,357.00	29.00%	37.69%	\$731,697.45	\$731,697.45	37.69%
BCS-006	CM Services - Ft. Worthington	Gilbane	\$120,831.00	29.00%	29.00%	\$35,040.99	\$35,040.99	29.00%
	Fort Worthington GMP Amendments	Gilbane	\$33,080,646.00	32.00%	31.95%	\$10,569,266.40	\$10,569,266.40	31.95%
BCS-005	Commissioning Agent - Ft. Worthington	Reynolds Consulting Engineers	\$82,517.00	10.00%	10.00%	\$8,251.70	\$8,251.70	10.00%
BCS-033	Fort Worthington - T & I	Froehling & Robertson, Inc.	\$96,452.40	10.00%	12.00%	\$11,574.29	\$11,574.29	12.00%
JOHN E HOWARD								
BCS-012	A/E - John E. Howard Elementary	Cho Benn Holback & Associates**	\$1,519,446.00	29.00%	62.38%	\$947,830.41	\$1,519,446.00	100.00%
BCS-011	CM - Preconstruction Services - John E. Howard Elementary	J.Vinton Schafer & Sons, Inc. (JVS)	\$141,501.00	29.00%	29.00%	\$41,035.29	\$41,035.29	29.00%
	John Eager Howard GMP Amendment	J.Vinton Schafer & Sons, Inc. (JVS)	\$28,359,808.00	30.00%	33.65%	\$9,543,075.39	\$9,543,075.39	33.65%
BCS-016	Commissioning Agent - John E. Howard	RMF Engineering	\$105,091.00	10.00%	11.00%	\$11,560.01	\$11,560.01	11.00%
BCS-041	Swing Space Reno. - John Eager Howard	J.A.K. Construction	\$138,500.00	0.00%	0.00%	\$0.00	\$0.00	0.00%
BCS-045	Moving & Relocation Svcs. - John Eager Howard	The Kane Company/Officer Movers, Inc	\$67,613.10	0.00%	0.00%	\$0.00	\$0.00	0.00%
BCS-056	John Eager Howard - T & I	Hillis-Carnes Engineering Associates, Inc.	\$89,181.60	10.00%	10.00%	\$8,918.16	\$8,918.16	10.00%

