



## 21ST CENTURY SCHOOL BUILDINGS PROGRAM **ANNUAL REPORT** on the Progress of Replacements, Renovations, and Maintenance of Baltimore City Public Schools | January 2019



BALTIMORE CITY  
PUBLIC SCHOOLS



*Cover photos by Arminta McKinney, Derrick L. Davis, and Kelly Connelly. Left column (top to bottom): Dorothy I. Height Elementary School ribbon cutting, Pimlico Elementary/Middle School, Student activities in Wildwood Elementary/Middle School's technology lab, Fort Worthington Elementary/Middle School ribbon cutting, Robert Poole Building (home to ACCE and Independence High Schools). Right column (top to bottom): Forest Park High School, (L-R) Cherry Hill Elementary/Middle School, Students on playground at Frederick Elementary School, Students on tour at Arundel Elementary School.*

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## EXECUTIVE SUMMARY

In 2018, progress in the execution of the 21<sup>st</sup> Century School Buildings Program continued in a successful manner. The Maryland Stadium Authority (“MSA”) and Baltimore City Public Schools (“City Schools”) are jointly responsible for effective delivery of this complex program.

The original goal of the 21<sup>st</sup> Century School Buildings Program was to deliver a projected 23-28 replacement and/or renovated schools by 2020. Due to efficient project management and financial transactions on the bond issuances, we now forecast that this program will deliver 27-28 schools. The program remains projected to be substantially complete by 2021. The last few schools will be delivered in 2022, which is directly related to delivering on the higher end of the original projection. Concurrent with this mission is the planned reduction by City Schools of twenty-six (26) school facilities from the inventory in order to right size the portfolio, thereby increasing District-wide utilization to 86% by the end of the program.

Currently, of the 11 Year 1 schools, two (2) opened in the summer of 2017, two (2) opened in the spring of 2018, five (5) opened in the summer of 2018, one (1) is in construction and one (1) is completing final design. Currently, the Year 1 schools are approximately 5% under budget.

Of the 17 Year 2 schools, four (4) are under construction, seven (7) are in design, three (3) are in procurement for design and three (3) are finalizing the feasibility study phase.

MSA issued the second series of revenue bonds for the Baltimore City Public Schools Construction and Revitalization program. The bond sale was for \$426 million and successfully generated an additional \$70 million in premium.

With regard to Local Hiring, there have been 283 position commitments for hiring Baltimore City residents for ten (10) Year 1 construction projects, and a City Schools initiative for student internships has been incorporated into the program. Of the Year 2 schools under construction, four (4) have committed to hiring 86 Baltimore City residents to date. Out of the \$639.5 million contracted within the program, we have \$218.9 million of MBE contracts which realizes a 34.2% goal.

MSA also implemented an Owner Controlled Insurance Program (OCIP). Current projections indicate significant cost savings from the OCIP, as well as a greater pool of trade contractors and safer project sites.

We anticipate that capacity will be available in FY21 to undertake additional work at our current staffing level. Our department will begin downsizing in FY22 if additional projects are not assigned.

## INTRODUCTION

The Maryland Stadium Authority, Baltimore City Schools, the City of Baltimore ("City"), and the Interagency Commission 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 21<sup>st</sup> 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 21<sup>st</sup> Century School Buildings Program.

### Plan Year 1 Schools: Progress Update

Plan Year 1 school projects progressed significantly during 2018. As of the time of this report, two (2) schools had opened in the summer of 2017, two (2) opened in the spring of 2018, five (5) opened in the summer of 2018, one (1) is in construction and one (1) is completing final design.

**Table 1. Year 1 Program Summary**

Year 1 Program Summary		
School	Project Type	Program Phase
Frederick PK-5	Renovation + Addition	Occupied
Ft. Worthington K-8	Replacement	Occupied
Wildwood PK-8	Renovation + Addition	Occupied
Dorothy I. Height ES	Renovation + Addition	Occupied
Robert Poole Building	Renovation + Addition	Occupied
Cherry Hill 3-8	Renovation + Addition	Occupied
Arundel PK-2	Replacement	Occupied
Forest Park HS	Renovation + Addition	Occupied
Pimlico PK-8	Renovation + Addition	Occupied
Arlington PK-5	Renovation + Addition	Construction
Patterson HS	Replacement	Final Site Design

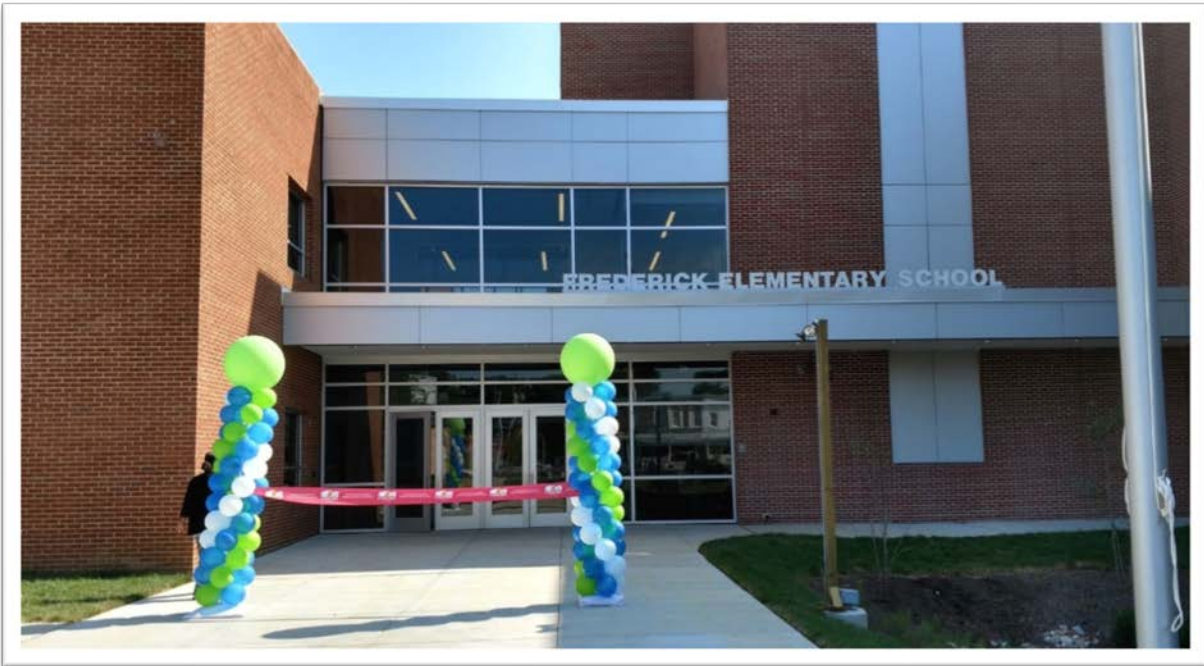


### **Plan Year 1 Project Budget Status Details**

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.

### **Plan Year 1 Schools Updates**

**Frederick PK-5** – This 84,961 sq. ft. renovation and addition project opened on September 5, 2017. Students, including an absorbed closing school (Samuel F.B Morse), are occupying the school.



**Figure 1.** Frederick Exterior

**Fort Worthington K-8** – This 103,351 sq. ft. replacement project opened on September 5, 2017. Students, including an absorbed closing school (Dr. Rayner Browne), are occupying the school.



**Figure 2.** Fort Worthington Exterior

**Wildwood PK-8 (formerly Lyndhurst)** – This 110,355 sq. ft. renovation with addition project opened on April 4, 2018. Students, including an absorbed closing school (Rognel Heights), are occupying the school.



**Figure 3.** Lyndhurst Exterior



**Dorothy I. Height Elementary School (formerly John Eager Howard Elementary School)** – This 91,346 sq. ft. renovation with addition project opened on April 4, 2018. Students, including an absorbed closing school (Westside), are occupying the school.



**Figure 4.** Dorothy I. Height Exterior

**Robert Poole Building** – The Poole Building houses two school programs, the Academy for College and Career Exploration (ACCE) and Independence School Local 1 High (Independence). This 135,896 sq. ft. renovation with addition project opened on August 27, 2018 for Independence students and September 4, 2018 for ACCE Students.



**Figure 5.** Robert Poole Building Exterior

**Cherry Hill 3-8** – This 129,509 sq. ft. renovation with addition project, along with the Arundel PK-2 School project, opened on September 4, 2018. Students, including an absorbed closing school (Dr. Carter G. Woodson), are occupying the school.



**Figure 6.** Cherry Hill Exterior

**Arundel PK-2** – This 113,647 sq. ft. replacement school project, along with the Cherry Hill 3-8 project, opened on September 4, 2018. Students, including an absorbed closing school (Dr. Carter G. Woodson), are occupying the school.



**Figure 7.** Arundel Exterior



**Forest Park High School** – This 199,785 sq. ft. renovation with addition project opened on September 4, 2018. Students, including an absorbed closing school (Northwestern), are occupying the school.



**Figure 8.** Forest Park Exterior

**Pimlico PK-8** – This 119,015 sq. ft. renovation with addition project opened on September 4, 2018. Students, including an absorbed closing school (Langston Hughes), are occupying the school. Middle grade students from the reconfigured Arlington PK-5, currently housed in swing space at the Garrison Middle Building, will begin attending Pimlico in September 2019.



**Figure 9.** Pimlico Exterior

**Arlington PK-5** – This 102,300 sq. ft. renovation with addition project is currently under construction, will absorb students from a closing school (Langston Hughes) and will be the site of a Harry and Jeanette Weinberg Foundation Early Childhood Development Center. Students are located in temporary swing space at the Garrison MS building. The project is scheduled for substantial completion in the summer of 2019 and opening for students September 2019.



**Figure 10.** Arlington Rendering

**Patterson-C Claremont High School** – This 242,019 sq. ft. replacement school will co-locate two school programs; Patterson, a traditional high school, and Claremont, a separate public day school program. During the design process, it came to our attention that a superfund site is adjacent to the high school property. The project was put on hold to perform a Phase 3 environmental study. As a result, design is expected to be complete in February 2019 and construction is anticipated to start in late spring/early summer 2019 with completion of the new building in late summer 2021.



**Figure 11.** Patterson Rendering

### **Swing Space**

During 2018, the program implemented a plan to prepare eight (8) Year 1 schools to relocate from their swing space into their newly completed permanent school buildings. Two (2) of the schools (Lyndhurst and Dorothy I Height) were relocated during the spring break and the remaining six (6) schools relocated during the summer break.

In addition, the program implemented the plan to prepare five (5) schools to relocate to swing spaces, which included three (3) schools (Carter G. Woodson, Rognel Heights & Grove Park) closing and merging with the schools scheduled to relocate to swing space during the summer break of 2018

The program worked closely with City Schools to ensure that coordination for multiple tasks that needed to be completed in the existing school buildings were completed prior to the construction phase starting as scheduled. To remain on schedule with occupancy of the eight (8) schools; the team had to demonstrate flexibility with outfitting the schools in terms of construction, furniture installation and the relocation which were occurring simultaneously.

The program started the initial planning for five (5) Year 2 schools entering their construction phases in 2018; which will relocate during the summer of 2019 into swing space locations. This effort will require all facilities to be completely emptied of furnishings, academic materials, students, and administrative programs relocated to a temporary and completely different school location and environment. Renovations for the temporary (swing space) locations will be procured and completed for each project to accommodate the educational program of each school during construction. These efforts require closely coordinated sub-projects to be managed concurrent with the larger scale design, construction and procurement activities ongoing for the 21<sup>st</sup> Century School Buildings Program.

The planning effort entails 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 Public Relations section for more detail.



## **Plan Year 2 Schools: Progress Update**

Plan Year 2 currently includes 17 proposed projects including one (1) PK-2 school, one (1) grade 3-8 school, seven (7) PK-5 schools, seven (7) PK-8 schools, and one (1) high school program as shown in Table 2. Additionally, one (1) PK-8 and one (1) PK-5 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, were necessary to respond to changing school enrollments and facility conditions as well as uncertain market conditions for the program. Current Year 2 School schedules are provided in [Exhibit 2](#).

**Table 2. Year 2 Program Summary**

<b>Year 2 Program Summary</b>			
<b>School</b>	<b>Project Type</b>	<b>Program Phase</b>	<b>Expected Phase Completion</b>
Govans Elementary	Replacement	Design	March 2019
John Ruhrah Elementary/Middle	Renovation & Addition	Construction	November 2019
Medfield Heights Elementary	Replacement	Design	March 2019
Harford Heights Elementary and Sharp-Leadenhall Elementary	Renovation & Addition	Design	August 2019
Calverton Grades 3-8	Replacement	Design	September 2019
Cross Country Elementary/Middle	Renovation	Design	December 2019
Fairmount-Harford High School	Renovation & Addition	Construction	August 2019
Robert W. Coleman Elementary	Renovation	Design	January 2020
Bay-Brook Elementary	Replacement	Construction	November 2019
Calvin M. Rodwell Elementary/Middle	Replacement	Construction	November 2019
Commodore John Rodgers Elementary/Middle	Addition	Feasibility Study	March 2019
Highlandtown (#237) Elementary/Middle	Addition	Feasibility Study	March 2019
James Mosher PK-2	Renovation & Addition	Design	January 2020
Montebello Elementary/Middle	Renovation	Feasibility Study	January 2019
Northwood Elementary	Replacement	Architect Procurement	March 2019
Mary E. Rodman Elementary	Renovation & Addition	Design	February 2019
Walter P. Carter Elementary/Middle and Lois T. Murray Elementary/Middle	Replacement	Design	January 2019

### **Plan Year 2 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 2 schools in the program.

### **Plan Year 2 Schools Updates**

**John Ruhrah PK-8** – This 143,613 sq. ft. renovation with addition project, necessitated by enrollment growth in East Baltimore, is currently under construction. Students are located in temporary swing space at the Southeast Middle building. Substantial completion is scheduled for November 2019 and opening for students in January 2020.



**Figure 12.** John Ruhrah Rendering

**Fairmount-Harford Building** – This 165,314 sq. ft. renovation with addition project is providing a renovated facility for the REACH! Partnership School, currently located in the Lake Clifton Building, allowing City Schools to close and surplus the Lake Clifton Building. This project is currently under construction utilizing a Design/Build delivery approach. Substantial completion is scheduled for August 2019 and opening for students in September 2019.



**Figure 13.** Fairmount-Harford Rendering

**Bay-Brook PK-8** – This 115,945 sq. ft. replacement school project, necessitated by enrollment growth in the Curtis Bay/Brooklyn area of the City, is currently under construction. Students are located in temporary swing space at the Dr. Carter G. Woodson building. Substantial completion is scheduled for November 2019 and opening for students in January 2020.



**Figure 14.** Bay-Brook Rendering



**Calvin M. Rodwell PK-8** – This 111,694 sq. ft. replacement school project will absorb students from closing school, Grove Park and is currently under construction. Students are located in temporary swing space at the Grove Park building. Substantial completion is scheduled for November, 2019 and opening for students in January 2020.



**Figure 15.** Calvin Rodwell Rendering

**Mary E. Rodman PK-5** – This 81,488 sq. ft. renovation with addition project will absorb students from closing school Sarah M. Roach and is currently in the Design Phase. Design is expected to be complete in late February 2019 with construction beginning in July 2019. Students are located in temporary swing space at the West Baltimore building. Substantial completion is scheduled for August 2020 and opening for students in September 2020.



**Figure 16.** Mary E. Rodman Rendering

**Medfield PK-5** – This 79,899 sq. ft. replacement school project is necessitated by enrollment growth in North Baltimore and is in the Design Phase. Design is expected to be complete in late March 2019 with construction beginning in late June 2019. It is anticipated that the existing student population will swing offsite to the Chinquapin building in June 2019. Substantial completion is scheduled for November 2020 and opening for students in January 2021.



**Figure 17.** Medfield Rendering

**Govans PK-5** – This 87,260 sq. ft. replacement school will absorb students from closing school Guilford and is in the Design Phase. Design is expected to be complete in late March 2019 with construction beginning in late June 2019. It is anticipated that the existing student population will swing offsite to the Chinquapin building in June 2019. Substantial completion is scheduled for November 2020 and opening for students in January 2021.



**Figure 18.** Govans Rendering



**Walter P. Carter Building** – This 149,953 sq. ft. replacement school project will absorb students from closing school Guilford and will co-locate two school programs, Walter P. Carter PK-8, a traditional PK-8 school and Lois T. Murray, a separate PK-8 public day school program. The project is in the Design Phase with design expected to be complete in late January 2019 and construction beginning in late June 2019. It is anticipated that the existing Walter P. Carter student population will swing offsite to the Winston building in June 2019. Lois T. Murray students will remain in their current location until the new building is completed. Substantial completion is scheduled for November 2020 and opening for students in January 2021.



**Figure 19.** Walter P. Carter Building Rendering

## **21<sup>ST</sup> CENTURY ACADEMIC PLANNING**

Baltimore City Public Schools has developed an academic planning process to support its schools with creating inspiring education environments. 21st Century Schools collaborates with the broader school community to re-imagine the educational experience in their new environments.

The 21<sup>st</sup> Century Academic Planning Process involves working with the school-based instructional leadership team to address three key components of the plan. The first component is to identify an academic focus area based on shared educational values and the unique culture of the school community. Within the academic focus area, the leadership team considers how to address literacy and needs of the whole child and their families. Revisiting school structures to make adjustments to processes and procedures in order to ensure a safe and supportive school environment is the second component of the process. Lastly, the school considers current school traditions, how these traditions can be enhanced using the newly identified academic focus, and which traditions the school may want to add as they continue to grow in their new learning environment.

Nine months prior to the opening of a new 21<sup>st</sup> century school, the academic planning process begins. Input and feedback is garnered from staff, students, parents, community members, and partners throughout this process through Instructional Leadership Meetings, School Family Council Meetings, Parent & Community Meetings, and Student Focus Groups. All stakeholders are involved throughout the planning and implementation process and have opportunities to lead this work within and across their stakeholder groups.