Exhibit 7a Continued

Project Number & Contract No.	Project Name	Vendor	Amount	MBE Contract Goal	MBE Contract Commitment	MBE Contract Participation	MBE Total Participation (spend)	MBE Total Commitment (spend)
LYNDHURST								
BCS-009	A/E - Lyndhurst Elementary	STV, Inc.	\$1,432,800.00	29.00%	33.00%	\$472,824.00	\$472,824.00	33.00%
BCS-010	CM- Preconstruction Services - Lyndhurst	Turner Construction Company	\$108,015.00	29.00%	29.00%	\$31,324.35	\$31,324.35	29.00%
	Lyndhurst GMP Amendment	Turner Construction Company/JLN	\$35,204,180.00	30.00%	30.00%	\$10,561,254.00	\$10,561,254.00	30.00%
BCS-015	Commissioning Agent - Lyndhurst Elementary	Setty**	\$99,615.00	10.00%	18.17%	\$18,100.05	\$99,615.00	100.00%
	Swing Space Reno. - Lyndhurst	Tito Contractors, Inc.**	\$92,222.00	0.00%	0.00%	\$0.00	\$92,222.00	100.00%
BCS-044	Moving & Relocation Svcs. - Lyndhurst	The Kane Company/Officer Movers, Inc	\$50,274.00	0.00%	0.00%	\$0.00	\$0.00	0.00%
BCS-054	Lyndhurst - T & I	Hillis-Carnes Engineering Associates, Inc.	\$96,114.00	10.00%	10.00%	\$9,611.40	\$9,611.40	10.00%
PATTERSON/CLAREMONT								
BCS-036	A/E - Patterson/Claremont	Stantec	\$2,799,892.00	29.00%	52.00%	\$1,455,943.84	\$1,455,943.84	52.00%
BCS-037	CM - Preconstruction - Patterson/Claremont	Skanska	\$125,061.83	29.00%	29.00%	\$36,267.93	\$36,267.93	29.00%
PIMILICO								
BCS-028	A/E - Pimlico	Design Collective	\$1,820,000.00	29.00%	29.60%	\$538,720.00	\$538,720.00	29.60%
BCS-027	CM - Pimlico	Dustin Construction	\$117,253.50	29.00%	29.43%	\$34,507.71	\$34,507.71	29.43%
	Pimlico GMP Amendment	Dustin Construction	\$37,836,910.24	30.00%	33.52%	\$12,682,932.31	\$12,682,932.31	33.52%
BCS-034	Commissioning Agent - Pimlico	Brinjac Engineering, Inc.	\$100,164.75	10.00%	10.00%	\$10,016.48	\$10,016.48	10.00%
BCS-051	Swing Space Reno. - Pimlico	Tito Contractors, Inc. **	\$688,767.40	0.00%	0.00%	\$0.00	\$688,767.40	100.00%
BCS-046	Moving & Relocation Svcs. - Pimlico	The Kane Company/Officer Movers, Inc	\$108,425.10	0.00%	0.00%	\$0.00	\$0.00	0.00%
BCS-059	Pimlico - Testing and Inspection	Hillis-Carnes Engineering Associates, Inc.	\$180,370.60	10.00%	10.00%	\$18,037.06	\$18,037.06	10.00%
ROBERT POOLE								
BCS-013	A/E Robert Poole Building	JRS Architects, Inc.**	\$2,466,870.00	29.00%	29.52%	\$728,220.02	\$2,466,870.00	100.00%
BCS-014	CM - Robert Poole Building	CAM Construction Company	\$105,266.00	29.00%	30.00%	\$31,579.80	\$31,579.80	30.00%
	Robert Poole GMP Amendment	CAM Construction Company	\$38,507,745.00	30.00%	30.61%	\$11,787,220.74	\$11,787,220.74	30.61%
BCS-017	Commissioning Agent - Robert E. Poole	RMF Engineering	\$97,565.00	10.00%	17.00%	\$16,586.05	\$16,586.05	17.00%
BCS-040	Swing Space Reno. - Robert Poole	J.A.K. Construction	\$353,500.00	0.00%	0.00%	\$0.00	\$0.00	0.00%
BCS-043	Moving & Relocation Svcs. - Robert Poole	District Moving Companies, Inc.	\$78,477.00	0.00%	0.00%	\$0.00	\$0.00	0.00%
BCS-055	Robert Poole - T & I	Specialized Engineering	\$127,548.00	10.00%	10.00%	\$12,754.80	\$12,754.80	10.00%
FEASIBILITY STUDIES - YEAR 2 SCHOOLS								
BCS-201	FS - Medfield Heights Elementary School	Mimar McKissack**	\$40,477.00	29.00%	40.47%	\$16,381.04	\$40,477.00	100.00%
BCS-202	FS - Cross Country	Design Collective (DCI)	\$47,500.00	29.00%	35.80%	\$17,005.00	\$17,005.00	35.80%
BCS-203	FS - John Ruhrah	Design Collective (DCI)	\$45,500.00	29.00%	35.70%	\$16,243.50	\$16,243.50	35.70%
BCS-204	FS - Calvin M. Rodwell	Design Collective (DCI)	\$46,500.00	29.00%	36.50%	\$16,972.50	\$16,972.50	36.50%
BCS-205	FS - Govans	Crabtree, Rorbaugh & Associates Architects	\$61,291.00	29.00%	36.79%	\$22,548.96	\$22,548.96	36.79%
BCS-206	FS - Bay Brook	JRS Architects**	\$57,000.00	29.00%	31.50%	\$17,955.00	\$57,000.00	100.00%
BCS-207	FS - Calverton	JRS Architects**	\$57,000.00	29.00%	31.50%	\$17,955.00	\$57,000.00	100.00%
BCS-208	FS - Walter P. Carter	Penza Bailey/Neuman JV	\$53,350.00	29.00%	51.40%	\$27,421.90	\$27,421.90	51.40%
BCS-209	FS-Harford Heights Elementary School	Grimm + Parker Architects	\$62,648.30	29.00%	39.94%	\$25,021.73	\$25,021.73	39.94%
BCS-210	FS -Montebello	Thomas, Marks Architects**	\$58,830.53	29.00%	49.20%	\$28,944.62	\$58,830.53	100.00%
BCS-211	FS - Mary Rodman	Stantec	\$54,793.60	29.00%	36.50%	\$19,999.66	\$19,999.66	36.50%
TOTAL			\$123,181,926.85			\$38,672,349.45	\$41,405,575.65	33.61%
** MBE Prime								

Exhibit 7b – MBE Outreach Inclusion Plan/ Commitments

City of Baltimore, Baltimore City Public Schools, and the Maryland Stadium Authority Collaborative Commitment to Supplier Diversity Outreach and Inclusion for Projects under the Act

Background

The Maryland General Assembly passed the Baltimore City Public Schools Construction and Revitalization Act of 2013 (the Act), authorizing the Maryland Stadium Authority (MSA) to fund up to \$1.1 billion in improvements to Baltimore City public school facilities, resulting in renovation and replacement projects expected to be completed by the end of 2020 (the Projects). Pursuant to the Act, the City of Baltimore (the City), the Baltimore City Board of School Commissioners (the School Board), the Interagency Committee on School Construction (IAC), and MSA entered into a four-party Memorandum of Understanding (MOU) outlining each party's roles and responsibilities. The MOU was approved by the Maryland Board of Public Works on October 16, 2013.

Purpose

The MOU established a collaborative group (the Collaborative), comprising the City, the School Board, and MSA, to work with the Mayor's Office of Minority and Women-Owned Business Development (MWBD), on an outreach and inclusion plan to promote the utilization of State-certified locally based minority and women-owned businesses on the Projects, in compliance with State law. A subcommittee of the Collaborative, chaired by the MWBD, developed the attached Supplier Diversity Outreach and Inclusion Plan (the Plan) in furtherance of this purpose.

Process

The Supplier Diversity Sub-group, chaired by MWBD, has been formed to ensure that the Plan maximizes opportunities for Minority Business Enterprises (MBEs). The Sub-group will meet no less frequently than quarterly to assess the progress of the Plan. Information about the progress of the Plan will be shared regularly with community stakeholders and by using the Sub-group member organizations as primary communication channels.

Conclusion

While all procurements under the Act must comply with State MBE law, the Collaborative and MWBD have developed the Plan to facilitate the access of Local MBEs to business opportunities generated by the Projects. The Plan's objectives and strategies may be revised as the Projects progress, in an effort to continue to facilitate MBE outreach and inclusion, as well as to comply with State and federal law.

PLAN DETAILS

OBJECTIVES	STRATEGIES	WHO'S RESPONSIBL	ACHIEVEMENT TO DATE
1. Actively seek and conduct outreach to Local MBEs.	A. Market to and conduct MBE outreach events for contracting and subcontracting opportunities throughout the life of the Projects, including outreach events targeting businesses located primarily in Baltimore City and the counties contiguous to Baltimore City.	MSA City Schools	
	A.1 Implement a two-pronged approach to outreach for (1) Construction Manager (CM) packages, and (2) Trade Contractor Packages under each CM. Perform a minimum of two "awareness sessions" to inform contracting community of upcoming opportunities and how to prepare. Perform targeted outreaches to MBEs for each grouping of major trade bid packages released. Include meaningful prime firm/team interaction and MBE advocates in the outreaches.	MSA City Schools	
	A.2 Attend and provide presentations at MBE open house events, and outreach events to subcontractors and consultants, to raise awareness for Local MBEs.	MSA City Schools MWBD	
	B. Identify/highlight potential subcontracting /segmentable opportunities in solicitations where there are no State-certified MBEs (gap analysis) in an effort to increase MBE subcontracting goals on future solicitations for the Projects.	MSA City Schools MWBD	
	C. Identify and market contracting opportunities to minority and women-owned businesses that are not State-certified MBEs in an effort to increase the pool of MBEs for the Projects. Encourage City-certified, CRMSDC-certified, and WBENC-certified minority and women-owned businesses to become State-certified MBEs for increased opportunities in the Projects.	MSA City Schools MWBD Supplier Diversity Sub-group	

Exhibit 7b Continued

OBJECTIVES	STRATEGIES	WHO'S RESPONSIBL	ACHIEVEMENT TO DATE
	D. Consider unbundling contracts with the objective of creating smaller, segmented contracts to be designated as Small Business Reserve (SBR)-only under the SBR Program. This will provide larger pools of MBEs with the opportunity to bid on the contracts.	MSA City Schools	
2. Provide educational assistance to Local MBEs on the methods of doing business on the Projects.	A. Request that MSA and City Schools be included in any outreach efforts conducted by MWBD and Advocacy Partners.	MWBD Supplier Diversity Sub-group	
	B. MWBD, MSA, City Schools, and the Governor's Office of Minority Affairs (GOMA) will work collaboratively to hold targeted outreaches for MBEs.	MWB D MSA	
	C. Partner with local resource/support services agencies, associations, organizations, etc. to offer "Contractor Bootcamps," bonding workshops, and other relevant educational/preparatory opportunities to help strengthen the pool of qualified subcontractors available to work on the Projects.	MSA	
3. Encourage prime contractors to utilize Local MBE subcontractors for the commodity or service being bid.	A. MSA will hold roundtable discussions with prime contractors on the goals for MBE participation. Recommend establishing expectations up front and using RFP language to express to primes the expectations re: MBE participation commitments and consequences if they are not achieved (liquidated damages, etc.).	MSA	
	B. Tiered subcontracting. There should be a process in place allowing prime contractors to include tiered subcontracting in calculating MBE participation.	MSA City Schools	