The academic planning process has been completed or is in process for the majority of the Year 1 schools. The academic focus areas that have been fully identified as of October 2018 are indicated in Table 3 below.

**Table 3. Academic Focus Areas**

School	Academic Focus Area
Frederick Elementary School <i>Note: This school is a conversion charter school.</i>	Direct Instruction, Core Knowledge, & Restorative Practices
Fort Worthington Elementary/Middle School	Project Based Learning & Restorative Practices
Wildwood Elementary/Middle School	STEM (Science, Technology, Engineering, and Mathematics)
Forest Park High School	STEAM (Science, Technology, Engineering, Arts, and Mathematics)
Pimlico Elementary/Middle School	Project-Based Learning
Independence High School <i>Note: This is a charter school.</i>	Experiential Learning
Dorothy I Height Elementary School	Arts Integration & Restorative Practices
Arundel Elementary School	Restorative Practices & STEAM (Science, Technology, Engineering, Arts, and Mathematics)
Cherry Hill Elementary/Middle School	Restorative Practices & STEAM (Science, Technology, Engineering, Arts, and Mathematics)
Academy for College & Career Exploration <i>Note: This school is part of the 100% project.</i>	College & Career Exploration

Professional Learning was provided in summer 2018 for Pimlico, Arundel, Forest Park, and Cherry Hill in their respective academic focus areas. Wildwood, Forest Park, Pimlico, Dorothy I. Height, Arundel, Cherry Hill, and ACCE received training in the use of technology to engage students and differentiate instruction. Each of the traditional schools in the program received STEM technology and training including 3D printers. Training in technology usage and their academic focus areas will continue throughout the 2018-19 school year for Dorothy I. Height, Pimlico, Forest Park, Cherry Hill, and Arundel.

### **Updated Enrollment Projection Process**

A major component of the 21<sup>st</sup> 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, a large part of the determination of future capacities is enrollment projections.

City Schools prepares program-level 10-year enrollment projections for grades Pre-Kindergarten (PK) through 12. The projections are updated annually to include the latest official September 30 enrollment, changes to the District's portfolio of schools, and the most recent long-term facilities plans.

The projections are included in the Comprehensive Educational Facilities Master Plan (CEFMP), in Capital Improvement Plan (CIP) requests, and are used for 21<sup>st</sup> Century School Buildings Plan planning and review.

Projections for grades 1 through 12 are calculated using the average of the three most recent years' grade progression ratio (GPR) at the program level. Since Kindergarten is often the lowest, or "entry" grade in a school and P-K enrollment is artificially restricted (see next paragraph), GPR is not a valid statistic. Instead, projections for kindergarten are calculated using the average of the three most recent years of actual enrollment.

PK enrollments at the program level are dictated by the number of dedicated PK classrooms at the school. Therefore, the PK enrollment projections are based on the planned number of classrooms and the historic utilization of the PK classroom space.

Projections for individual schools are adjusted so that the sum of all schools, by grade, matches the District-level projections discussed above. Projections for each grade are aggregated to produce a District total, and then used to calculate the proportion of this aggregated total that a particular grade at a particular school represents.

The final projections model was adjusted to account for several sets of special circumstances including schools adding grades, recruitment efforts, time spent in swing space, schools planned to close, and planned reconfigurations under the 21<sup>st</sup> Century School Buildings Program.

It is important to note that enrollment projections are coupled with other data points to inform facility capacity decisions. Over the past few years, City Schools has discussed and the IAC/MDP has acknowledged that 10-year enrollment projections of students in City Schools should be reviewed with other relevant data.

As City Schools has previously experienced a three-year enrollment decline between SY 15-16 and SY17-18, District 10-year enrollment projections submitted in 2018 reflect that downward District trend across all schools. However, beyond the third year of enrollment projections, subsequent years are essentially projections based on the three-year enrollment trend, assuming and projecting ongoing school-level declines due to past District declines. This trajectory may change next year but based on the methodology of the GPR, the trend continues out 10 years until the trend line changes.

As such, enrollment projections and projected utilizations should be used as an estimation, but the circumstances at individual schools, as well as other neighborhood information and program data, all available throughout the CEFMP, should be considered when reviewing enrollment projections. This information includes population, demographic, and housing market information available in Chapter 2 and Appendix D of the CEFMP.

## **21<sup>st</sup> Century School Buildings Plan (Formerly Ten-Year Plan) Amendments and School Closing Updates**

City Schools reviews and modifies the plan yearly to reflect any necessary updates as part of its annual portfolio review process. These changes and updates to the 21<sup>st</sup> Century Schools Buildings Plan are then reflected in the CEFMP. In 2018, 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 21<sup>st</sup> Century School Buildings Plan

Additionally, the District has worked to make sure that these factors are viewed through an equity lens to understand how each of these show up and impact different communities and to ensure as a District we are increasing access and improving educational programs, particularly in communities that have been underserved. Also, vital to this process is a shift from bringing in community input in reaction to recommendations to incorporating community feedback earlier in the process to inform recommendations before the School Board. Portfolio changes are complex and multifaceted affecting families across school communities and much of the work is in reimagining and deepening academic programming in school communities. The following proposed amendments to the 21<sup>st</sup> Century School Buildings Plan were approved by the School Board on January 8, 2019:

**Table 4. 21<sup>st</sup> Century School Buildings Plan Amendments**

Recommendation	School / Building	Program Decision	Building Decision
School Closures	Dr. Martin Luther King, Jr., Elementary/Middle School	Close in June 2020	Surplus to the City of Baltimore in summer 2020
	Gilmor Elementary School	Close in June 2019	Surplus to the City of Baltimore in summer 2019
Building Surplus*	Dr. Roland N. Patterson Building	KIPP Harmony relocation to Walbrook Building approved	Surplus to the City of Baltimore in summer 2019
Additional Building Plan Amendments	Alexander Hamilton Elementary School	Delay program closure to 2021	Delay building surplus to 2021
	Baltimore Collegiate School for Boys, Lillie May Carroll Jackson School / Chinguapin Building	No recommendation	Remove from current surplus list and retain for educational use
	Claremont School	Delay program relocation to 2022	Delay building surplus to 2022
	Garrison Building	No recommendation	Remove from current surplus list and retain for educational use

**Table 4. 21<sup>st</sup> Century Buildings Plan Amendments - continued**

Recommendation	School / Building	Program Decision	Building Decision
Additional Building Plan Amendments	Guilford Elementary School	Delay program closure to 2021	Delay building surplus to 2021
	Lois T. Murray Elementary/Middle School	Delay program relocation to 2021	Delay building surplus to 2021
	The Reach! Partnership School / Lake Clifton Building	No new recommendation	Surplus to the City of Baltimore in summer 2019
	Sharp-Leadenhall Elementary School	Delay program relocation to 2021	Delay building surplus to 2021
	Southeast Building	No recommendation	Delay building surplus to 2020
	West Baltimore Building	No recommendation	Remove from current surplus list and retain for educational use
	William C. March Building	No recommendation	Accelerate building surplus to 2021

\*The School Board will vote on the recommendation to surplus the Lake Clifton Building in 2019.

See the updated MOU Exhibit 6 attached to this report.

### **District-wide Utilization Plan**

As a requirement of the 21<sup>st</sup> Century School Buildings Program's MOU, City Schools worked jointly with the IAC to develop intermediate and final utilization rate targets. The targets allow the District and MOU partners to track the District's progress toward achieving its utilization goal through new construction and subsequent building closures and surplus. As the District reduces its building footprint to better reflect current enrollment, the overall utilization rate will increase.

The utilization targets without swing space presented below were established and approved by the School Board on December 17, 2013, through a resolution and approved by the IAC Board on February 25, 2013. Utilization targets with swing space were established and approved by the School Board on January 12, 2016.

The intermediate District-wide utilization rate target (without swing space) was 80% for school year 2015-2016 and City Schools exceeded this target with a utilization rate of 83% in that year. The final District wide utilization rate is 86% for school year 2019-2020, and due to significant changes in student enrollment and changes in the program schedule identifying substantial completion in 2021, the District is not currently on pace to meet this target.

With regard to the impact of enrollment changes on meeting District utilization targets, it is important to note that in SY13-14, the first year the Utilization Report was produced, the projected utilizations indicated the District would meet these targets. As an example, the 2014 CEFMP utilization projection (without swing space) for SY20-21 projection was 87% and for 2018 the projected utilization for that same year is 79%. Recent enrollment trends impacting District utilization are driven by a number of external factors such as parents' preferences for various academic settings as well as births. The number of births in Baltimore City has decreased approximately 11% from 2009 to 2015. While residential mobility is a potential factor impacting enrollment trends, based on the Non-Public School



Report published by MSDE, the number of students living in Baltimore City and not attending City Schools in 2017 was 12,939, relatively the same as the 5-year average of 12,547.

District-wide utilization challenges are also largely driven by specific building types and several large buildings in the portfolio. Elementary/PK-8 buildings are overall 99% utilized. Excess seats in under-utilized buildings are concentrated in middle-high and high school buildings. In fact, most of our excess seats are in buildings that will be 1) addressed by 21st Century School Buildings Program or will be surplus (Lake Clifton, Forest Park, Patterson High School), 2) buildings with CTE or arts performance spaces that also count as instructional spaces included in the buildings' State Rated Capacity (SRC) (Edmondson/Westside Skill Center, Dunbar High School, Carver Vocational-Technical High School, Mergenthaler Vocational-Technical High School, Baltimore School for the Arts), 3) buildings that are housing charters with enrollment caps (Lemmel), or 4) large buildings where a portion of the building is being used for other purposes (Professional Development Building). Nearly 60% of the excess seats in middle high and high school buildings are in the ten buildings mentioned above. City Schools will continue to review its District footprint every year as part of the Annual Portfolio Review. Proposed changes by the Interagency Commission on how CTE and performance spaces are calculated in the SRC methodology.

In addition to the projected utilization rates, the program schedule currently identifies substantial completion in 2022. With regard to the program schedule, initially using a range of 23 to 28 schools for completion acknowledged a measure of uncertainty earlier in the program with respect to the bond market and the dollars that would be needed to complete the renovation and/or replacement of each school as identified in its feasibility study. Certain feasibility studies were delayed to allow other more critical schools that were necessary to relieve overcrowding and/or accommodate combined schools resulting from portfolio actions to rise in priority. As a result of these factors, the District will request the partners to revisit the utilization targets and revise the School Board resolution.

In review of Exhibit 1 – Summary of Tables, the square footage per student for Year 1 schools is high with some low utilizations due to programs moved into swing spaces. All Year 1 schools, with the exception of Patterson and Arundel, have programs in swing space. When students move to swing space buildings, the buildings tend to be in adjacent neighborhoods or different parts of the city, causing the program to lose enrollment. Therefore, the drop in the enrollment may not reflect the District trend but the impact of the school program temporarily moving out of the neighborhood. In review of Year 1 schools, the change in enrollment after school programs move to swing spaces buildings vary from a 9% increase to a 37% decrease in enrollment, with the average change of 9% decrease in enrollment. Drastic drops in enrollment due to program movements to swing buildings occurred for Forest Park High School and Dorothy I. Height Elementary at 37% and 27% declines respectively. However, once school programs return to home facilities, the enrollments have increased significantly such as Fort Worthington Elementary Middle with a utilization of over 100%.

## **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 21<sup>st</sup> 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 2018. 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 programmatic and school project coordination and execution for MSA, City Schools, the City, and the IAC. MSA and City Schools decided in the fall of 2016 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' 21<sup>st</sup> Century School Buildings Program 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 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 employs an internal auditor whose primary function is to review policies, procedures, and compliance on this program. MSA also employs a compliance officer who reviews and approves transactions in high-risk areas of the program.

The School Board approved the engagement of an external audit firm, CohnReznick, to conduct an Internal Risk Assessment and proactive analysis of the processes and procedures of the 21<sup>st</sup> Century School Buildings Program as it relates to City Schools' roles and responsibilities. In March 2018, after an extensive review, the external audit firm determined that City Schools' risk is minimal due to the transference of all construction activities to the MSA in 2016 and therefore an in depth audit was not necessary.

## **PROCUREMENT**

As of December 31, 2018, there have been more than 180 procurements and task orders totaling \$639,543,374 in contract awards.<sup>1</sup> 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 planning/design, CM pre-construction/construction services, building commissioning and testing and inspection services.

### **MBE Participation**

Maximizing MBE participation and inclusion is a goal of the 21<sup>st</sup> Century School Buildings Program. Each contract is evaluated to determine appropriate MBE goals depending on many factors, including type of service, scope, market availability, and schedule. As of December 31, 2018, total MBE participation is 34.2% or \$218,934,221.<sup>2</sup>

### **Compliance Systems**

MSA uses two systems to monitor compliance with MBE and prevailing wage requirements. MBE awards and payments are verified electronically using B2GNow®, allowing for up-to-date information regarding MBE participation commitment and actual achievement. Further, LCPtracker® is used to monitor compliance with the prevailing wage requirements.

### **Owner Controlled Insurance Program (OCIP)**

Starting in 2016, MSA implemented an Owner Controlled Insurance Program (OCIP). The OCIP consists of worker's compensation, general liability and excess liability coverages for the construction managers and their subcontractors during the construction phase. MSA also bound builder's risk and contractor's pollution liability to compliment the OCIP coverages. Since the program's inception, seven projects and 294 contractors have been enrolled.

## **COMMITTEES and PARTNERSHIPS**

### **Executive Committee**

Pursuant to the 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. The Chairmanship of the Executive Committee rotates annually between the parties. The 2018 sessions were chaired by MSA. The 2019 sessions will be chaired by the IAC.

The Committee is comprised of participants from the IAC, MSA, City Schools, and the 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
- MSA Report
- City Schools Report

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<sup>1</sup> Reference Exhibit 4 for Change Orders

<sup>2</sup> Reference Exhibit 7a for Procurements and 7b for MBE Participation

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 21<sup>st</sup> Century Schools website<sup>3</sup>.

### **Coordinating Committee**

The Coordinating Committee comprising representatives of the City (Mayor's Office), City Schools, MSA, Baltimore City Department of Planning (DOP), Baltimore City Department of Recreation and Parks, and Baltimore City Department of Housing and Community Development – works to maximize investments around the 21<sup>st</sup> Century School Buildings Program projects and community revitalization efforts.

The Coordinating Committee is required to meet at least quarterly, in a public meeting, 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 portfolio review and the potential reuse of surplus or vacated school buildings and facilities by the City.
- Input on each Feasibility Study for all projects 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 21<sup>st</sup> Century School Buildings Plan.
- Development of funding strategies to implement improvements that are otherwise not eligible for financing under the bond proceeds or cash on hand.

### **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 Committee**

The goals and charges of the 21<sup>st</sup> Century School Buildings Program go beyond just the design and construction of 21<sup>st</sup> Century Schools to 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 II-C were adopted regarding workforce development and minority business participation as denoted below:

- Workforce Development – Section II-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.

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<sup>3</sup> <http://baltimore21stcenturyschools.org/committees/executive-committee>

- Minority Business Enterprises – Section II-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.

### **Minority Business Enterprise**

One important goal of the 21<sup>st</sup> Century School Buildings Program (the 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”)<sup>4</sup> to be administered by MSA in partnership with MWBD for all funded projects. Further, the Collaborative Committee also created a Supplier Diversity subgroup, chaired by MWBD, which created a supplier diversity plan.

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 7a reflects a summary of all Program awards and the level of MBE participation. As set forth therein, as of December 31, 2018, the Program achieved 34.2% in MBE participation.

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. Since the inception of the Program, MSA has participated in over forty-five (45) Statewide business outreach events, 11 of which were organized by MSA to discuss specific potential outreach opportunities in the Program and provide technical assistance.

MSA will continue to promote the objectives of the MBE Plan and to implement 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 Committee. 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 21<sup>st</sup> Century School Buildings Program.

Since our previous Annual Report the Program has completed the Workforce Development (WFD) Close-Out process for five (5) schools in Year 1: Frederick Elementary School, Fort Worthington Elementary School, Dorothy I Height Elementary School (John Eager Howard), Wildwood PK-8(Lyndhurst) and Pimlico Elementary/Middle School. At the time of award, the Construction Manager for each project commits to hire Baltimore City residents as a condition of their contract. The schools listed above committed to hiring a combined 146 Baltimore City residents. Final calculations for the schools show 341 City residents hired across all five schools. See details below:

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<sup>4</sup> The plan is attached as Exhibit 7b.



**Table 5. 2018 Workforce Development Efforts – Hired Local Residents**

School	Hours (BCR*)	Hires(BCR*)	Hours (Total)
<b>Commitment</b>			
Frederick	20,429	28	92,281
Fort Worthington	31,668	24	180,000
Dorothy I Height (JEH)	21,988	18	121,055
Wildwood (Lyndhurst)	22,685	47	168,048
Pimlico	30,756	29	151,805
<b>Achieved</b>			
Frederick	35,206	52	132,570
Fort Worthington	31,980	70	194,101
Dorothy I Height (JEH)	34,804	68	163,523
Wildwood (Lyndhurst)	40,050	66	240,870
Pimlico	36,341	85	227,530

\*BCR – Baltimore City Resident

Calendar year 2018 closes with commitments for hiring Baltimore City residents from one Plan Year 1 project and four Plan Year 2 projects totaling 86 new local hires. Please reference Exhibit 7c for breakdown.

### **Local Hiring Background Investigation Processing**

Based on the historical trend over the last six months, City Schools' Human Capital Pre-Enrollment Office will have processed approximately 5,000 applications for approval to work on the 21st Century School Buildings Program projects. This includes design, construction, and subcontractor teams. In addition to MSA workforce and local hiring reports, City Schools provides monthly report updates to the Collaborative.

### **Work-Based Learning Program**

In late 2016, City Schools entered into a partnership with Urban Alliance (UA), a Baltimore-based non-profit organization, in which students are paired with 21<sup>st</sup> Century design and construction firms during their senior year of high school. In 2017, the first full year of the partnership, six students who completed the internship program were placed in apprenticeships or full-time employment at 21<sup>st</sup> Century School Buildings Program jobsites.