Exhibit 7b Continued

OBJECTIVES	STRATEGIES	WHO'S RESPONSIBLE	ACHIEVEMENT TO DATE
4. Reporting. A reporting of transactions will be performed to monitor the success of efforts to increase participation of Local MBEs.	A. The STAT Committee will submit quarterly reports to the Executive Committee and MWBD, describing outreach efforts for the solicitations that have been advertised; all bid awards (including total and MBE awards); Local MBE contract awards; and all payments (including total and MBE payments).	MSA City Schools STAT Committee	
	B. As the Projects progress, the STAT Committee will disseminate information on rates and figures related to attaining or exceeding MBE participation goals, as well as rates and figures identifying Local MBE participation as a portion of the overall information.	MSA City Schools STAT Committee	
5. MSA and MWBD will oversee administration of this Plan and report to the Executive Committee on its status.	A. Work to keep the public informed of the participation of Local MBEs on the Projects by hosting outreach efforts and leveraging other communication platforms.	MSA City Schools MWBD	
	B. Provide a timeline of opportunities for MBEs to learn about upcoming bid packages and important deadlines.	MSA City Schools	
6. Commit to an effort to utilize Local MBEs beyond the construction phase of the Projects, specifically in professional services.	A. Create a plan that will identify potential contracting opportunities in the ongoing operation of the schools.	City Schools	

Definitions of Terms in the Plan

Advocacy Partners means business and/or trade associations that are organized to support and promote the utilization of minority and women-owned businesses in public and private procurement and business development opportunities.

City Schools means the Baltimore City Public Schools System, administered by the Chief Executive Officer under the direction and supervision of the School Board.

CRMSDC-certified means a minority-owned, operated, and controlled business that has obtained certification from the Capital Region Minority Supplier Development Council, which is a regional affiliate of the National Minority Supplier Development Council (NMSDC).

Executive Committee means the Executive Committee defined in the MOU.

GOMA means the Governor's Office of Minority Affairs.

Local MBE means an MBE with an address in the MDOT Directory, in the following order of priority: (1) within Baltimore City; (2) within a county that is contiguous to Baltimore City; and (3) within the State.

MSA means the Maryland Stadium Authority or its Program Manager for the Projects (Partners for Revitalization of Baltimore City Schools). **Minority Business Enterprise, State-certified MBE, or MBE** means a firm that satisfies the definition in Md. Code Ann., State Fin. & Proc. §14-301(f) and is certified under the State MBE program by the Maryland Department of Transportation (MDOT) under COMAR 21.11.03. A current directory of certified MBEs is available through the MDOT Office of Minority Business Enterprise, 7201 Corporate Center Drive, Hanover, Maryland 21076, (410) 865-1269, 1-800-544-6056, or TTY (410) 865-1342. The directory is also available on the MDOT website at <http://mbe.state.md.us/directory/>.

SBR or Small Business Reserve Program means the program established in Md. Code Ann., State Fin. & Proc. §§14-501 – 14- 505.

STAT Committee means the STAT Committee defined in the MOU.

Supplier Diversity Sub-group means a workgroup, comprising MSA's MBE liaison, a representative of MWBD, a representative of Baltimore City Schools, a representative of GOMA, and representatives of MBE stakeholder organizations who will oversee the administration of the Plan and report to the Executive Committee on this subject. Members of the Supplier Diversity Sub-group who are representatives of MBE stakeholder organizations shall be deemed a "procurement official" under §13-211 of the State Finance and Procurement Article, Maryland Annotated Code, and an "official" under Title 5, Subtitle 5 of the General Provisions Article, Maryland Annotated Code, for purposes of any response to a request for qualifications, request for proposals, invitation of bids, or other solicitation connected with the Projects and for any awarded contract in connection with the Projects.

WBENC-certified means a woman-owned business that has obtained certification from the Women's Business Enterprise National Council (WBENC), a national 501(c)(3) non-profit organization.