The Urban Alliance (UA) High School Internship Program, managed by UA, provides professional development training, program management, and support to high school seniors participating in Career and Technical Education programs (CTE) in City Schools. CTE students 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. The UA manages the recruitment of CTE students, pre-work training, student selection and placement, weekly internships, professional development training and supports the jobsite placement mentor.

The UA model includes support of each jobsite that includes coordinating the student intern training, interviews, placement, providing mentor training and an Idea Bank for mentors. It also provides a case manager (Program Coordinator) to assist the student interns in their professional development and providing weekly case management services for the design and construction management mentors.

“Urban Alliance did not send you out into a job, they trained you for a job first,” said Vernon Woodly, who worked on construction for Frederick Elementary after completing the program. “They prepared you mentally with positivity, and they showed you different aspects of what to look for, how to remain professional, how to dress, and how to talk in a professional setting. It taught you a lot.”

## **PUBLIC RELATIONS**

### **Groundbreaking and Ribbon Cuttings**

This summer was historic for Baltimore City and its students. Construction started on five school buildings and five newly modernized schools opened under the 21<sup>st</sup> Century School Buildings Program. To celebrate this momentous occasion, the 21<sup>st</sup> Century’s Public Relations team orchestrated six public events – a multi school Groundbreaking Ceremony held at a single location and five ribbon cuttings hosted over three days.

The first program groundbreaking featured oversized renderings of Reach! Partnership, Arlington Elementary, John Ruhrah, Calvin Rodwell, and Bay Brook Elementary/Middle Schools set-up in front of mounds of dirt with shovels ready for a ceremonial digging. More than 100 excited school-based staff, students, parents, elected officials and community members representing the five schools, joined program staff, plus each of the school’s AE and CM teams. Among the list of speakers, Lanyia Whitehurst, a fourth-grader from Calvin Rodwell, whose remarks captured the sentiment of the day. She spoke of her love of learning and the progress she and her classmates are making at Calvin Rodwell. She concluded with, “I love my school, but I’m ready for a new building.”

A month after Lanyia helped to break ground on her new building and four others, the Program celebrated what Congressman Elijah Cummings referred to as, “A destiny moment, our children will never forget,” the openings of five newly modernized school buildings. The five openings occurred over three consecutive days at Pimlico Elementary/Middle School, Arundel PK-2 School, and Cherry Hill 3-8 School and Independence & the Academy for College and Career Exploration (ACCE) Robert Poole Building and Forest Park High Schools with hundreds of school-based staff, students, parents, partners, community members and elected officials joining in the celebration. Attendees were delighted with the overall learning environments and a deep sense of hope for the future and pride in community permeated the weeklong celebration. Both Maryland Governor Larry Hogan and Lt. Governor Boyd Rutherford commended the highly successful program which is providing students with the healthy, efficient, and modern school buildings they deserve. As Baltimore City Schools CEO stated, “these buildings communicate to our young people, “you” are worth it, without every saying a word, it screams, you matter and your future matters.”

As exciting as it is to break ground on new buildings and open new schools, celebrating the groundbreaking and ribbon cutting, is a smaller component of the work of public relations. The other components, though less visible and not garnering the same type of attention, represent the day-to-day work of informing, engaging and supporting transition of approximately 20 schools in different stages of the process at the same time. It requires an understanding of each school and community's needs and preferred method of communication with the group of students and families that will be impacted by the various shifts and ideal meeting times throughout the nearly four to five-year process.

### **Respectful Closure and Effective Mergers**

Closing a school is a deeply emotional experience for many families, staff and communities. Under the 21<sup>st</sup> Century School Buildings Program there is an added layer of announcing proposed closures years in advance of the effective date to allow proper planning and design of schools being modernized to receive students. School communities are left to struggle with the closure recommendation and pending Board approval for as much as four years. When the engagement process starts for a school being modernized a majority of the stakeholders of the school recommended to close decline to participate in the planning and design process for the new/renovated building. Under the 21<sup>st</sup> Century School Buildings Program, nine out of eleven closed or proposed program closures opted to fight the closure of their neighborhood school. As the city known or formerly known as the City of Neighborhoods, the neighborhood school can be a family tradition where generations of a family graduated from the neighborhood school, the last anchor of a community that feels forgotten and/or within the territorial zone of rivalry communities, especially at the elementary and elementary/middle school level where school zones still apply. All of these things create tension between the closing and receiving schools and their communities. More importantly, it creates confusion for students and families of closing and receiving schools over 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. When these issues are addressed, it impacts what actually happens in school during the academic day. These unanticipated challenges and realizations within the buildings program compelled the program to establish a 21<sup>st</sup> Century Transition Workgroup and school transition process that runs parallel to the planning and building design process. The transition workgroup is considering everything from school academic, culture and climate data to school name changes, mascots and new uniform colors. The process starts with small student centered focus groups aimed at understanding student expectations for the process and ideas to bring their peers together. As an example of early student collaboration, prior to the actual closure of Northwestern, Forest Park & Northwestern agreed to combine their sports teams and currently refer to themselves as North Park. John Eager Howard and Westside students decided to hold a school renaming campaign led by students. Students gave campaign speeches, made campaign signs and held an election where every grade had a chance to cast a ballot.

The work is still in the beginning stages of development. The transition work group is using lessons learned from these schools, schools *in progress and planning*, to help shape and document a process for future closures and transition schools.

### **Cooperative Use Space Agreement, Memorandum of Understanding**

At the time of the drafting of this report, City Schools and the Baltimore City Department of Recreation and Parks (BCRP) have reached agreement on five of six sections of the Cooperative Use Space Agreement, including the most controversial sections, the issuance of use of space permits to third parties and the number of schools to be included.

In preparation for finalizing the Cooperative Use Space Agreement, City Schools and BCRP created a plan for a pilot recreation program to be operational in Fort Worthington Elementary/Middle School beginning January 2, 2019. The pilot recreational program at Fort Worthington will serve two, potentially three purposes. It will demonstrate City Schools and BCRP's commitment to continue recreational programming within 21<sup>st</sup> Century School Buildings post demolition of stand-alone recreation centers. It will also provide an opportunity to evaluate implementation of the Cooperative Use Space Agreement, while providing an opportunity to evaluate the agreement prior developing individual license agreements for the other three schools, one of which is more controversial than the others. The Fort Worthington experience, challenges and successes, will be documented and used to shape the individual license agreements for Frederick Elementary, Dorothy I. Height Elementary, and Walter P. Carter Elementary/Middle (opening January 2021) schools. In the case of Dorothy I. Height and Walter P. Carter, City Schools and Department will host a joint meeting with members administration, staff, parents and community members to discuss the structure of the agreement, lessons learned from Fort Worthington and the type of programming. Unlike Frederick, these two schools and communities remain skeptical that a shared space approach will work. Any trust built during the building planning, design and construction phases has started to erode because the first schools opened more than a year ago without recreation programming and only one, Fort Worthington, will have a pilot by the time this report is complete. Beyond the idea of two agencies sharing space in a single building to provide educational and recreation programming, these two communities are now worried City Schools and BCRP won't be able to effectively implement on an agreement that took six years (three to get the original MOU and three years to amend the MOU) to finalize.

The coming months will be a trial run to make Fort Worthington the community asset it was designed to be by serving an institution of learning for scholars with wrap around services and after school programming through its Community School status with the Y of Central Maryland and recreational programming. This while maintaining, the safety and security of staff and students in school buildings open to the public during instruction time.

## **INSPIRE**

INSPIRE is a program led by the Baltimore City Department of Planning (Planning). [The program](#), the name of which stands for Investing in Neighborhoods and Schools to Promote Improvement, Revitalization, and Excellence, focuses on neighborhoods immediately surrounding schools modernized through the 21<sup>st</sup> Century program. INSPIRE planning generates activity and investment that build on the existing vibrancy of neighborhoods and strengthen the community-school relationship and opportunities for success.

### **Plan Adoption**

The Planning Commission adopted the 10<sup>th</sup> INSPIRE plan in October 2018 (Arlington Elementary). The other plans that have been adopted to date are: Fort Worthington Elementary/Middle, Frederick Elementary, Dorothy I. Height Elementary (formerly John Eager Howard), Wildwood Elementary (formerly Lyndhurst), Arundel Elementary and Cherry Hill Elementary/Middle, Robert Poole/ACCE and Independence, Pimlico Elementary/Middle, Forest Park High School and Calvin Rodwell Elementary, and Patterson High School/Claremont Middle/High School. In 2018 Planning also launched INSPIRE efforts for John Ruhrah, Bay Brook, Fairmount Harford, Harford Heights, and Govans.

### **By the Numbers: Improving Streetscapes**

Streetscape improvements along primary walking routes to the 21<sup>st</sup> Century schools are often the most immediate INSPIRE-related investments. In addition to helping ensure safe pedestrian access to the schools, these improvements beautify the neighborhood. To date, 16.51 miles of sidewalk have been improved, more than 21 crosswalks have been restriped, and 795 street trees have been planted.

### **INSPIRE Implementation: A Snapshot**

INSPIRE has been partnering with residents, schools, businesses, developers, City agencies, and others to implement recommendations from plans. The following activities highlight a variety of recommendations from the INSPIRE plans that are starting to be implemented:

- The redevelopment of Pimlico Elementary/Middle in Park Heights placed a spotlight on the need to address the vacant houses across the street. To build on the investment into the modernized school Planning, the Department of Housing and Community Development (HCD) and developer SAA-EVI began to transform these vacant houses into affordable homes. Lifebridge Health (Sinai Hospital) is also offering Live-Near-Your-Work incentives to their employees who purchase a home in this block. Over the summer, youth from Park Heights participated in the Art @ Work program, working with residents to identify homes to receive painted flower boxes to beautify and unify the block.
- Throughout the Arlington planning efforts, community members focused on increasing access to healthy food and addressing blight and crime by transforming vacant land into community managed open spaces. Joining these interests, the community decided to create the Arlington INSPIRE Community Garden. The garden will serve a vital role in place-based efforts to increase access to healthy food and to eradicate blight by revitalizing underutilized spaces. Over the past year, the Neighborhood Design Center led a design charrette; Civic Works is working alongside the community to make the garden a reality.

- In Cherry Hill, where both Arundel Elementary and Cherry Hill Elementary/ Middle opened this year, funding has been allocated to create a pedestrian path and gathering space in an underutilized right-of-way at Seabury Road, Cherry Hill, and Bridgeview. To make the well-traveled space safer, DOT recently closed a portion of the area to vehicles. By next summer, we expect other improvements to begin, including grading and paving the existing dirt path, adding lighting, and basic landscaping. In the meantime, multiple partners including South Church, Cherry Hill Community Coalition, Youth Resiliency Institute, BOPA, and the schools will be engaging residents to activate the space and plan for ways to personalize it.
- German Park, a neighborhood park located a few blocks from Dorothy I. Height Elementary school, is receiving almost \$300,000 through INSPIRE and a State of Maryland BRNI (Baltimore Regional Neighborhood Initiative) grant awarded to Healthy Neighborhoods, Inc. The funding enables the completion of the park's Master Plan, which will include new lights, new playground equipment including swing sets and exercise equipment, and further landscaping and beautification upgrades. Over the summer, HCD transferred the property into the Department of Recreation and Parks' inventory, making it an official city park.
- School and community stakeholders around Fort Worthington Elementary/Middle expressed interest in a community garden near the school, and set their sights on a City-owned, vacant lot across the street. Strong leadership from the school and community organization led to partnerships with Baltimore Tree Trust, United Community Network, Volunteering Untapped, and other organizations to turn the lot into a working garden. Planning's INSPIRE program and Office of Sustainability worked with the Department of Public Works to install a new water line, and Baltimore Office of Promotion and the Arts released a call for an artist to work with school and community members to add artistic elements.

Visit INSPIRE online to read about recent activity, view project scopes of work, download the plans, and more: <https://planning.baltimorecity.gov/planning-inspire>.

## **PROGRAM COMMUNICATIONS**

### **Communications Plan**

To ensure that information about the 21<sup>st</sup> Century School Buildings Program is readily available and easily accessible to the community, a Communications Plan was created and launched in early 2016. This plan outlines the strategy and methodologies to be used for the various channels of communication including the 21<sup>st</sup> Century School Buildings Program 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 2018 and beyond. The program continues to benefit from the structure and content of this communications plan.

### **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 21<sup>st</sup> Century School Buildings Program. It's also in place to facilitate the sharing of information between internal and external stakeholder groups, including community members, school families, and workforce entities seeking construction opportunities. This year, the program's communications specialists have worked on a full evaluation of the site in an effort to make any necessary improvements. Results showed that along with the need for continued day-to-day updates, several sections have the potential to communicate more information to website visitors. One example is the Youth Voice page which currently displays a limited number of youth-related stories. Compiling and adding stories to the page about youth involvement in the 21<sup>st</sup> Century School Buildings Program from newsletter articles, student engagement notes, and snippets from combining school videos will help to increase the amount of content on the page. It will also become a more accurate depiction of the type of opportunities students have to offer their 'voice' to the program.

### **Social Media**

21<sup>st</sup> Century School Buildings Program's social media channels (Facebook, Twitter, and Instagram) showed significant growth in 2018. A social media plan, which included a higher frequency of posting across all channels, was developed in late 2017 and continued to be implemented in 2018. The Program's social media continue to raise awareness of the program and related activities. The increased social media following and activity continues to strengthen brand awareness, increase engagement, and drive more traffic to the 21<sup>st</sup> Century School Buildings Program website. The 21<sup>st</sup> Century website and social media channels in their entirety are owned by the Program and managed by the in-house Community and Public Relations communications specialist team.



## **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 detailed information.

### **Revenues**

Revenues were higher by \$12.0 million from the true-up of the 2017 bottle tax revenues of \$2.4 million, the payment for FY 2017 and FY 2018 VLT rental fee of \$2.4 million, table game revenues of \$1.8 million, and investment\interest income of \$5.4 million.

### **Expenditures**

Overall, expenses through June 2018 were \$30.9 million under budget. Below are some of the major variances:

#### **Salaries, Wages and Benefits**

This category is lower than projected because of lower benefit costs and vacant positions not filled during the year.

#### **Contractual Services**

This category was under budget by \$32.0 million. The budget included the construction activity for schools that were delayed.

#### **Grants and Subsidies**

This category was over budget by \$2.0 million. This is primarily due to the payment to Baltimore City Public Schools for technology end-user-devices that were not part of the budget.

### **Baltimore City Public Schools Construction and Revitalization Revenue Bonds, 2018**

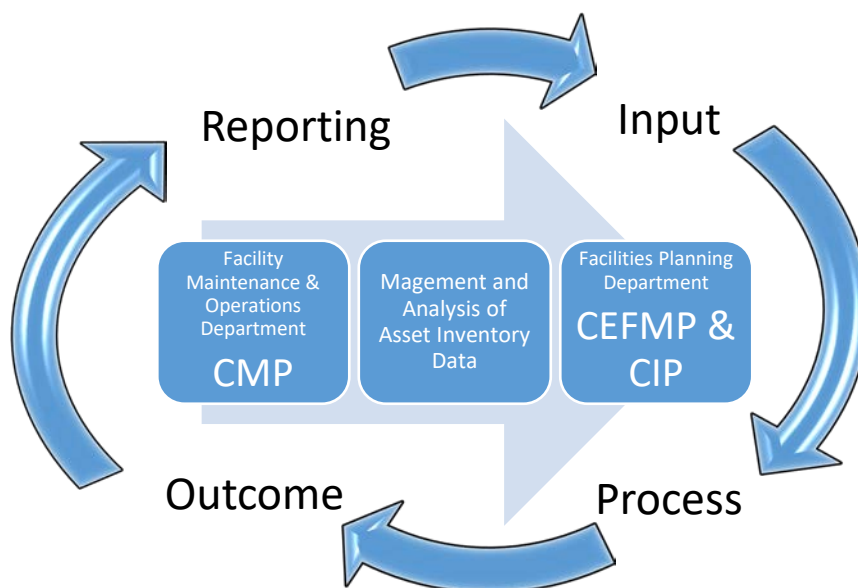
MSA issued the second series of revenue bonds for the Baltimore City Public Schools Construction and Revitalization program. The bond sale was for \$426 million and successfully generated an additional \$70 million in premium.

## COMPREHENSIVE MAINTENANCE PLAN UPDATE

The State of Maryland's Interagency Commission on School Construction (IAC) and the Public School Construction Program (PSCP) require that each Local Education Agency (LEA) establish and annually update a Comprehensive Maintenance Plan (CMP). The comprehensive plan must describe the Baltimore City Board of School Commissioners (School Board) strategy for maintaining its public school facilities, and the plan must also be compatible with the School Board's Comprehensive Educational Facilities Master Plan (CEFMP) and Capital Improvement Plan (CIP). The PSCP analyzes each LEA's plan when capital project funding decisions are undertaken.

Additionally, per the Memorandum of Understanding (MOU) resulting from the passage of the Baltimore City Public Schools Construction and Revitalization Act of 2013, City Schools must provide a plan for maintaining school buildings and demonstrate progress toward achievement to be measured through a set of 13 Computerized Maintenance Management System (CMMS) metrics approved by the IAC.

The CMP details City Schools organizational structure, plans, and activities established to maintain State and Local Government investment in public school facilities. Representing the School Board, the department of Facilities Maintenance and Operations (FM&O) oversees these plans and programs, while the Facility Planning department develops and updates the CEFMP, which includes a summary of the CIP requests.



**Figure 20. IAC Report Development Process**

The plan demonstrates how City Schools' FM&O department:

- 1) Meets the School Board's expectations and aspirations to fulfill the educational goals for Baltimore City school students
- 2) Works to ensure regulatory compliance
- 3) Continues to evolve with new technology and updated facility management industry standards
- 4) Reports and quantifies performance data for measurable outcomes

The School Board, Chief Executive Officer (CEO), Chief Operating Officer (COO), and Executive Director of Facilities, supported by FM&O, strive to provide a safe and healthy learning environment for students, faculty, and the community while operating our school buildings in an efficient manner. The District's maintenance and preventive maintenance (PM) programs are the foundation necessary to support the educational programs and sustain our facilities.