Exhibit 7c – Change Orders w/ Contract Amounts

Change Orders with Contract Amount (All Year I Active Projects)

Project	Company Name	Base Contract Amt	Number of Change Orders	Total Amount of Changes	Contract Including This Change Amt
21st Century Program Costs	City School Partners	\$6,257,816.00	1	\$3,658,055.54	\$9,915,871.54
21st Century Program Costs		\$6,257,816.00	1	\$3,658,055.54	\$9,915,871.54
Arlington PK-5	Design Collective	\$1,731,984.00	7	\$78,610.00	\$1,810,594.00
Arlington PK-5		\$1,731,984.00	7	\$78,610.00	\$1,810,594.00
Arundel PK-2	GWVO Inc.	\$1,878,800.00	2	\$13,900.00	\$1,892,700.00
Arundel PK-2		\$1,878,800.00	2	\$13,900.00	\$1,892,700.00
Cherry Hill 3-8	District Moving Companies, Inc.	\$89,197.50	1	(\$3,837.50)	\$85,360.00
	JRS Architects, Inc.	\$1,930,840.00	7	\$145,108.60	\$2,075,948.60
	Tito Contractors, Inc.	\$757,361.00	1	(\$560.37)	\$756,800.63
Cherry Hill 3-8		\$2,777,398.50	9	\$140,710.73	\$2,918,109.23
Forest Park High School	Hess Construction	\$112,991.80	1	\$11,214.00	\$124,205.80
	SEI Architects	\$2,638,274.00	5	\$105,301.81	\$2,743,575.81
	Tito Contractors, Inc.	\$724,120.00	1	(\$167,190.10)	\$556,929.90
	Walters Relocations, Inc.	\$114,306.15	3	\$3,874.85	\$118,181.00
Forest Park High School		\$3,589,691.95	10	(\$46,799.44)	\$3,542,892.51
Frederick Elementary School	Gilbane Building Company	\$118,323.00	7	\$36,560.02	\$171,419.00
	Gilbane Building Company	\$25,135,322.00	3	\$107,722.00	\$25,243,044.00
	USA Architects	\$1,527,000.00	8	\$59,636.50	\$1,587,883.00
Frederick Elementary School		\$26,780,645.00	18	\$203,918.52	\$27,002,346.00
Ft Worthington Elementary School	Gilbane Building Company	\$120,831.00	4	\$82,502.00	\$206,912.00
	Grimm & Parker	\$1,941,357.00	3	\$52,727.00	\$1,994,084.00
Ft Worthington Elementary School		\$2,062,188.00	7	\$135,229.00	\$2,200,996.00
John Eager Howard Elementary School	Cho Benn Holback & Associates	\$1,519,446.00	3	\$16,650.00	\$1,536,096.00
	J. Vinton Schafer	\$141,501.00	2	\$27,401.84	\$173,144.72
	J.A.K. Construction Co., Inc.	\$136,500.00	2	\$51,118.69	\$189,618.69
	The Kane Company/Office Movers, Inc.	\$67,613.00	1	(\$1,591.00)	\$66,022.00
John Eager Howard Elementary School		\$1,867,060.00	8	\$93,579.53	\$1,964,881.41
Lyndhurst PK-8	STV Inc.	\$1,432,800.00	1	\$3,550.00	\$1,436,350.00
	The Kane Company/Office Movers, Inc.	\$50,274.00	1	\$386.00	\$50,660.00
	Turner Construction Company	\$108,015.00	2	\$1,614.50	\$112,474.00
	Turner Construction Company	\$35,204,180.00	1	(\$2,293,849.00)	\$32,910,331.00
	Turner Logistics, LLC	\$2,221,000.00	1	\$17,766.00	\$2,238,766.00
Lyndhurst PK-8		\$39,016,269.00	6	(\$2,270,530.50)	\$36,748,583.00
Pimlico PK-8	Design Collective	\$1,820,000.00	9	\$48,980.00	\$1,868,980.00
	The Kane Company/Office	\$108,425.10	1	\$4,836.90	\$113,262.00

Change Orders with Contract Amount (All Year I Active Projects)

Project	Company Name	Base Contract Amt	Number of Change Orders	Total Amount of Changes	Contract Including This Change Amt
Pimlico PK-5	Movers, Inc.				
Pimlico PK-8		\$1,928,425.10	10	\$53,816.90	\$1,982,242.00
Robert Poole Building	CAM Construction Company, Inc.	\$105,266.00	1	(\$1,674.00)	\$103,592.00
	J.A.K. Construction Co., Inc.	\$353,500.00	2	\$17,520.11	\$371,020.11
	JRS Architects, Inc.	\$2,466,670.00	9	\$70,299.73	\$2,537,169.73
Robert Poole Building		\$2,925,636.00	12	\$86,145.84	\$3,011,781.84
Year 2 Feasibility Studies	Design Collective	\$47,500.00	1	\$9,075.14	\$56,575.14
Year 2 Feasibility Studies		\$47,500.00	1	\$9,075.14	\$56,575.14
Overall - Calculated		\$90,863,413.55	91	\$2,155,711.26	\$93,047,572.67