The relationship between facility maintenance and capital investments is clearly defined and there is an implied understanding that good maintenance of building systems and equipment will defer or reduce the need for capital investments. Also, well-timed and judicious use of capital investment should reduce the burden on maintenance staff, time and resources while prolonging the life of the building. Both forms of investment are likely to result in better building performance, a reduced risk of building failure, and savings in operations and utility expenditures. Most importantly, these combined investments will have positive effects on the health and well-being of building occupants.

Facility management professionals use 3% of current replacement value (CRV) as a guideline for the annual investment necessary to maintain school buildings in good condition.

**FM&O FY 2019 Operating: \$23,140,785**  
**Current Replacement Value: \$5 billion**  
**Current Budget as % of CRV: .50%**

The FM&O FY 2019 operating budget is \$23,140,785. To achieve the recommended index value (facility operating budget as a percentage of CRV), City Schools would need to increase the operating budget from approximately \$23 million to \$150 million. This significant increase to the operating budget funds would bring about a dramatic improvement to school facilities.

This document highlights specific information related to the FM&O budget, organizational components, staffing structure, and strategies over the next five years measured by performance indicators that were developed in agreement between the IAC and the School Board.

City Schools FM&O has achieved significant progress in addressing increasing maintenance and operations needs across the District. The CMP documents the department's strategies to address the School Board's aspirations, ensure regulatory compliance, continually adapt to the new technology necessary to implement industry standards in facility management, and provide all stakeholders with quantifiable performance outcomes. Ultimately, FM&O strives to retain an optimal learning environment by providing services that encourage public involvement and community engagement, while concurrently developing and managing an effective and efficient workforce.

FM&O staff continually seeks solutions to improve operations and service levels. Each month, Facilities Stat meetings are facilitated by the COO with FM&O managers. The objective of these meetings is to share performance data, respond to issues with effective tactics and strategy, and follow up and assess tactics and strategies.

FM&O continues to upgrade work processes and levels of production through continual development of our workforce and the implementation of various initiatives such as:

- Prioritized student safety, including traffic and commute time to/from school

- Consideration for the interaction of potential decisions with nearby schools
- Coordinated planning and implementation with other agencies that affect neighborhoods (City Planning, Recreation and Parks, etc.)
- Consideration for historical significance
- Consideration for past investment in the school building
- Consideration for potential school and District uses (athletic complex, professional development center, etc.)
- Consideration of other qualitative factors based on community environment

The COO is committed to support the 21<sup>st</sup> Century School Buildings Plan and the MOU requirements through data driven management and decision making, continual performance improvement, and customer service response. Service and results have changed through the reorganization and assignment of Lead Technicians (LT) and regional building maintenance workers under the supervision of the AFM in their 4 respective regional areas, rather than being centralized and directed as needed. In FY 2019, FM&O will continue to review each assigned geographic region to evaluate the work order process and procedures being implemented and followed. The table below shows FM&O Key Performance Indicators (KPIs) for FY 2018. One of the objectives for the CMMS is to have access to these indicators in real time.

- Percentage of open work orders older than 60 days increased by 14.5%
- Average age of open work order decreased by 3.1 days
- Work orders completed in 30 days or less decreased by 3.6%
- Work orders completed in 30 days or more increased by 3.5%
- Average work orders completed each day decreased by 13.2 work orders
- Average days to complete work orders decreased by 3 days

**Table 6. FM&O's Key Performance Indicators as of June 30, 2018**

<b>FM&amp;O's Key Performance Indicators as of June 30, 2018</b>			
<b>Operations</b>	<b>FY 2018</b>	<b>FY 2017</b>	<b>FY 2018 vs FY 2017</b>
Percent of All Open Work Orders	8.8%	7.5%	<b>1.3%</b>
Percent of All Open Work Orders Greater Than 60 Days	62.5%	48%	<b>14.5%</b>
Average Age of All Work Orders in Days	13	16.1	<b>(3.1)</b>
Average Days to Close Work Orders	9	12.1	<b>(3.1)</b>
Average Hours to Complete Work Orders	1.6	1.9	<b>(0.3)</b>
Average Work Orders per Day Completed	213	226.2	<b>(13.2)</b>
Amount of Completed Work Orders in 15 Days	41,925	46,576	<b>(4,651)</b>
Percentage	79.5%	80.5%	<b>(1.0%)</b>
Amount of Completed Work Orders 15 to 30 Days	2,563	4,253	<b>(1690)</b>
Percentage	4.9%	7.4%	<b>(2.5%)</b>
Amount of Completed Work Orders Over 30 Days	8,264	7,066	<b>1,198</b>
Percentage	15.7%	12.2%	<b>3.5%</b>
Amount of Completed Work Orders	52,752	57,895	<b>(5,143)</b>

- With the rollout of mobile technology at the ground level for real time capturing of work and with the implementation of daily process guides and regular follow up for stronger accountability, Operations is more accurately capturing and recording information. This in return has improved

the quality of data.

- FY17 was the first year that staff on the ground closed their own work orders. In July 2017, FM&O reorganized the Building Maintenance and Inspection Division and eliminated the EBS positions. The EBS, and in some shops the administrative support, was responsible for closing work orders for staff in the field. In October 2017 technicians were trained on and given iPads to close out work orders in real time. Sixty-five percent of the workforce was not familiar with the technology, which resulted in a steep learning curve. Often, staff added labor hours, but left the work order open or forgot to hit save leaving the work order unsaved and in an open status, which in return has impacted the age of work orders. Staff have grown more confident with the use of technology and we anticipate seeing improvement in age of work orders.
- The structure of the regional maintenance blitz cycle allows us to close work orders within 2 weeks of creating them; however, if new issues are identified after the blitz or teams couldn't complete all identified work in a single visit, that work order would sit for at least another 2 months before the blitz team could circle back around to that school.

In addition, Operations and FM&O leadership has continued to achieve the following:

- Participation in the publication of a CEFMP and continual review and input of the 21<sup>st</sup> Century Schools Buildings Plan.
- Continual development of a more comprehensive PM plan.
- Gradual decrease in the backlog of DM as funds allow.
- Value-added use of supplemental funding resources, including the mitigation and replacement of several aged and problematic underground storage tanks, grease traps, asphalt and concrete replacement, and storm water drain lines.
- Efficient operations – the current staff is functioning very efficiently by stressing accountability, reliability and skill-set improvement. Efficiency is monitored through work order performance data and measures which are routinely examined and reviewed with FM&O managers.
- Good relationships with police and emergency responders, resulting in decreased response times for emergency calls specific to facilities, life-safety, and security.

### **IAC Maintenance Oversight**

Per the MOU, the IAC is required to assess progress toward attainment of the maintenance metrics in the Annual Report submitted by the MOU Partners. In FY2018 City Schools again faced an overall budget shortfall. Even so, the IAC notes that City Schools still committed an additional \$3M to support continued maintenance improvement at City Schools facilities.

The current CMP shows that Operations continues to plan to be more effective and more efficient. For example, implementation of the CMMS (which includes the assessment of nine major building systems) across the entire portfolio of approximately 160 City Schools facilities is expected to be completed near the end of fiscal year 2019. The current CMP also shows that Operations continues to improve. For example, work order metrics indicate an increase in preventive maintenance, with a 31% increase in the number of scheduled work orders. In addition, metrics indicate a 24% reduction in the number of unscheduled work orders, and a 9% reduction in total work orders.

State maintenance inspections (MI) also indicate improvement — with an average MI score increase of almost one point for the 37 schools inspected in fiscal year 2018, compared to prior MI scores for the same 37 schools. With a strong CMP and a robust CMMS in place at City Schools, the IAC anticipates continued improvement in maintenance at City Schools facilities.



## **Metrics**

As stated in the MOU, the CMP shall contain specific metrics for the system-wide maintenance and performance of all school buildings. City Schools shall measure and report to the STAT Committee for inclusion in the STAT reporting program the progress toward attainment of the following metrics. FM&O is to submit for IAC approval, an annual report of the accomplishment of the metrics' goals, objectives, and targets. City Schools will assess the metrics annually, no later than June 30, and a report on the progress toward attainment of the metrics shall be included in the CMP submitted to the IAC in accordance with COMAR 23.03.02.18. City Schools annual maintenance budget shall include funds sufficient to achieve progress toward the attainment of the metrics. Progress toward attainment of the metrics shall be a factor considered by the IAC in the review of 10-Year Plan Projects for approval and the recommended approval of future CIP projects, consistent with COMAR 23.03.02.03.B(1) and 23.03.02.03.B(2). The IAC will assess progress toward attainment of metrics in the Annual Report submitted by the Parties.<sup>5</sup>

City Schools shall measure and report to the STAT Committee for inclusion in the STAT reporting program the progress toward attainment of the following metrics:

- 1) Staffing parameters
- 2) Work Orders parameters
- 3) Inspections parameters
- 4) Implementation of the CMMS

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 CMMS.

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

**Fiscal 2018 Actual Data:** Where available data was used in the development of Fiscal 2018 targets. PM activities will increase in FY 2019 because resources will be dedicated to these activities, new processes will be implemented, physical plant assets will be inventoried, and the CMMS implementation will continue. As these initiatives continue and data is captured in Fiscal 2018 there should be no impact to proposed finance allocations.

**Fiscal 2018 Actual/Baseline:** Data was and continues to be developed as objectives in process and accomplished this year. Fiscal data has risen and fallen differently from past history due to the continuation of three initiatives to improve the organization. The CMMS implementation requires a redesign of many processes which affect work flows throughout the system. The inventory of physical plant assets increased PM work orders and led to the additional deferred repairs to plant and equipment and the expectations of staff to discover and log more repair requests.

**Fiscal 2018 Targets:** These serve as an indicator of progress and accomplishment of the objective. As noted above, the new initiatives will challenge FM&O to meet the targets.

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<sup>5</sup> Memorandum of Understanding for the Construction and Revitalization of Baltimore City Public Schools (MOU), Chapter 11

### **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 2018 (Objective SD 3).

**Objective SD 1:** Reduce the number of vacancies in FM&O by June 30, 2018.

<b><i>SD 1 Reduce the number of vacancies in FM&amp;O</i></b>			
<b>Cost Center/Job Title: as of 7/2/2018</b>	<b>Vacant</b>	<b>Filled</b>	<b>Total</b>
<b>0730 - DIRECTOR FACILITIES</b>	<b>2</b>	<b>4</b>	<b>6</b>
Director - Facilities Maintenance & Operations		1	1
Asst. Director - Building Maintenance & Operations		1	1
Asst. Director - Engineering & Mechanical Services	1		1
Energy Manager		1	1
Energy Specialist	1		1
Supervisor - Logistics		1	1

Table D1

<b>Cost Center/Job Title: as of 7/2/2018</b>	<b>Vacant</b>	<b>Filled</b>	<b>Total</b>
<b>0752 - REPAIR REGION</b>	<b>8</b>	<b>34</b>	<b>42</b>
Building Maintenance Worker I	1	15	16
Building Maintenance Worker II	3	7	10
Building Repairer reclassified to BMW I			
Locksmith	1	2	3
Maintenance Coordinator		1	1
Painter I		3	3
Painter II		1	1
Pipefitter I		1	1
Pipefitter II	1	1	2
Plumber	1	0	1
Secretary		1	1
Storekeeper I		1	1
Supervisor - Stores		1	1
Welder	1		1
* Cost Center 0755 has positions that are RR related			

Table D2

Cost Center/Job Title: as of 7/2/2018	Vacant	Filled	Total
<b>0753 - CONTRACT MAINTENANCE</b>	<b>1</b>	<b>8</b>	<b>9</b>
Manager - Contract Building Maintenance		1	1
Manager - Facilities Construction Projects		0	0
Mechanic II - Electrical		2	2
Secretary		1	1
Supervisor - School Project	1	4	5
* Cost Center 0755 has positions that are CM related			

Table D3

Cost Center/Job Title: as of 7/5/2018	Vacant	Filled	Total
<b>0754 - MECHANICAL SERVICES</b>	<b>2</b>	<b>2</b>	<b>4</b>
Assistant II - Accounting		1	1
Construction Mechanical Inspector		1	1
Manager	1	0	1
Supervisor - School Project	1	0	1
* Cost Center 0755 has positions that are Mechanical Services related			

Table D4

Cost Center/Job Title: as of 7/2/2018	Vacant	Filled	Total
<b>0784 - FACILITIES - ENGINEERING (SE CLUSTER)</b>	<b>5</b>	<b>16</b>	<b>21</b>
Executive Director		1	1
Manager-Engineering Operations		1	1
Driver I - Motor Vehicle		1	1
Office Assistant		2	2
Stationary Boiler Maintenance Worker	1	2	3
Stationary Engineer - HP	1	3	4
Stationary Engineer I - Low Pressure	2	3	5
Supervisor School Project		1	1
Technician II - HVAC	1	1	2
Technician III - HVAC		1	1
* Cost Center 0755 has positions that are Mechanical Services related			

Table D5

Cost Center/Job Title: as of 7/2/2018	Vacant	Filled	Total
<b>0749 - FACILITIES - GROUNDS</b>	<b>2</b>	<b>33</b>	<b>35</b>
Manager - Grounds Shop		1	1
Supervisor - Grounds		2	2
Driver I - Motor Vehicle		5	5
Driver II - Motor Vehicle		1	1
Laborer		8	8
Lead I - Labor Crew		6	6
Lead II - Labor Crew		2	2
Mechanic I - Small Engine		1	1
Mechanic II - Small Engine		1	1
Office Assistant		2	2
Operator I - Vehicle Equipment	1	2	3
Operator II - Heavy Equipment	1	0	1
Storekeeper II		1	1
Trainer - Maintenance and Operations		1	1

Table D6

Cost Center/Job Title: as of 7/2/2018	Vacant	Filled	Total
<b>0776 - FACILITIES - REGIONS REPAIR</b>	<b>1</b>	<b>4</b>	<b>5</b>
Manager - Area Facilities		4	4
Building Maintenance Worker I	1		1

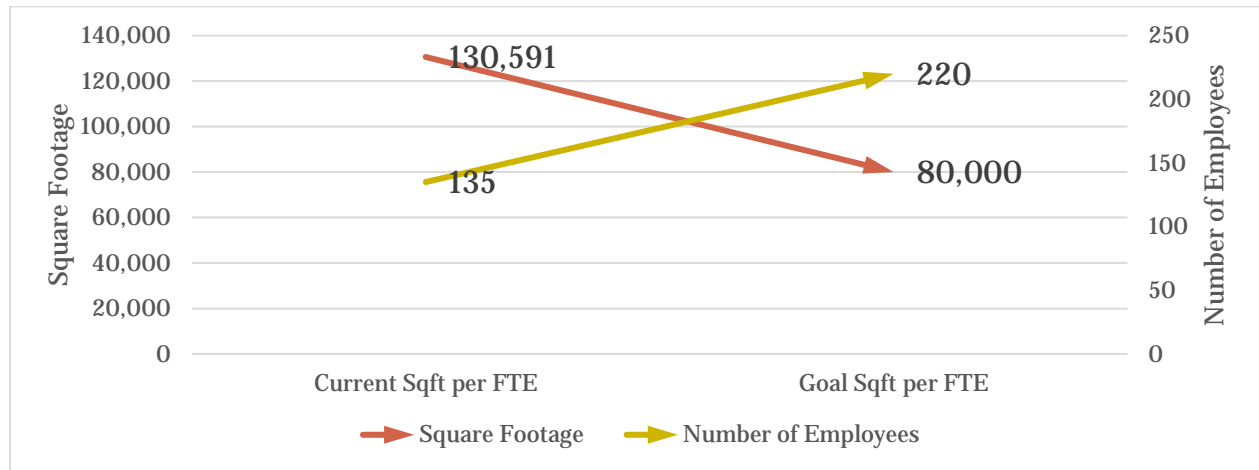
Table D7

Cost Center/Job Title: as of 7/2/2018	Vacant	Filled	Total
<b>0755 - 21ST CENTURY PM</b>	<b>34</b>	<b>16</b>	<b>50</b>
Administrative Assistant I	1		1
Analyst - Business	1		1
Assistant III - Accounting		1	1
Building Maintenance Worker I	3	2	5
Building Maintenance Worker II	2		2
Lead Technician - Facilities	4	6	10
Locksmith	1		1
Plumber	1	1	2
Stationary Boiler Maintenance Worker	16		16
Stationary Engineer II - Low Pressure	3		3
Supervisor - School Project	1	3	4
Technician II - HVAC	1	1	2
Technician II - Preventative Maintenance		2	2
* Additional 3M funding supports positions for Departments: 0752,0753,0754,0784			

Table D8

**Objective SD 2:** The CMP, approved by the School Board on August 12, 2014, projected a square footage per FTE of 86,885 by FY 2019. Due to the District's budget shortfall in FY 2017, square footage by FY 2019 is now projected to be 130,591 square feet. FM&O's goal is 80,000 square feet per FTE. To reach this goal FM&O would need 85 additional staff and a \$5.2M annual budget increase to support salary and benefits.

**Metric SD 2:**



*\*Assumes 17,629,740 sq. ft. and 135 staff with captured daily labor transactions in CMMS.*

Portfolio review of the current and anticipated needs for charter/transformation schools that request space from the District may pose possible challenges for Facilities that may cause difficulty in achieving our proposed goals in the future. Facilities continues to push back on retaining additional vacant buildings that are not to be used for swing space. However, current practice is to use these vacant buildings for start-up operations with leasing agreements for new school use of the space administered through our Real Estate Office. In most cases, however, the monthly lease does not sufficiently compensate Facilities for the true cost of the building's operating budget. Our intention is to push for the transfer of these vacant school buildings back to the City to lease directly to the new school operators. This process would decrease overall square footage of inventory so funds can be reallocated to currently operating school buildings.