Exhibit 8 – Swing Space Schools

Project School	Project Address	Swing School	Swing Address	Swing Space School Repairs Start	Swing Space School Repairs Complete	Swing Space School Move Dates	Construction Start on Project School	Move Date for Completed Project
Frederick								
Ft. Worthington								
Pimlico	4849 Pimlico Rd. Baltimore, MD 21215	Garrison Middle	3910 Barrinton Rd. Baltimore, MD 21207	6/22/2016	8/7/2016	8/1/2016 to 8/5/16	8/6/2016	6/25/2018
Cherry Hill	801 Bridgeview Rd Baltimore, MD 21225	Patapsco Middle	844 Roundview Rd. Baltimore, MD 21225	6/27/2016	7/29/2016	8/1/2016 to 8/5/16	12/1/2016	6/25/2018
Forest Park High	3701 Eldorado Rd. Baltimore, MD 21207	Northwestern High	6900 Park Heights Baltimore, MD 21225	6/27/2016	7/29/2016	8/1/2016 to 8/5/16	12/1/2016	7/6/2018
Northwestern High	6900 Park Heights Baltimore, MD 21225	Northwestern High	6900 Park Heights Baltimore, MD 21225	6/22/2016	7/22/2016	7/25/2016 to 7/29/16	n/a	7/6/2018
Lyndhurst	621 Wildwood Pkwy Baltimore, MD 21229	West Baltimore Bldg	201 North Bend Rd. Baltimore, MD 21229	5/4/2016	6/10/2016	7/5/2016 to 7/8/16	7/11/2016	12/27/2017
Robert Poole ACCE	1300 W 36 th St. Baltimore, MD 21211	Lake Clifton Bldg.	2801 Saint Lo Dr. Baltimore, MD 21213	4/22/2016	7/31/2017	6/27 - 7/5	8/1/2016	6/1/2018
Robert Poole Independence	1250 W 36 th St. Baltimore, MD 21211	Lemmel Bldg	2801 N. Dukeland St. Baltimore, MD 21216	4/25/2016	7/31/2016	6/27/2016	8/1/2016	6/1/2018
John E. Howard	2011 Linden Ave Baltimore, MD 21224	West Side ES	2235 N. Fulton Ave Baltimore, MD 21217	6/22/2016	7/24/2016	7/5/2016 to 7/7/16 7/27/16 to 7/29/16	8/1/2016	12/27/2017
Arundel	2400 Round Road Baltimore, MD 21225	Arundel	No Swing Needed	n/a	7/27/2016	n/a		12/27/2017
Arlington	3705 W. Rogers Ave Baltimore, MD 212158	Garrison Middle	Minor Repairs		6/4/2018	n/a	Push back to next Summer	TBD
Patterson	100 Kane Street Baltimore, MD 21215	Patterson	No Swing Needed	n/a		n/a		6/26/2019