**Objective SD 3:** Implement training program and plan evaluation system for Fiscal 2018 implementation. To assist FM&O in 21<sup>st</sup> Century buildings coming online, the contract specifications will include a negotiated amount of training. This time will be utilized to provide formal offsite training for mechanical or electrical systems or further additional training opportunities. Examples of systems requiring formal training are the new automated building monitoring systems.

**Metric SD 3**

SD 3 Implement Training program Plan evaluation metrics and system for FY 18		
Staff Development	FY-17	FY 18
Training	\$10,000	\$10,000
Accountability: Facility Stat Measures Added to Employee Evaluations	Plan	Provided

**Table D9**



**2) Work Orders Domain:** 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 PM. 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 PM (Objective PM 2).
- Establish PM baseline measures.
- Establish PM targets.
- Actual PM measures to meet or exceed FY 2018.

**Objective PM 1:** Establish staff whose primary work is PM. FTE positions were established in the FY 18 and 19 budgets. Targets to be reviewed and determined as implementation of PM program.

**Metrics PM 1:**

<b>PM 1</b> <i>Establish staff* whose primary work is preventive maintenance.</i>					
	Measure Name	Category	FY17 Actual	FY18 Actual	FY19 Target
PM 1.1	Number of FTEs planned for preventive maintenance	Input	0	2	18
PM 1.2	Number of FTEs actually performing preventive maintenance	Output	0	2	18
PM 1.3	Percentage of FTEs performing preventive maintenance: Plan vs. Actual	Outcome	0	100%	100%

*\*FTE is one who spends 75% of their time on preventive PM tasks.*

**Table D10**

Objective PM 2: Effectively schedule time for PM activities. Targets to be reviewed and determined as implementation of PM program.

**Metrics PM 2:**

<b>PM2</b> <i>Effectively schedule time for preventative maintenance activities</i>					
	Measure Name	Category	**FY17 Actual	FY18 Actual	FY19 Target
PM 2.1	Total number of preventive maintenance labor hours scheduled	Input		1,154	
PM 2.2	Total number of preventive maintenance actual labor hours	Input		10,969	
PM 2.3	Percentage of actual preventive maintenance labor hours scheduled	Outcome		11%	

*\*\* FY17 was first year of implementation of SchoolDude and PM module was not yet implemented*

**Table D11**

**Objective PM 3:** Plan and direct contractor resources to PM activities. Targets to be reviewed and determined as implementation of PM program.

**Metrics PM 3:**

<b>PM3 Plan and direct contractor resources to preventative maintenance activities</b>					
	Measure Name	Category	FY17 Actual	FY18 Actual	FY19 Target
PM 3.1	Total contractor costs for preventative maintenance	Input	\$6,970,892	\$15,004,053	
PM 3.2	Total number of open emergency and repair orders	Input	2,332	4,192	
PM 3.3	Percentage of open emergency and repair orders	Outcome	--	6%	0%

**Table D12**

**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. Targets to be reviewed and determined as implementation of PM program.

**Metrics PM 4:**

<b>PM4 Decrease the number of unscheduled and emergency work orders</b>					
	Measure Name	Category	FY17 Actual	FY 18 Actual	FY19 Target
PM4.1	Total number of work orders completed	Output	57,895	52,752	
PM4.2	Total number of unscheduled work orders completed	Output	41,891*	31,712	
PM4.3	Percentage of unscheduled work orders completed	Outcome	72%	60%	

\*In FY16 and FY17 the new CMMS, SchoolDude, was purchased and work orders that had not been verified as closed at time of implementation were rolled over and then verified. Also, it was the first time that work orders could be created and closed immediately while onsite.

**Table D13**

**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 FY 2019.
- Establish emergency and repair work order completion targets for FY 2019.
- Actual emergency and repair measures to meet or exceed FY 2018 targets.

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

**Metrics RM 1:**

<b>RM 1    <i>Improve the average hours to complete an emergency and repair work orders.</i></b>					
	Measure Name	Category	FY17 Actual	FY18 Actual	FY19 Target
RM 1.1	Total number of completed emergency and repair orders	Input	41,891	31,712	
RM 1.2	Total number of labor hours to complete emergency and repair orders	Output	95,517	53,382	
RM 1.3	Average hours to complete emergency and repair work orders	Outcome	2.3	1.7	1.5

**Table D14****Objective RM 2:** Improve response time to complete emergency and repair work orders.**Metrics RM 2:**

<b>RM 2    <i>Improve response time to complete emergency and repair work orders.</i></b>					
	Measure Name	Category	FY17 Actual	FY18 Actual	FY19+ Target
RM 2.1	Total number of completed emergency and repair orders	Input	41,891	31,712	
RM 2.2	Total number of emergency and repair orders completed in 15 days or less	Output	31,153	23,000	
RM 2.3	Total number of emergency and repair orders completed in greater than 15 days and less than 30 days	Output	3,990	2,083	
RM 2.4	Total number of emergency and repair orders completed in 30 days or less	Output	35,143	25,053	
RM 2.5	Percentage of emergency and repair orders completed in 15 days or less	Outcome	74.4%	72.5%	90%
RM 2.6	Percentage of emergency and repair orders completed in greater than 15 days and less than 30 days	Outcome	9.5%	6.6%	5%
RM 2.7	Percentage of emergency and repair orders completed in 30 days or less	Outcome	84%	79.1%	90%

**Table D15****Objective RM 3:** Reduce the percentage of open emergency and repair work orders.**Metrics RM 3:**

<b>RM3    <i>Reduce the percentage of open emergency and repair work orders</i></b>					
	Measure Name	Category	FY17 Actual	FY18 Actual	FY19 Target
RM 3.1	Total number of open and completed emergency and repair orders	Input	45,436	35,904	
RM 3.2	Total number of open emergency and repair orders	Input	3,545	4,192	
RM 3.3	Percentage of open emergency and repair orders	Outcome	7.8%	11.7%	5%

**Table D16**

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

**Metrics RM 4:**

<b>RM4 Reduce the average days of open emergency and repair work orders</b>					
	Measure Name	Category	FY17 Actual	FY18 Actual	FY19 Target
RM 4.1	Total number of open and completed emergency and repair orders	Input	45,436	35,904	
RM 4.2	Total age in days of open emergency and repair orders	Input	298,093	463,073	
RM 4.3	Average age in days of open emergency and repair orders	Outcome	84.1	110.5	

**Table D17**

**3) Inspections Domain (ID):** Inspect critical assets in order to maintain life safety equipment and protect physical plant assets. Complete City, State and Federal mandated inspections.

**Objective ID 4:** During FY 2018, an additional \$3 million dollars was provided to perform further preventive M&R. Fire alarm inspections are one of many PM efforts. Inspections and testing were attempted during the school year with occupied buildings however found to be difficult as the testing disrupted classroom teaching. Determination was made that first testing would be on Fire Department noted violation and requirements. Testing would be scheduled with a vendor after school hours and on Saturdays.

**Metrics ID 4**

<b>Complete City, State and Federal Mandated Inspections</b>									
	Maintenance Category	Mandate	Sites	Size	Unit	Contractor Costs	Responsible Party	Target	Period
ID 1.1	Roofs	165	177	9,167,380	Square feet	\$405,000	Bill Nelson	2	Year
ID 1.2	Sprinklers/Pumps	108	108	108	Each	\$171,000	Brian Webster	2	Year
ID 1.3	Elevators	136	130	172	Each	\$412,000	Christine Bradshaw	1	Month
ID 1.4	Elevators	136	130	172	Each		Christine Bradshaw	1	Year
ID 1.5	Bleachers	30	30	90	Sections	\$25,000	Mike Rozier	2	Year
ID 1.6	Hood Suppression	138	118	118	Each	\$54,000	Christine Bradshaw	2	Year
ID 1.7	Operable Walls	38	38	38	Each	Not Funded	Erik Knight	1	Year
ID 1.8	Fire Alarms	165	167		Each	\$174,000	Terry Knight	2	Year
ID 1.9	Cleaning Inspections	Cleaning Not Captured under SchoolDude Data							
ID 1.10	Boilers	320	93	286	Each	\$65,630	William Evans	2	Year
ID 1.11	Cooling Equipment		105	105	Each		Jeff Wilson	1	Year
ID 1.12	Generators	165	81	82	Each	\$88,000	Erik Knight	2	Year
ID 1.13	Emergency Lights	165	165	165	Each	\$256,000	Matt Difonzo	2	Year
	Electrical Systems	11				Not Funded	Matt Difonzo		

**Table D18**

**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, PM, asset management, inventory management, utilities management and community/facility management modules.

**Goals:**

- Implement a CMMS in school buildings replaced or renovated with the 21<sup>st</sup> Century Schools 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 PM 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 PM (CMMS 1).
- Create a DM backlog (Objective CMMS 3).
- Establish PM baseline measures.
- Establish PM targets.

CMMS was obtained at the end of FY 2016 and implementation of data and inventory continued in FY 2019.

**Objective CMMS 1:** Plan, schedule and complete PM work orders.

**Metrics CMMS 1:** Data will become available as the CMMS is implemented for all school buildings in the portfolio. The system will allow for a more formalized schedule of maintenance activities and result in a more aggressive and proactive program.

<b>CMMS 1</b> <i>Plan, schedule and complete preventive maintenance work orders.</i>					
	<b>Measure Name</b>	<b>Category</b>	<b>FY17 Actual</b>	<b>FY18 Actual</b>	<b>FY19 Target</b>
CMMS 1.1	Total number of preventive maintenance work orders scheduled	Input	16,072	21,939	100%
CMMS 1.2	Total number of scheduled preventive maintenance work orders completed	Output	16,004	21,040	100%
CMMS 1.3	Total number of preventive maintenance work orders completed	Output	16,004	21,040	100%
CMMS 1.4	Percentage of preventive maintenance work orders scheduled	Outcome	100%	100%	100%
CMMS 1.5	Percentage of scheduled preventive maintenance work orders completed	Outcome	99.6%	96%	100%

**Table D19**

**Objective CMMS 2:** Inventory of physical plant assets in buildings that will not be commissioned through the 21<sup>st</sup> Century Buildings Plan financing. As the CMMS system is implemented, the asset inventory data will integrate into the CMMS at a rate of approximately 35 schools per year. This four-year process is in the third year and will continue until all schools are inventoried.

**Metrics CMMS 2:** Inventory of assets into the CMMS will be a rolling implementation through FY 2020.

<b>CMMS 2 <i>Inventory of physical plant assets</i></b>					
	<b>Measure Name</b>	<b>Category</b>	<b>FY17 Actual</b>	<b>FY18 Target</b>	<b>FY19 Target</b>
CMMS 2.1	Total number of major building assets planned to be inventoried (systems x schools)	Input	35	33	35
CMMS 2.2	Total number of actual major building systems to be inventoried (systems x schools)	Input	420	396	420
CMMS 2.3	Percentage of plan completed of major building systems inventoried	Outcome	25%	25%	25%

**Table D20**

**Objective CMMS 3:** Create a DM 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.

<b>CMMS 3 <i>Create a deferred maintenance backlog for all schools where CMMS is implemented</i></b>					
	<b>Measure Name</b>	<b>Category</b>	<b>FY17 Actual</b>	<b>FY18 Actual</b>	<b>FY19 Target</b>
CMMS 3.1	Total number of CMMS work orders identified as deferred maintenance	Input	396	218	
CMMS 3.2	Total physical plant value	Input			
CMMS 3.3	Percentage of scheduled preventive maintenance work orders completed	Outcome	99.6%	96%	100%

**Table D21**



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## Exhibit 1 – Summary Table

	Building Name	Enrollment Projection*	SRC	Square Feet	SQFT/ Student	EAP Estimates	Construction Cost Estimate	Construction Bids	Construction Savings	\$/SF Construction
(1)/(5)	Arlington #234	347	471	102,300	217	\$ 41,260,642	\$ 36,885,343	\$ 36,022,200	\$ (863,143)	\$ 352
(5)	Arundel #164	419	636	113,647	179	\$ 44,253,516	\$ 37,800,000	\$ 36,859,523	\$ (940,477)	\$ 324
	Cherry Hill #159	525	932	129,509	139	\$ 48,281,839	\$ 42,000,000	\$ 42,085,788	\$ 85,788	\$ 325
	Forest Park #406	624	927	199,785	216	\$ 70,122,898	\$ 60,400,000	\$ 56,193,983	\$ (4,206,017)	\$ 281
	Fort Worthington #085	648	621	103,351	166	\$ 42,187,379	\$ 34,300,000	\$ 33,080,646	\$ (1,219,354)	\$ 320
	Frederick #260	503	504	84,961	169	\$ 30,855,997	\$ 25,100,000	\$ 25,135,322	\$ 35,322	\$ 296
(6)	Dorothy I. Height #061	305	531	91,346	172	\$ 33,539,978	\$ 28,600,000	\$ 28,359,808	\$ (240,192)	\$ 310
(7)	Wildwood #088	637	714	110,355	155	\$ 39,938,364	\$ 35,300,000	\$ 35,204,180	\$ (95,820)	\$ 319
(3)	Patterson #405	1,298	1481	242,019	163	\$ 111,505,288	\$ -	\$ -	\$ -	\$ -
	Pimlico #223	399	761	119,015	156	\$ 45,279,387	\$ 38,700,000	\$ 37,836,910	\$ (863,090)	\$ 318
	Robert Poole #333/#427	664	989	135,896	137	\$ 55,056,540	\$ 45,200,000	\$ 38,507,745	\$ (6,692,255)	\$ 283
	<b>Plan Year 1 Schools</b>	<b>6,369</b>	<b>8,567</b>	<b>1,432,184</b>	<b>167</b>	<b>\$ 562,281,828</b>	<b>\$ 384,285,343</b>	<b>\$ 369,286,105</b>	<b>\$ (14,999,238)</b>	<b>\$ 310</b>
(1)	John Ruhrah #228	738	976	143,613	147	\$ 45,103,798	\$ 41,681,687	\$ 41,459,429	\$ (222,258)	\$ 289
(1)	Calvin M. Rodwell #256	467	760	111,694	147	\$ 39,832,554	\$ 35,586,762	\$ 35,577,365	\$ (9,397)	\$ 319
(1)	Bay-Brook #124	492	787	115,945	147	\$ 45,765,213	\$ 38,042,708	\$ 37,692,328	\$ (350,380)	\$ 325
(2)	Walter P. Carter #134/#313	525	824	149,953	182	\$ 59,502,105	-	-		
(2)	Mary E. Rodman #204	490	537	81,488	152	\$ 27,017,126	-	-		
(1)	Fairmont Harford #341	625	870	165,314	190	\$ 52,235,466	\$ 49,214,677	\$ 47,796,622	\$ (1,418,055)	\$ 289
(2)	Govans #213	377	590	87,260	148	\$ 37,291,776	-	-		
(2)	Medfield Heights #249	324	491	79,899	163	\$ 34,916,396	-	-		
(4)	Commodore John Rodgers	-	-	-	-	-	-	-		
(4)	Highlandtown #237	-	-	-	-	-	-	-		
(2)	Harford Heights #36/#314	394	627	146,670	234	\$ 49,923,768	-	-		
(2)	Calverton #75	514	894	126,161	141	\$ 52,642,955	-	-		
(2)	James Mosher #144	340	435	81,252	187	\$ 25,897,675	-	-		
(4)	Montebello #44	-	-	-	-	-	-	-		
(2)	Cross Country #247	537	750	90,220	120	\$ 26,273,410	-	-		
(3)	Northwood #242	542	704	98,091	139	\$ 58,782,750	-	-		
(2)	Robert W. Coleman #142	259	314	52,655	168	\$ 18,149,962	-	-		
	<b>Plan Year 2 Schools</b>	<b>6,624</b>	<b>9,559</b>	<b>1,530,215</b>	<b>160</b>	<b>\$ 573,334,954</b>	<b>\$ 164,525,834</b>	<b>\$ 162,525,744</b>	<b>\$ (2,000,090)</b>	<b>\$ 303</b>
	<b>KEY</b>									
	* Projections shown 3 years after opening based on 2018 CEFMP dated 7/3/18 or 7/11/18 capacity review, as applicable.								<b>UTILIZATION</b>	
(1)	Under construction								yr 1 util	74.34%
(2)	In design								yr 2 util	69.30%
(3)	in procurement/approval stage								avg combined	71.68%
(4)	in feasibility study stage									
(5)	includes Early Childhood Development Center									
(6)	Formerly John Eager Howard #061									
(7)	Formerly Lyndhurst #088									

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[illegible]