Exhibit 9 – Status Map

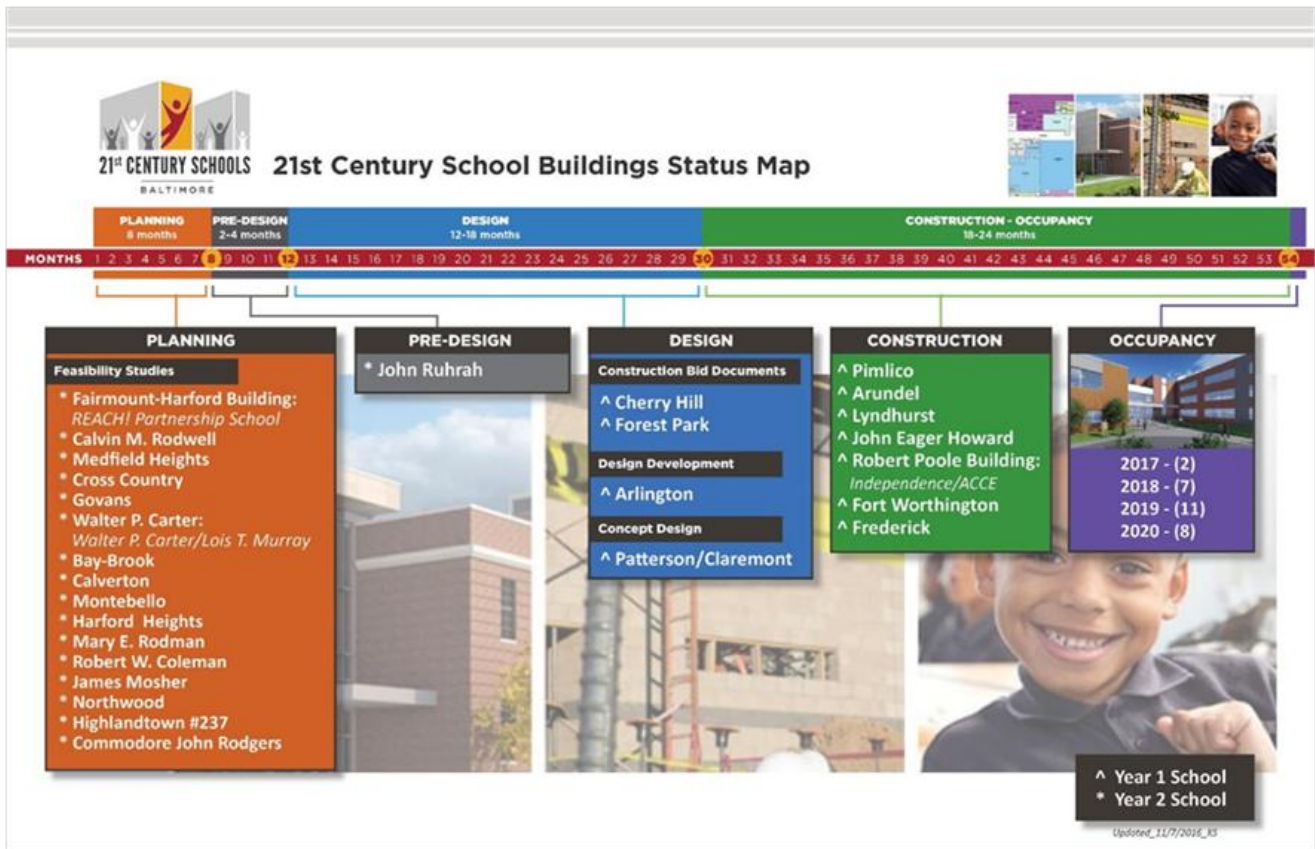


Exhibit 10 – Building Engagement Process

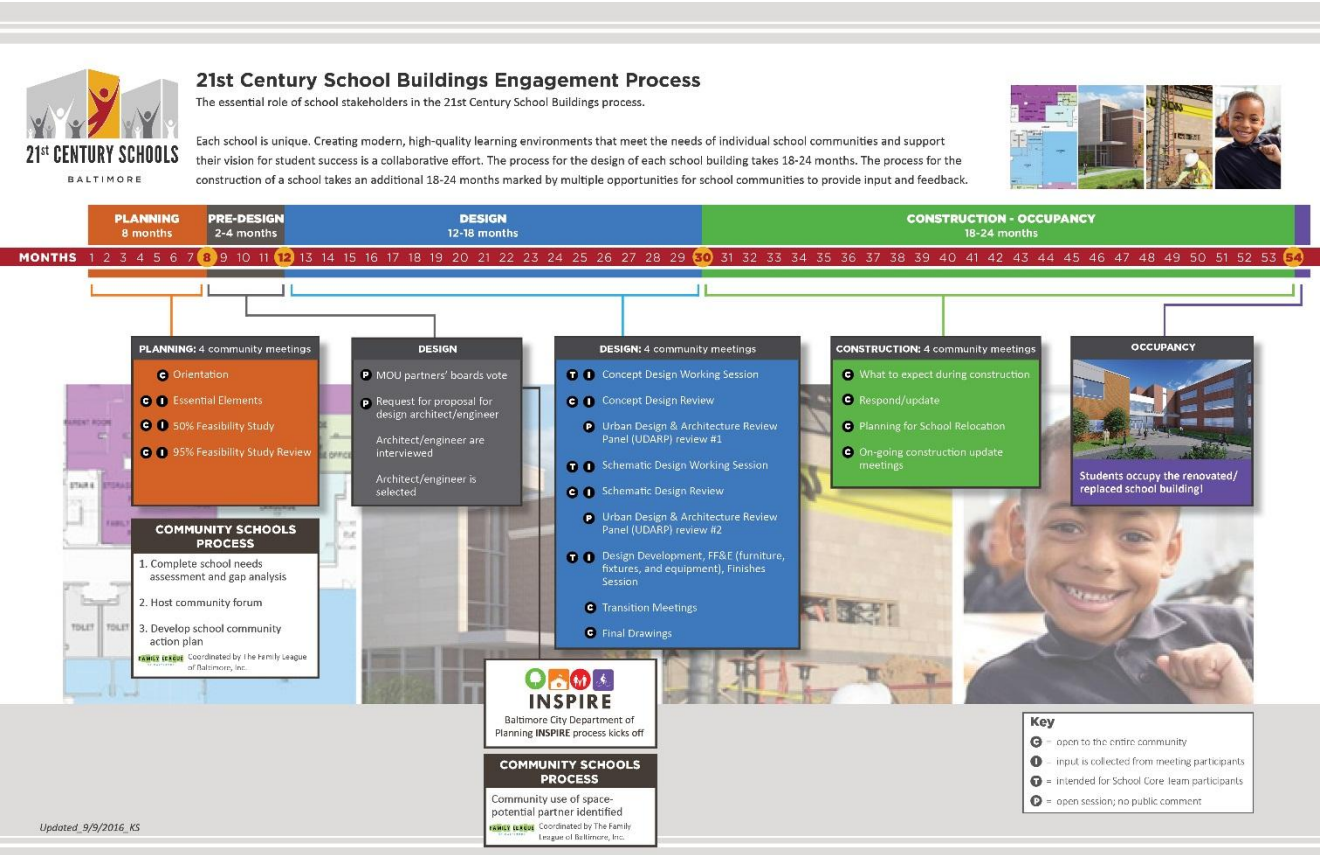
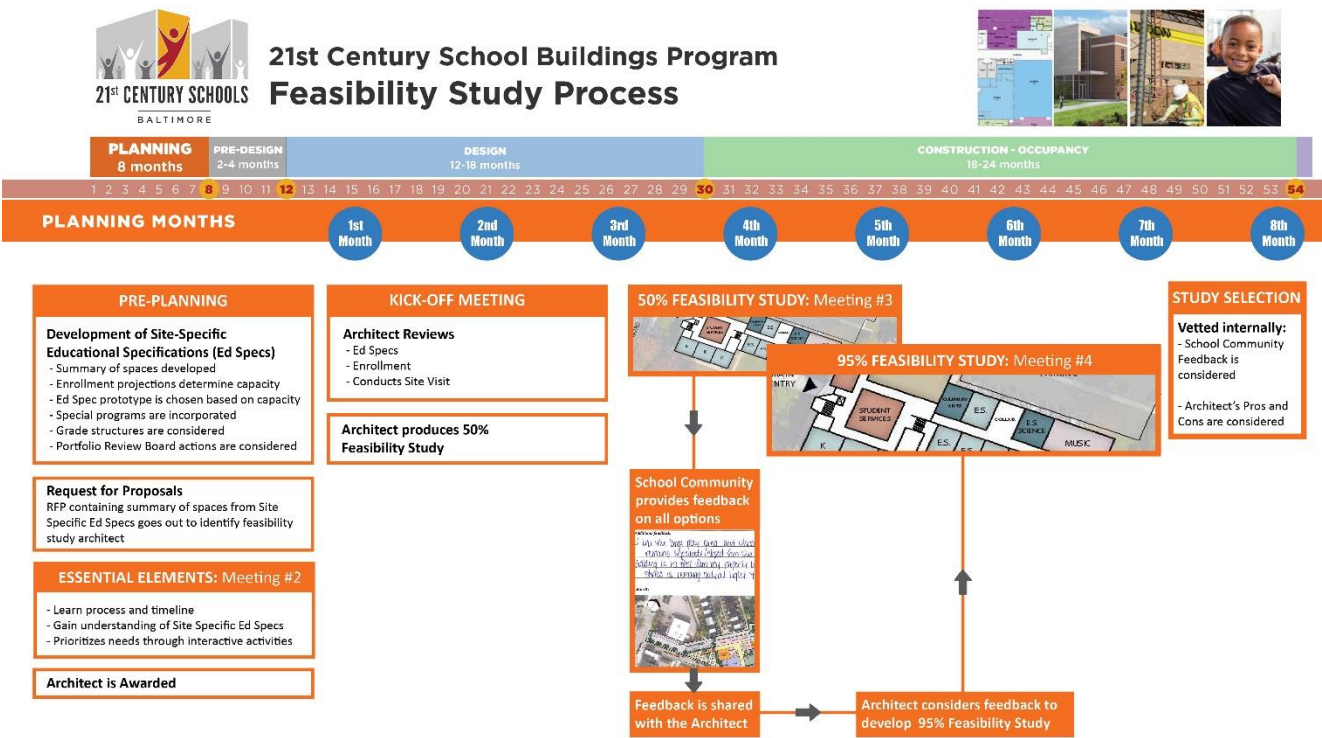


Exhibit 11 – Feasibility Study Process Map



Updated_9/9/2016_KS