# Exhibit 2 – Schedules (Cont.)

MSA BALTIMORE CITY SCHOOLS MASTER PROGRAM SCHEDULE - NOVEMBER 2018 UPDATE										# MONTHLY REPORT EXEC SUMMARY												DATE PRINTED: 16-Jun-19 08:33																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																		
Activity	Activity Name	Start	End	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054	2055	2056	2057	2058	2059	2060	2061	2062	2063	2064	2065	2066	2067	2068	2069	2070	2071	2072	2073	2074	2075	2076	2077	2078	2079	2080	2081	2082	2083	2084	2085	2086	2087	2088	2089	2090	2091	2092	2093	2094	2095	2096	2097	2098	2099	2100	2101	2102	2103	2104	2105	2106	2107	2108	2109	2110	2111	2112	2113	2114	2115	2116	2117	2118	2119	2120	2121	2122	2123	2124	2125	2126	2127	2128	2129	2130	2131	2132	2133	2134	2135	2136	2137	2138	2139	2140	2141	2142	2143	2144	2145	2146	2147	2148	2149	2150	2151	2152	2153	2154	2155	2156	2157	2158	2159	2160	2161	2162	2163	2164	2165	2166	2167	2168	2169	2170	2171	2172	2173	2174	2175	2176	2177	2178	2179	2180	2181	2182	2183	2184	2185	2186	2187	2188	2189	2190	2191	2192	2193	2194	2195	2196	2197	2198	2199	2200	2201	2202	2203	2204	2205	2206	2207	2208	2209	2210	2211	2212	2213	2214	2215	2216	2217	2218	2219	2220	2221	2222	2223	2224	2225	2226	2227	2228	2229	2230	2231	2232	2233	2234	2235	2236	2237	2238	2239	2240	2241	2242	2243	2244	2245	2246	2247	2248	2249	2250	2251	2252	2253	2254	2255	2256	2257	2258	2259	2260	2261	2262	2263	2264	2265	2266	2267	2268	2269	2270	2271	2272	2273	2274	2275	2276	2277	2278	2279	2280	2281	2282	2283	2284	2285	2286	2287	2288	2289	2290	2291	2292	2293	2294	2295	2296	2297	2298	2299	2300	2301	2302	2303	2304	2305	2306	2307	2308	2309	2310	2311	2312	2313	2314	2315	2316	2317	2318	2319	2320	2321	2322	2323	2324	2325	2326	2327	2328	2329	2330	2331	2332	2333	2334	2335	2336	2337	2338	2339	2340	2341	2342	2343	2344	2345	2346	2347	2348	2349	2350	2351	2352	2353	2354	2355	2356	2357	2358	2359	2360	2361	2362	2363	2364	2365	2366	2367	2368	2369	2370	2371	2372	2373	2374	2375	2376	2377	2378	2379	2380	2381	2382	2383	2384	2385	2386	2387	2388	2389	2390	2391	2392	2393	2394	2395	2396	2397	2398	2399	2400	2401	2402	2403	2404	2405	2406	2407	2408	2409	2410	2411	2412	2413	2414	2415	2416	2417	2418	2419	2420	2421	2422	2423	2424	2425	2426	2427	2428	2429	2430	2431	2432	2433	2434	2435	2436	2437	2438	2439	2440	2441	2442	2443	2444	2445	2446	2447	2448	2449	2450	2451	2452	2453	2454	2455	2456	2457	2458	2459	2460	2461	2462	2463	2464	2465	2466	2467	2468	2469	2470	2471	2472	2473	2474	2475	2476	2477	2478	2479	2480	2481	2482	2483	2484	2485	2486	2487	2488	2489	2490	2491	2492	2493	2494	2495	2496	2497	2498	2499	2500	2501	2502	2503	2504	2505	2506	2507	2508	2509	2510	2511	2512	2513	2514	2515	2516	2517	2518	2519	2520	2521	2522	2523	2524	2525	2526	2527	2528	2529	2530	2531	2532	2533	2534	2535	2536	2537	2538	2539	2540	2541	2542	2543	2544	2545	2546	2547	2548	2549	2550	2551	2552	2553	2554	2555	2556	2557	2558	2559	2560	2561	2562	2563	2564	2565	2566	2567	2568	2569	2570	2571	2572	2573	2574	2575	2576	2577	2578	2579	2580	2581	2582	2583	2584	2585	2586	2587	2588	2589	2590	2591	2592	2593	2594	2595	2596	2597	2598	2599	2600	2601	2602	2603	2604	2605	2606	2607	2608	2609	2610	2611	2612	2613	2614	2615	2616	2617	2618	2619	2620	2621	2622	2623	2624	2625	2626	2627	2628	2629	2630	2631	2632	2633	2634	2635	2636	2637	2638	2639	2640	2641	2642	2643	2644	2645	2646	2647	2648	2649	2650	2651	2652	2653	2654	2655	2656	2657	2658	2659	2660	2661	2662	2663	2664	2665	2666	2667	2668	2669	2670	2671	2672	2673	2674	2675	2676	2677	2678	2679	2680	2681	2682	2683	2684	2685	2686	2687	2688	2689	2690	2691	2692	2693	2694	2695	2696	2697	2698	2699	2700	2701	2702	2703	2704	2705	2706	2707	2708	2709	2710	2711	2712	2713	2714	2715	2716	2717	2718	2719	2720	2721	2722	2723	2724	2725	2726	2727	2728	2729	2730	2731	2732	2733	2734	2735	2736	2737	2738	2739	2740	2741	2742	2743	2744	2745	2746	2747	2748	2749	2750	2751	2752	2753	2754	2755	2756	2757	2758	2759	2760	2761	2762	2763	2764	2765	2766	2767	2768	2769	2770	2771	2772	2773	2774	2775	2776	2777	2778	2779	2780	2781	2782	2783	2784	2785	2786	2787	2788	2789	2790	2791	2792	2793	2794	2795	2796	2797	2798	2799	2800	2801	2802	2803	2804	2805	2806	2807	2808	2809	2810	2811	2812	2813	2814	2815	2816	2817	2818	2819	2820	2821	2822	2823	2824	2825	2826	2827	2828	2829	2830	2831	2832	2833	2834	2835	2836	2837	2838	2839	2840	2841	2842	2843	2844	2845	2846	2847	2848	2849	2850	2851	2852	2853	2854	2855	2856	2857	2858	2859	2860	2861	2862	2863	2864	2865	2866	2867	2868	2869	2870	2871	2872	2873	2874	2875	2876	2877	2878	2879	2880	2881	2882	2883	2884	2885	2886	2887	2888	2889	2890	2891	2892	2893	2894	2895	2896	2897	2898	2899	2900	2901	2902	2903	2904	2905	2906	2907	2908	2909	2910	2911	2912	2913	2914	2915	2916	2917	2918	2919	2920	2921	2922	2923	2924	2925	2926	2927	2928	2929	2930	2931	2932	2933	2934	2935	2936	2937	2938	2939	2940	2941	2942	2943	2944	2945	2946	2947	2948	2949	2950	2951	2952	2953	2954	2955	2956	2957	2958	2959	2960	2961	2962	2963	2964	2965	2966	2967	2968	2969	2970	2971	2972	2973	2974	2975	2976	2977	2978	2979	2980	2981	2982	2983	2984	2985	2986	2987	2988	2989	2990	2991	2992	2993	2994	2995	2996	2997	2998	2999	3000	3001	3002	3003	3004	3005	3006	3007	3008	3009	3010	3011	3012	3013	3014	3015	3016	3017	3018	3019	3020	3021	3022	3023	3024	3025	3026	3027	3028	3029	3030	3031	3032	3033	3034	3035	3036	3037	3038	3039	3040	3041	3042	3043	3044	3045	3046	3047	3048	3049	3050	3051	3052	3053	3054	3055	3056	3057	3058	3059	3060	3061	3062	3063	3064	3065	3066	3067	3068	3069	3070	3071	3072	3073	3074	3075	3076	3077	3078	3079	3080	3081	3082	3083	3084	3085	3086	3087	3088	3089	3090	3091	3092	3093	3094	3095	3096	3097	3098	3099	3100	3101	3102	3103	3104	3105	3106	3107	3108	3109	3110	3111	3112	3113	3114	3115	3116	3117	3118	3119	3120	3121	3122	3123	3124	3125	3126	3127	3128	3129	3130	3131	3132	3133	3134	3135	3136	3137	3138	3139	3140	3141	3142	3143	3144	3145	3146	3147	3148	3149	3150	3151	3152	3153	3154	3155	3156	3157	3158	3159	3160	3161	3162	3163	3164	3165	3166	3167	3168	3169	3170	3171	3172	3173	3174	3175	3176	3177	3178	3179	3180	3181	3182	3183	3184	3185	3186	3187	3188	3189	3190	3191	3192	3193	3194	3195	3196	3197	3198	3199	3200	3201	3202	3203	3204	3205	3206	3207	3208	3209	3210	3211	3212	3213	3214	3215	3216	3217	3218	3219	3220	3221	3222	3223	3224	3225	3226	3227	3228	3229	3230	3231	3232	3233	3234	3235	3236	3237	3238	3239	3240	3241	3242	3243	3244	3245	3246	3247	3248	3249	3250	3251	3252	3253	3254	3255	3256	3257	3258	3259	3260	3261	3262	3263	3264	3265	3266	3267	3268	3269	3270	3271	3272	3273	3274	3275	3276	3277	3278	3279	3280	3281	3282	3283	3284	3285	3286	3287	3288	3289	3290	3291	3292	3293	3294	3295	3296	3297	3298	3299	3300	3301	3302	3303	3304	3305	3306	3307	3308	3309	3310	3311	3312	3313	3314	3315	3316	3317	3318	3319	3320	3321	3322	3323	3324	3325	3326	3327	3328	3329	3330	3331	3332	3333	3334	3335	3336	3337	3338	3339	3340	3341	3342	3343	3344	3345	3346	3347	3348	3349	3350	3351	3352	3353	3354	3355	3356	3357	3358	3359	3360	3361	3362	3363	3364	3365	3366	3367	3368	3369	3370	3371	3372	3373	3374	3375	3376	3377	33

[illegible]



[illegible]



**Exhibit 3 – Statement of Revenues and Expenses**

**Maryland Stadium Authority**  
**Baltimore City Public Schools**  
**Statement of Revenues and Expenses**  
**12 Periods Ended 6/30/2018**  
(Unaudited)

	<b>CURRENT MONTH</b>	<b>BUDGET MONTH</b>	<b>CURRENT YTD</b>	<b>BUDGET YTD</b>	<b>ANNUAL BUDGET</b>
<b>REVENUES:</b>					
Total Revenues	\$1,274,855	\$66,667	\$72,784,831	\$60,800,000	\$60,800,000
<b>EXPENSES:</b>					
Subtotal-Salaries, Wages & Fringe Benefits (C	\$243,953	\$297,615	\$2,946,518	\$3,868,996	\$3,868,996
Subtotal-Technical and Special Fees (Object .01)	\$0	\$0	\$9,844	\$0	\$0
Subtotal-Communications (Object .03)	\$2,450	\$1,500	\$14,995	\$18,000	\$18,000
Subtotal-Travel (Object .04)	\$2,075	\$1,000	\$16,958	\$13,000	\$13,000
Subtotal-Contractual Services (Object .08)	\$11,083,366	\$20,054,991	\$197,345,536	\$229,051,144	\$229,051,144
Subtotal-Supplies and Materials (Object .09)	\$7,443	\$4,833	\$88,505	\$58,000	\$58,000
Subtotal-Grants and Subsidies (Object .12)	\$398,539	\$1,800,000	\$6,227,243	\$4,200,000	\$4,200,000
Subtotal-Fixed Charges (Object .13)	\$3,513,823	\$22,787	\$37,256,324	\$37,641,747	\$37,641,747
Subtotal-Land and Structures (Object .14)	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$15,251,650	\$22,182,726	\$243,905,922	\$274,850,886	\$274,850,886

**Exhibit 3 – Statement of Revenues and Expenses (cont.)**

<b>Maryland Stadium Authority  Baltimore City Public Schools Program  Revenues and Expenditures not Paid for by Bond Proceeds  As of June 30, 2018</b>						
	<b>Fiscal Year 2014</b>	<b>Fiscal Year 2015</b>	<b>Fiscal Year 2016</b>	<b>Fiscal Year 2017</b>	<b>Fiscal Year 2018</b>	<b>Totals</b>
Beginning Cash Balance	\$0	\$16,982,264	\$31,834,852	\$53,908,210	\$76,174,937	\$0
Revenues						
Baltimore City	\$18,000,000	\$20,363,971	\$11,447,803	\$25,234,993	\$26,575,558	\$101,622,325
Investment Income/Misc	\$0	\$0	\$856,133	\$1,269,435	\$1,396,013	\$3,521,581
Lottery	\$0	\$0	\$20,000,000	\$20,000,000	\$20,000,000	\$60,000,000
Baltimore City Public Schools	\$0	\$0	\$0	\$20,000,000	\$20,000,000	\$40,000,000
Miscellaneous	\$0	\$0	\$14	\$0	\$0	\$14
Total Revenues	\$18,000,000	\$20,363,971	\$32,303,950	\$66,504,428	\$67,971,571	\$205,143,920
Available Funds	\$18,000,000	\$37,346,235	\$64,138,802	\$120,412,638	\$144,146,508	\$205,143,920
Expenditures						
Debt Service	\$0	\$0	-\$2,666,667	-\$20,764,943	-\$37,408,372	-\$60,839,982
Operating Expenses	-\$1,017,736	-\$5,511,383	-\$7,563,925	-\$23,472,758	-\$30,258,420	-\$67,824,222
Ending Cash Balance	\$16,982,264	\$31,834,852	\$53,908,210	\$76,174,937	\$76,479,716	\$76,479,716
(Note: \$11.1 million of excess revenues received by Baltimore City is reserved in accordance with the MOU)						

### Exhibit 3 – Statement of Revenues and Expenses (cont.)

**Maryland Stadium Authority  
Baltimore City Public Schools  
Breakdown on Revenues  
12 Periods Ended 6/30/2018**

Baltimore City Beverage Tax	\$12,421,887	(Includes true-up of the FY 2017 collections)
Baltimore City Retirees Health Insurance	\$5,400,000	
Transfer from Facilities Fund BRFA	\$4,600,000	
Baltimore City VTL Facility Rental Fee	\$2,350,000	(payment for FY 17 and FY18)
Baltimore City Table Game Revenues	\$1,803,671	(From Dec 2017 to June 2018)
Baltimore City Public Schools	\$20,000,000	
Maryland State Lottery	\$20,000,000	
Investment Income State Treasurer	\$1,396,013	(Accrual Based)
Investment Income Bond Proceeds	\$4,813,259	(Accrual Based)
	<u>\$72,784,831</u>	

**Maryland Stadium Authority  
Baltimore City Public Schools  
Series 2016 Summary  
12 Periods Ended 6/30/2018**

<b>Series 2016 proceeds for construction</b>	\$385,158,803.24
Arlington	\$1,649,226.14
Arundel	\$35,849,036.25
Cherry Hill ES/MS	\$31,486,246.28
Forest Park HS	\$48,283,256.83
Fort Worthington ES	\$34,080,357.42
Frederick ES	\$26,089,838.49
John E. Howard ES	\$30,282,397.01
Lyndhurst	\$37,249,283.77
Patterson	\$2,145,038.40
Pimlico	\$33,782,430.57
Robert E. Poole	\$38,452,989.08
Total Expenditures	<u>-\$319,350,100.24</u>
	\$65,808,703.00
Plus Investment Income	\$2,760,803.44
<b>Remaining proceeds</b>	<u>\$68,569,506.44</u>

### Exhibit 3 – Statement of Revenues and Expenses (cont.)

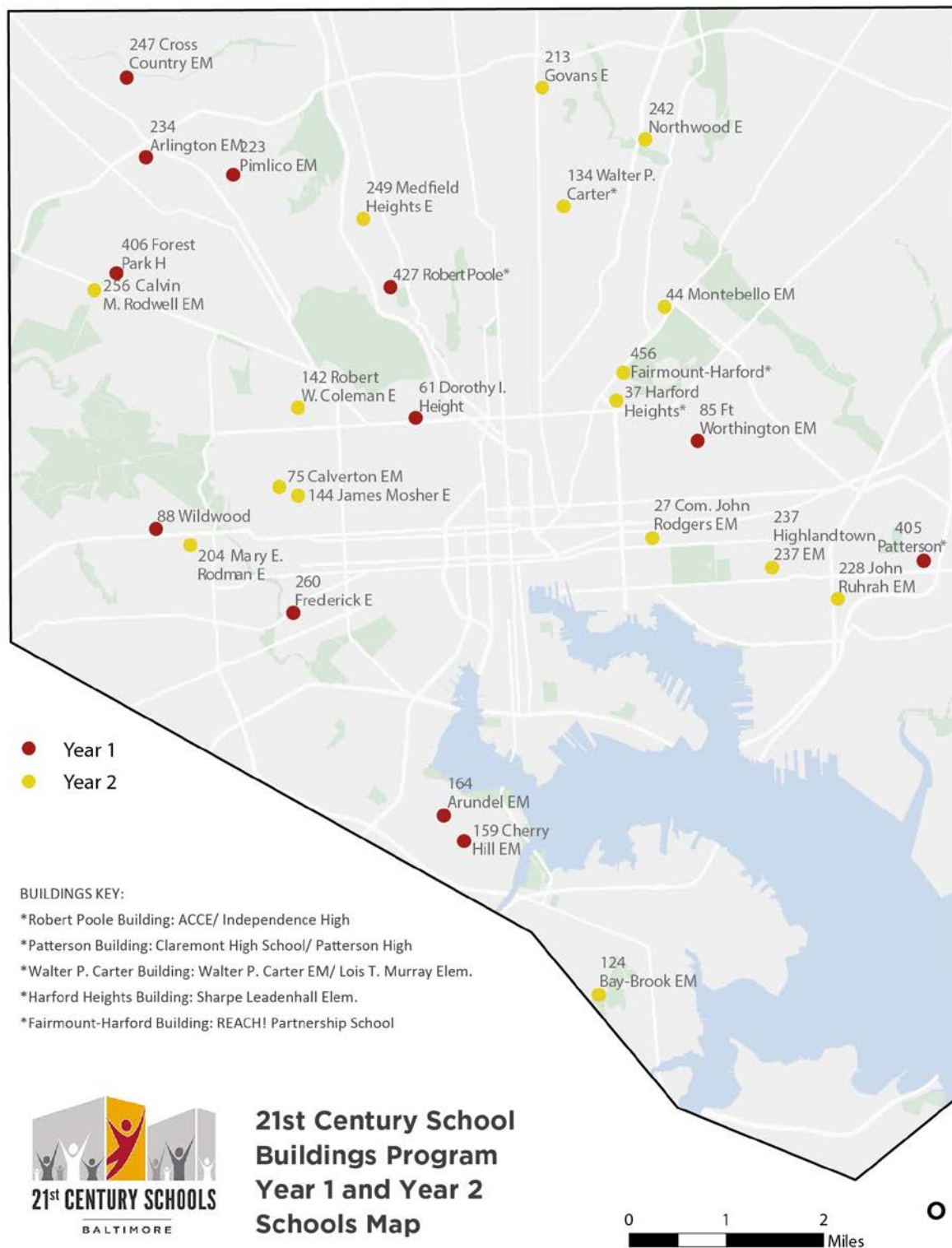
**Maryland Stadium Authority  
Baltimore City Public Schools  
Series 2018A Summary  
12 Periods Ended 6/30/2018**

<b>Series 2018 proceeds for construction</b>		\$495,693,704.72
Bay Brook Elementary/Middle School	\$1,480,024.50	
Calvin Rodwell	\$1,082,285.80	
Fairmount Harford	\$4,369,246.06	
John Ruhrah	\$1,020,262.17	
Mary E. Rodman Elementary School	\$186,097.86	
Walter P. Carter/Lois T. Murray ES/MS	<u>\$357,503.11</u>	
Total Expenditures		<u>-\$8,495,419.50</u>
		\$487,198,285.22
Plus Investment Income		<u>\$2,237,732.97</u>
<b>Remaining proceeds</b>		<u><u>\$489,436,018.19</u></u>

## Exhibit 4 – Change Orders With Contract Amounts

Change Orders with Contract Amount (All Active Projects)						
Project	Company Name	Contract Title	Base Contract Amt	Number of Change Orders	Total Amount of Changes	Contract Including This Change Amt
Arlington PK-5	Design Collective	Design Collective Inc. A/E Design Services	\$1,731,984.00	13	\$187,725.00	\$1,919,709.00
	Dustin Construction, Inc.	Dustin Construction Inc. Pre-Construction CM Services	\$117,253.50	1	(\$15,539.46)	\$101,714.04
Arlington PK-5			\$1,849,237.50	14	\$172,185.54	\$2,021,423.04
Arundel PK-2	GWWO Inc.	GWWO A/E Services	\$1,878,800.00	5	\$56,462.00	\$1,935,262.00
	MCN Build/Southway	MCN Build/Southway Construction	\$38,463,912.00	1	\$208,000.00	\$38,671,912.00
	Specialized Engineering	Specialized T&I Services	\$69,906.00	1	\$50,000.00	\$119,906.00
Arundel PK-2			\$40,412,618.00	7	\$314,462.00	\$40,727,080.00
Bay-Brook Elementary/Middle School	Tio Contractors, Inc.	Tio_Swing Space Repair	\$175,324.00	1	(\$7,716.15)	\$167,607.85
Bay-Brook Elementary/Middle School			\$175,324.00	1	(\$7,716.15)	\$167,607.85
Cherry Hill 3-8	District Moving Companies, Inc.	District Moving_M&R Services	\$89,197.50	1	(\$3,637.50)	\$85,560.00
	JRS Architects, Inc.	JRS A/E Services	\$1,930,840.00	12	\$228,036.60	\$2,158,876.60
	Tio Contractors, Inc.	Tio_Swing Space Services	\$757,361.00	1	(\$560.37)	\$756,800.63
Cherry Hill 3-8			\$2,777,398.50	14	\$223,637.73	\$3,001,036.23
Fairmount Harford HS	MCN Build/Southway	BUILDING CONSTRUCTION SERVICE	\$192,743.00	2	\$383,985.00	\$576,728.00
Fairmount Harford HS			\$192,743.00	2	\$383,985.00	\$576,728.00
Forest Park High School	Hess Construction	Hess_Pre-Construction Services	\$112,991.80	1	\$11,214.00	\$124,205.80
	Hillis-Carnes Engineering Associates	Hillis-Carnes Testing & Inspection Services	\$86,526.00	3	\$35,802.25	\$122,328.25
	SB Architects	Smolen Emr Ilkovich Architects A/E Services	\$2,638,274.00	8	\$153,921.81	\$2,792,195.81
	Tio Contractors, Inc.	Tio_Swing Space Services	\$724,120.00	1	(\$167,190.10)	\$556,929.90
	Walters Relocations, Inc.	Walters Relocations_M&R Services	\$114,306.15	3	\$3,874.85	\$118,181.00
Forest Park High School			\$3,563,226.15	15	\$26,408.81	\$3,589,634.96
Frederick Elementary School	Froehling & Robertson, Inc.	Froehling and Robertson	\$95,030.40	3	(\$26,285.13)	\$68,745.27
	Gibane Building Company	Gibane_Construction Services	\$25,135,322.00	4	(\$158,107.50)	\$24,977,214.50
	Gibane Building Company	Gibane_Pre-Construction Services	\$118,323.00	7	\$36,560.02	\$154,883.02
	Reynolds Building Solutions	Reynolds_Commissioning Services	\$68,383.00	1	(\$3,419.35)	\$64,963.65
	USA Architects	USA Architects A/E Services	\$1,527,000.00	8	\$59,636.50	\$1,586,636.50
Frederick Elementary School			\$26,944,058.40	23	(\$91,615.46)	\$26,852,442.94
Rt Worthington Elementary School	Froehling & Robertson, Inc.	F&R_3rd Party Testing and Inspection	\$96,452.40	1	(\$48,133.90)	\$48,318.50
	Gibane Building Company	Gibane_Construction Contract	\$33,080,646.00	1	(\$568,969.64)	\$32,511,676.36
	Gibane Building Company	Gibane_Pre-Construction Services	\$120,831.00	4	\$82,502.00	\$203,333.00
	Grimm & Parker	Grimm + Parker A/E Services	\$1,941,357.00	4	\$55,926.00	\$1,997,283.00
Rt Worthington Elementary School			\$35,239,286.40	10	(\$478,575.54)	\$34,760,710.86
John Eager Howard Elementary School	Cho Benn Holback & Associates (Quinn Evans)	Cho Benn Holback A/E Services	\$1,519,446.00	11	\$199,260.00	\$1,718,706.00
	Hillis-Carnes Engineering Associates	Hillis-Carnes_T&I Services	\$89,181.60	2	\$32,426.25	\$121,607.85
	J. Vinton Schafer	J. Vinton Schafer_CM Services GMP	\$30,303,317.00	7	\$1,035,306.74	\$31,338,623.74
	J. Vinton Schafer	J. Vinton Schafer_Pre-Construction Services	\$141,501.00	2	\$27,401.84	\$168,902.84
	J.A.K. Construction Co., Inc.	JAK Construction_Swing Space Contractor	\$138,500.00	2	\$51,118.69	\$189,618.69
	The Kane Company/Office Movers, Inc.	The Kane Company/Office Movers_M&R Services	\$67,613.00	1	(\$1,591.00)	\$66,022.00
John Eager Howard Elementary School			\$32,259,558.60	5	\$1,343,922.52	\$33,603,481.12
John Ruhrah Elementary/Middle School	Tio Contractors, Inc.	Tio Contractors_SS Renovations	\$263,967.00	1	(\$24,809.25)	\$239,157.75
John Ruhrah Elementary/Middle School			\$263,967.00	1	(\$24,809.25)	\$239,157.75
Lyndhurst PK-8	STV Inc.	STV Incorporated A/E Services	\$1,432,800.00	6	\$177,265.39	\$1,610,065.39
	The Kane Company/Office Movers, Inc.	The Kane Company/Office Movers_Moving and Relocation Services	\$50,274.00	1	\$386.00	\$50,660.00
	Tio Contractors, Inc.	Tio Contractors_Swing Space Renovations for West Baltimore Building	\$92,222.00	1	\$25,334.08	\$117,556.08
	Turner Construction Company	Turner_Pre-Construction Services	\$108,015.00	2	\$1,614.50	\$109,629.50
	Turner Logistics, LLC	Turner Logistics LLC_Direct Purchase Mech & Elec Equipment	\$2,221,000.00	6	\$43,255.00	\$2,264,255.00
Lyndhurst PK-8			\$3,904,311.00	16	\$247,854.97	\$4,152,165.97
Patterson HS	Skanska	Skanska_Pre-Construction Services	\$125,061.83	1	\$56,804.67	\$181,866.50
	Stantec	Stantec A/E Services	\$2,799,892.00	4	\$624,054.00	\$3,423,946.00
Patterson HS			\$2,924,953.83	5	\$680,858.67	\$3,605,812.50
Pimlico PK-8	Design Collective	Design Collective Inc. A/E Design Services	\$1,820,000.00	15	\$84,780.00	\$1,904,780.00
	Dustin Construction, Inc.	Dustin Construction Inc. Pre-Construction CM Services	\$117,253.50	1	(\$5,850.09)	\$111,403.41
	The Kane Company/Office Movers, Inc.	The Kane Company/Office Movers_M&R Services	\$108,425.10	1	\$4,836.90	\$113,262.00
	Tio Contractors, Inc.	Tio Construction - Garrison Swing Space Contract	\$688,767.40	1	(\$38,646.26)	\$650,121.14
Pimlico PK-8			\$2,734,446.00	18	\$45,120.55	\$2,779,566.55
Robert Poole Building	CAM Construction Company, Inc	CAM Construction_CM Services GMP	\$40,951,560.00	2	\$1,145,453.00	\$42,097,013.00
	CAM Construction Company, Inc	CAM Construction_Pre-Construction Services	\$105,266.00	1	(\$1,674.00)	\$103,592.00
	District Moving Companies, Inc.	District Moving Companies_M&R Services	\$78,477.00	1	\$4,900.10	\$83,377.10
	J.A.K. Construction Co., Inc.	JAK Construction_Swing Space Contractor	\$353,500.00	2	\$17,520.11	\$371,020.11
	JRS Architects, Inc.	JRS A/E Services	\$2,466,870.00	17	\$146,237.23	\$2,613,107.23
Robert Poole Building			\$43,955,673.00	23	\$1,312,436.44	\$45,268,109.44
Overall - Calculated			\$197,196,801.38	154	\$4,148,155.83	\$201,344,957.21

## Exhibit 5 – Map of Year 1 and 2 Schools





## Exhibit 6 – School Building Surplus List

**List of Surplus School Facilities**  
(2019 MOU Exhibit 6)

No.	Bldg Name	Bldg Number	Bldg Address	Program Closure Date	Program Relocation Date	Building Surplus as of 2018 Exhibit 6*	Building Surplus Date as of 2019*	Swing Space	Sq. Footage	SRC	2019 Status/ Explanation Change
1	<del>Garrison Middle</del>	42	<del>3910 Barrington Road, 21207</del>	2013		2023		Designated Swing Space	<del>149,627</del>	<del>920</del>	<del>Removed from Exhibit 6</del>
1	Dr. Roland Patterson	82	4701 Greenspring Ave, 21209		2019		2019		347,800	2,540	Surplus vote occurred January 8, 2019; Building added to Exhibit 6; Program to relocate to 411 Walbrook Bldg
2	Laurence G. Paquin	457	2200 Sinclair Lane, 21213	2013		2013			57,850	425	Surplus
3	Waverly Middle (Building)	115	701 E. 34th Street, 21218	2014		2014			40,680	234	Surplus
4	Samuel B. Morse Elementary	98	424 S. Pulaski Street, 21223	2017		2017			63,205	471	Surplus
5	Thurgood Marshall	170	5001 Sinclair Lane, 21206		2020	2023		Designated Swing Space	269,975	1,473	No change. Vanguard to relocate to Northeast Bldg; Furley program to move back to Furley Bldg once repairs are made
6	Patapsco	163	844 Roundview Road, 21225	2013		2018			73,620	433	Surplus
7	Alexander Hamilton	145	800 Poplar Grove Street, 21216	2021		2020	2021		53,304	314	Program closure and building surplus date changed from 2020 to 2021
8	Claremont Special Education High	307	5301 Erdman Avenue, 21205		2022	2019	2022		18,780	80	Program relocation and building surplus date change from 2019 to 2022
9	Rognell Heights	89	4300 Sidehill Road, 21229	2018		2018			78,988	359	Surplus

# **Exhibit 6 – School Building Surplus List (cont.)**

**List of Surplus School Facilities**  
(2019 MOU Exhibit 6)

No.	Bldg Name	Bldg Number	Bldg Address	Program Closure Date	Program Relocation Date	Building Surplus as of 2018 Exhibit 6*	Building Surplus Date as of 2019*	Swing Space	Sq. Footage	SRC	2019 Status/ Explanation Change
10	Lois T. Murray	313	1600 E. Arlington Avenue, 21239		2021	2019	2021		20,725	60	Program relocation and building surplus date change from 2019 to 2021
11	Sarah M. Roach	73	3434 Old Frederick Road, 21229	2020		2020			44,874	258	No Change
12	Sharp Leadenhall	314	150 W West Street, 21230		2021	2020	2021		20,725	20	Program relocation and building surplus date change from 2020 to 2021
13	Westside Elementary	24	2235 N. Fulton Avenue, 21217	2016		2018			73,740	541	Surplused
14	Independence Charter Modular	333	1250 W. 36th Street, 21211		2018	2015			9,280		Surplused
15	Southeast Building	255	6820 Fait Avenue, 21224	2016		2019	2020	Temporary Swing Space	95,000	319	Building surplus date change from 2019 to 2020
16	Langston Hughes	5	5011 Arbutus Avenue, 21215	2015		2015			40,920	305	Surplused
17	Northwestern High	401	6900 Park Heights Avenue, 21215	2017		2021		Temporary Swing Space	307,200	1,535	Program closure vote occurred on December 14, 2016. Swing space usage anticipated to be completed by Summer 2021
18	William Pinderhughes	28	1200 N. Fremont Avenue, 21217	2013		2015			34,757	460	Surplused

## Exhibit 6 – School Building Surplus List (cont.)

List of Surplus School Facilities  
(2019 MOU Exhibit 6)

No.	Bldg Name	Bldg Number	Bldg Address	Program Closure Date	Program Relocation Date	Building Surplus as of 2018 Exhibit 6*	Building Surplus Date as of 2019*	Swing Space	Sq. Footage	SRC	2019 Status/ Explanation Change
19	William C. March	37	2050 N. Wolfe St., 21213	2013		2024	2021	Designated Swing Space	97,809	714	Building surplus date change; bldg to be demolished as part of project
20	Dr. Carter G. Woodson	160	2501 Seabury Road, 21225	2018		2020		Temporary Swing Space	110,732	286	Program closure vote occurred on December 19, 2017. Swing space usage anticipated to be completed by Summer 2020.
21	Lake Clifton Building	40	2801 Saint Lo Drive, 21213		2019	2019		Temporary Swing Space	485,622	2,540	Surplus vote scheduled for spring 2019. REACHI will relocate from Lake Clifton to Fairmont Harford building, a Year 2 project
22	Dr. Rayner Browne	25	1000 North Montford Avenue, 21205	2015		2015			40,920	229	Surplus
23	Dr. Martin Luther King, Jr.	254	3750 Greenspring Ave, 21211	2020			2020		100,100	419	Program closure vote occurred on January 8th, 2019. Surplus anticipated to be completed by Summer 2020.
24	West Baltimore Bldg.	80	201 North Bend Road, 21229	2015		2024		Designated Swing Space	244,684	1,460	Removed from Exhibit 6

## Exhibit 6 – School Building Surplus List (cont.)

List of Surplus School Facilities  
(2019 MOU Exhibit 6)

No.	Bldg Name	Bldg Number	Bldg Address	Program Closure Date	Program Relocation Date	Building Surplus as of 2018 Exhibit 6*	Building Surplus Date as of 2019*	Swing Space	Sq. Footage	SRC	2019 Status/ Explanation Change
24	Gilmor	107	1311 N Gilmor St, 21217	2019			2019		77,290	347	Program closure and surplus vote occurred on January 8, 2019. Building added to Exhibit 6; Program to merge with Wm. Pinderhughes program located in the George C. Kelson Bldg.
24	Chinquapi Building	46	900 Woodbourne Ave, 21212	2017		2021		Temporary Swing Space	176,407	1,070	Removed from Exhibit 6
25	Guilford	214	4520 York Road, 21212	2021		2019	2021		65,851	407	Program closure and building surplus date change from 2019 to 2021
26	Corps Building	866	5000 Gwynn Oak Avenue, 21207			2014			10,206		Surplused

	Sq. Footage	SRC
Total 2019 Exhibit 6	2,639,953	14,769
Total April 2018 Exhibit 6	2,685,478	14,913
Total July 2015 Exhibit 6	2,732,620	14,265
Total Original Exhibit 6	2,384,844	

\*While Board votes may occur prior to the dates listed as building closures, effectiveness dates will align with Exhibit 6. This ensures building surplus process aligns with COMAR regulations for closing educational programs.

Shaded lines indicate Board approved items

## Exhibit 7 – Contract Administration

### Exhibit 7a – Procurements

Project Number & Contract No.	Project Name	Award Date	Vendor	Original Contract Amount	MBE Contract Goal	MBE Contract Commitment	MBE Contract Participation	MBE Total Participation (Spend)	MBE Total Commitment (Spend)
YEAR 1 SCHOOLS									
21st CENTURY SCHOOL BUILDINGS PROGRAM									
BCS-001	Program Manager Services	5/7/2014	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	8/13/2014	Lorax Partnerships, LLC	\$ 905,358.00	10.00%	11.18%	\$ 101,219.02	\$ 101,219.02	11.18%
BCS-024	Code Consultant - Year 1	6/4/2015	The Institute for Building Technology & Safety, Inc.	\$ 924,934.73	10.00%	11.00%	\$ 101,742.82	\$ 101,742.82	11.00%
BCS-049	Risk Management Consulting Services	6/8/2016	Bickmore Corporation	\$ 672,954.00	0.00%	0.00%	\$ -	\$ -	0.00%
BCS-057	OCIP - Insurance Brokerage and Administration Services	10/31/2016	Alliant Insurance Services, Inc.	\$ 11,983,398.00	20% (fee only)	20% (fee only)	\$ 130,000.00	\$ 130,000.00	20.00%
ARLINGTON									
BCS-026	A/E - Arlington	8/17/2015 PO	Design Collective, Inc.	\$ 1,731,984.00	29.00%	29.20%	\$ 505,739.33	\$ 505,739.33	29.20%
BCS-025	CM - Preconstruction - Arlington	9/9/2015 PO	Dustin Construction, Inc.	\$ 117,253.50	29.00%	29.43%	\$ 34,507.71	\$ 34,507.71	29.43%
025-A1	Arlington GMP Amendment	5/2/2018	Dustin Construction, Inc.	\$ 37,262,000.00	30.00%	31.00%	\$ 11,551,220.00	\$ 11,551,220.00	31.00%
BCS-058	Commissioning Agent - Arlington	11/9/2016	Kibart, Inc.	\$ 89,815.95	10.00%	14.00%	\$ 12,574.23	\$ 12,574.23	14.00%
BCS-065	Arlington T&I	6/6/2018	Froehling & Robertson, Inc.	\$ 113,240.50	10.00%	10.00%	\$ 11,324.05	\$ 11,324.05	10.00%
ARUNDEL									
BCS-020	A/E - Arundel	4/17/2015	GWVO, Inc.	\$ 1,878,800.00	29.00%	29.00%	\$ 544,852.00	\$ 544,852.00	29.00%
BCS-021	CM - Arundel	4/17/2015	MCN Build/Southway Builders, LLC	\$ 85,274.00	29.00%	29.00%	\$ 24,729.46	\$ 24,729.46	29.00%
021-A1	Arundel GMP Amendment	7/27/2016	MCN Build/Southway Builders, LLC	\$ 36,859,523.00	30.00%	36.18%	\$ 13,335,775.42	\$ 13,335,775.42	36.18%
BCS-029	Commissioning Agent - Arundel	9/3/2015	RMF Engineering, Inc., P.C.	\$ 110,942.00	10.00%	18.00%	\$ 19,969.56	\$ 19,969.56	18.00%
BCS-053	Arundel - T & I	7/14/2016	DIW Group, Inc. dba Specialized Engineering	\$ 69,906.00	10.00%	10.00%	\$ 6,990.60	\$ 6,990.60	10.00%
Bill of Materials - FFE - Arundel									
				\$ 967,769.31	10.00%	15.00%	\$ 145,165.40	\$ 145,165.40	15.00%
CHERRY HILL									
BCS-018	A/E - Cherry Hill EM School	8/21/2015 PO	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	8/21/2015 PO	HESS Construction - Engineering Services, Inc.	\$ 107,661.10	29.00%	29.25%	\$ 31,490.87	\$ 31,490.87	29.25%
019-A1-A2	Cherry Hill EM School GMP Amendment Total	5/24/2017	HESS Construction - Engineering Services, Inc.	\$ 42,085,788.00	30.00%	33.55%	\$ 14,119,781.87	\$ 14,119,781.87	33.55%
BCS-030	Commissioning Agent - Cherry Hill	4/15/2016 PO	Advanced Building Performance, Inc. **	\$ 101,945.25	10.00%	10.00%	\$ 10,194.53	\$ 10,194.53	10.00%
BCS-050	Swing Space Reno. - Cherry Hill	6/24/2016	Tito Contractors, Inc. **	\$ 757,361.00	0.00%	0.00%	\$ -	\$ 757,361.00	100.00%
BCS-048	Moving & Relocation Svcs. - Cherry Hill	6/8/2016	District Moving Companies, Inc.	\$ 89,197.50	0.00%	0.00%	\$ -	\$ -	0.00%
BCS-060	Cherry Hill EM School - T & I	2/14/2017	ECS Mid-Atlantic, LLC	\$ 126,845.00	10.00%	10.00%	\$ 12,684.50	\$ 12,684.50	10.00%
Bill of Materials - FFE - Cherry Hill									
				\$ 1,235,971.36	10.00%	15.00%	\$ 185,395.70	\$ 185,395.70	15.00%
FOREST PARK									
BCS-022	A/E - Forest Park HS	8/7/2015 PO	Smolen Emr Ilkovich Architects, Inc.	\$ 2,638,274.00	29.00%	29.01%	\$ 765,363.29	\$ 765,363.29	29.01%
BCS-023	CM - Forest Park HS	7/15/2015	HESS Construction - Engineering Services, Inc.	\$ 112,991.80	29.00%	29.11%	\$ 32,891.91	\$ 32,891.91	29.11%
023-A1	Forest Park HS GMP Amendment	1/11/2017	HESS Construction - Engineering Services, Inc.	\$ 56,193,983.00	30.00%	33.79%	\$ 18,987,946.86	\$ 18,987,946.86	33.79%
BCS-031	Commissioning Agent - Forest Park	3/24/2016	Advanced Building Performance, Inc. **	\$ 100,288.65	10.00%	10.00%	\$ 10,028.87	\$ 10,028.87	10.00%
BCS-052	Swing Space Reno. - Forest Park	6/24/2016	Tito Contractors, Inc. **	\$ 724,120.00	0.00%	0.00%	\$ -	\$ 724,120.00	100.00%
BCS-047	Moving & Relocation Svcs. - Forest Park	6/8/2016	Walters Relocations, Inc. **	\$ 114,306.15	0.00%	0.00%	\$ -	\$ 114,306.15	100.00%
BCS-061	Forest Park HS - T & I	2/14/2017	Hillis-Carnes Engineering Associates, Inc.	\$ 86,526.00	10.00%	10.00%	\$ 8,652.60	\$ 8,652.60	10.00%
Bill of Materials - FFE - Forest Park									
				\$ 1,102,150.82	10.00%	10.00%	\$ 110,215.08	\$ 110,215.08	10.00%
FREDERICK									
BCS-004	A/E - Frederick Elementary	9/17/2014	USA Architects, Planners + Interior Designers, P.A.	\$ 1,527,000.00	29.00%	31.00%	\$ 473,370.00	\$ 473,370.00	31.00%
BCS-008	CM Services - Preconstruction - Frederick	1/5/2015	Gilbane Building Company	\$ 118,323.00	29.00%	29.00%	\$ 34,313.67	\$ 34,313.67	29.00%
004-A1-A2	Frederick GMP Amendment Total	4/6/2016	Gilbane Building Company	\$ 25,135,322.00	32.00%	31.87%	\$ 8,010,627.12	\$ 8,010,627.12	31.87%
BCS-007	Commissioning Agent - Frederick	12/10/2014	Reynolds Consulting Engineers, Inc.	\$ 68,383.00	10.00%	10.00%	\$ 6,838.30	\$ 6,838.30	10.00%
BCS-032	Frederick - T & I	2/11/2016	Froehling & Robertson, Inc.	\$ 95,030.40	10.00%	12.00%	\$ 11,403.65	\$ 11,403.65	12.00%
BCS-062	Frederick - Design, Furnish, and Install AV, Network, & Telecom	3/21/2017	Plexus Installations, Inc. dba Plexus Group**	\$ 1,965,356.87	15.00%	15.00%	\$ 294,803.53	\$ 1,965,356.87	100.00%
BCS-065	Moving & Relocation Svcs. - Frederick	4/11/2017	District Moving Companies, Inc.	\$ 26,411.00	0.00%	0.00%	\$ -	\$ -	0.00%
Bill of Materials - FFE - Frederick									
				\$ 857,558.87	10.00%	15.00%	\$ 128,633.83	\$ 128,633.83	15.00%
FT WORTHINGTON									
BCS-003	A/E - Fort Worthington Elementary	9/17/2014	Grimm & Parker Architecture, Inc. dba Grimm & Parker Architects	\$ 1,941,357.00	29.00%	52.14%	\$ 1,012,223.54	\$ 1,012,223.54	52.14%
BCS-006	CM Services - Ft. Worthington	1/5/2015	Gilbane Building Company	\$ 120,831.00	29.00%	29.00%	\$ 35,040.99	\$ 35,040.99	29.00%
006-A1-A2	Fort Worthington GMP Total	3/26/2016	Gilbane Building Company	\$ 33,080,646.00	32.00%	31.95%	\$ 10,569,266.40	\$ 10,569,266.40	31.95%
BCS-005	Commissioning Agent - Ft. Worthington	12/10/2014	Reynolds Consulting Engineers, Inc.	\$ 82,517.00	10.00%	10.00%	\$ 8,251.70	\$ 8,251.70	10.00%
BCS-033	Fort Worthington - T & I	2/11/2016	Froehling & Robertson, Inc.	\$ 96,452.40	10.00%	12.00%	\$ 11,574.29	\$ 11,574.29	12.00%
BCS-063	Ft. Worth - Design, Furnish, and Install AV, Network, & Telecom	3/21/2017	Plexus Installations, Inc. dba Plexus Group**	\$ 2,197,130.26	15.00%	15.00%	\$ 329,569.54	\$ 2,197,130.26	100.00%
BCS-066	Moving & Relocation Svcs. - Ft. Worthington	4/11/2017	District Moving Companies, Inc.	\$ 37,400.00	0.00%	0.00%	\$ -	\$ -	0.00%
Bill of Materials - FFE - Ft. Worthington									
				\$ 986,857.92	10.00%	10.00%	\$ 98,685.79	\$ 98,685.79	10.00%
JOHN E HOWARD									
BCS-012	A/E - John E. Howard Elementary	1/30/2015	Cho Benn Holback & Associates, Inc. ***	\$ 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	2/18/2015	J.Vinton Schafer & Sons, Inc.	\$ 141,501.00	29.00%	29.00%	\$ 41,035.29	\$ 41,035.29	29.00%
011-A1	John Eager Howard GMP Amendment	7/27/2016	J.Vinton Schafer & Sons, Inc.	\$ 28,359,808.00	30.00%	33.65%	\$ 9,543,075.39	\$ 9,543,075.39	33.65%
IT/AV Amendment	Commissioning Agent - John E. Howard	11/7/2017	RMF Engineering, Inc., P.C.	\$ 1,943,509.00	10.00%	11.00%	\$ 11,560.01	\$ 11,560.01	11.00%
BCS-016	Swing Space Reno. - John Eager Howard	8/12/2015	J.A.K. Construction Company, Inc.	\$ 105,091.00	0.00%	0.00%	\$ -	\$ -	0.00%
BCS-041	Moving & Relocation Svcs. (Pre-Con) - John Eager Howard	4/22/2016	Officer Movers, Inc.	\$ 138,500.00	0.00%	0.00%	\$ -	\$ -	0.00%
BCS-045	John Eager Howard - T & I	5/5/2016	Officer Movers, Inc. (formerly The Kane Company)	\$ 67,613.10	0.00%	0.00%	\$ -	\$ -	0.00%
BCS-056	John Eager Howard - T & I	7/14/2016	Hillis-Carnes Engineering Associates, Inc.	\$ 89,181.60	10.00%	10.00%	\$ 8,918.16	\$ 8,918.16	10.00%
BCS-067	Moving & Relocation Svcs. (Post Con) - John Eager Howard	5/3/2017	Hoffberger Moving Services, LLC**	\$ 45,804.55	0.00%	0.00%	\$ -	\$ 45,804.55	100.00%
Bill of Materials - FFE - John Eager Howard									
				\$ 827,967.65	10.00%	10.00%	\$ 82,796.77	\$ 82,796.77	10.00%
LYNDHURST									
BCS-009	A/E - Lyndhurst Elementary	1/30/2015	STV, Inc.	\$ 1,432,800.00	29.00%	33.00%	\$ 472,824.00	\$ 472,824.00	33.00%
BCS-010	CM - Lyndhurst Elementary	2/18/2015	Turner Construction Company	\$ 108,015.00	29.00%	29.00%	\$ 31,324.35	\$ 31,324.35	29.00%
010-A1	Lyndhurst GMP Amendment	5/16/2016	Turner Construction Company	\$ 35,204,180.00	30.00%	30.00%	\$ 10,561,254.00	\$ 10,561,254.00	30.00%
IT/AV Amendment	Commissioning Agent - Lyndhurst Elementary	8/12/2015	Setty & Associates International, PLLC**	\$ 99,615.00	10.00%	18.17%	\$ 18,100.05	\$ 99,615.00	100.00%
BCS-042	Swing Space Reno. - Lyndhurst	4/22/2016	Tito Contractors, Inc.	\$ 92,222.00	0.00%	0.00%	\$ -	\$ 92,222.00	100.00%
BCS-054	Moving & Relocation Svcs. (Pre-Con) - Lyndhurst	5/5/2016	Officer Movers, Inc. (formerly The Kane Company)	\$ 50,274.00	0.00%	0.00%	\$ -	\$ -	0.00%
BCS-044	Lyndhurst - T & I	7/14/2016	Hillis-Carnes Engineering Associates, Inc.	\$ 96,114.00	10.00%	10.00%	\$ 9,611.40	\$ 9,611.40	10.00%
BCS-068	Moving & Relocation Svcs. (Post Con) - Lyndhurst	5/3/2017	Hoffberger Moving Services, LLC**	\$ 54,783.85	0.00%	0.00%	\$ -	\$ 54,783.85	100.00%
BCS-077	Water Leakage Investigation at Lyndhurst	8/9/2018	Wiss, Janney, Elstner Associates, Inc.	\$ 7,500.00	0.00%	0.00%	\$ -	\$ -	0.00%
Bill of Materials - FFE - Lyndhurst									
				\$ 1,085,640.60	10.00%	15.00%	\$ 162,846.09	\$ 162,846.09	15.00%
PATTERSON/CLAREMONT									
BCS-036	A/E - Patterson/Claremont	7/27/2016	Stantes Architecture, Inc.	\$ 2,799,892.00	29.00%	52.00%	\$ 1,455,943.84	\$ 1,455,943.84	52.00%
BCS-037	CM - Preconstruction - Patterson/Claremont	7/27/2016	Skanska USA Building, Inc.	\$ 125,061.83	29.00%	29.00%	\$ 36,267.93	\$ 36,267.93	29.00%
BCS-039	Commissioning Agent - Patterson/Claremont	4/6/2017	Advanced Building Performance, Inc. **	\$ 129,074.40	10.00%	10.00%	\$ 12,907.44	\$ 12,907.44	10.00%
PIMLICO									
BCS-028	A/E - Pimlico	8/21/2015	Design Collective, Inc.	\$ 1,820,000.00	29.00%	29.60%	\$ 538,720.00	\$ 538,720.00	29.60%
BCS-027	CM - Pimlico	9/9/2015	Dustin Construction, Inc.	\$ 117,253.50	29.00%	29.43%	\$ 34,507.71	\$ 34,507.71	29.43%
027-A1-A2	Pimlico GMP Total	3/10/2017	Dustin Construction, Inc.	\$ 37,836,910.24	30.00%	33.35%	\$ 12,633,744.33	\$ 12,633,744.33	33.35%
BCS-034	Commissioning Agent - Pimlico	3/24/2016	Brinjac Engineering, Inc.	\$ 100,164.75	10.00%	10.00%	\$ 10,016.48	\$ 10,016.48	10.00%
BCS-051	Swing Space Reno. - Pimlico	6/24/2016	Tito Contractors, Inc. **	\$ 688,767.40	0.00%	0.00%	\$ -	\$ 688,767.40	100.00%
BCS-046	Moving & Relocation Svcs. - Pimlico	6/8/2016	Officer Movers, Inc. (formerly The Kane Company)	\$ 108,425.10	0.00%	0.00%	\$ -	\$ -	0.00%
BCS-059	Pimlico - Testing and Inspection	1/8/2016	Hillis-Carnes Engineering Associates, Inc.	\$ 183,070.00	10.00%	10.00%	\$ 18,307.06	\$ 18,307.06	10.00%
Bill of Materials - FFE - Pimlico									
				\$ 985,729.23	10.00%	10.00%	\$ 98,572.92	\$ 98,572.92	10.00%
ROBERT POOLE									
BCS-013	A/E Robert Poole Building	12/9/2015	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	3/19/2015	CAM Construction Company, Inc.	\$ 105,266.00	29.00%	30.00%	\$ 31,579.80	\$ 31,579.80	30.00%
014-A1	Robert Poole GMP Amendment #1	7/27/2016	CAM Construction Company, Inc.	\$ 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	9/21/2015	RMF Engineering, Inc., P.C.	\$ 17,563.00	10.00%	12.00%	\$ 16,586.05	\$ 16,586.05	12.00%
BCS-040	Swing Space Reno. - Robert Poole	4/22/2016	J.A.K. Construction Company, Inc.	\$ 353,500.00	0.00%	0.00%	\$ -	\$ -	0.00%
BCS-043	Moving & Relocation Svcs. - Robert Poole	5/5/2016	District Moving Companies, Inc.	\$ 78,477.00	0.00%	0.00%	\$ -	\$ -	0.00%
BCS-055	Robert Poole - T & I	7/14/2016	DIW Group, Inc. dba Specialized Engineering	\$ 127,548.00	10.00%	10.00%	\$ 12,754.80	\$ 12,754.80	10.00%
Bill of Materials - FFE - Robert Poole									
				\$ 1,096,013.64	10.00%	15.00%	\$ 164,401.75	\$ 164,401.75	15.00%
TOTAL (YEAR 1)									
				\$ 437,495,773.68	30.56%	30.56%	\$ 133,693,367.55	\$ 143,748,753.53	32.86%

## Exhibit 7a – Procurements (Cont.)

Project Number & Contract No.	Project Name	Award Date	Vendor	Original Contract Amount	MBE Contract Goal	MBE Contract Commitment	MBE Contract Participation	MBE Total Participation (spend)	MBE Total Commitment (spend)
<b>YEAR 2 SCHOOLS</b>									
<b>21st CENTURY SCHOOL BUILDINGS PROGRAM</b>									
BCS-02-100	Code Consultant - Year 2	11/7/2017	The Institute for Building Technology & Safety, Inc.	\$ 1,528,504.00	10.00%	10.00%	\$ 152,850.40	\$ 152,850.40	10.00%
BCS-02-110-ESP	Instructional Technology & Telecommunication Design Consultant	11/7/2017	Innovative Systems Design & Training, Inc. dba Educational Systems Planning	\$ 1,500,000.00	0.00%	0.00%	\$ -	\$ -	0.00%
BCS-02-110-JMT			Johnson, Mirmiran & Thompson, Inc.						
BCS-02-110-MGAC			Mark G. Anderson Consultants, Inc.						
BCS-02-115-DWCI	Moving & Relocation Services	3/7/2018	District Moving Companies, Inc.	\$ 1,400,000.00	0.00%	0.00%	\$ 253,856.00	\$ 253,856.00	18.13%
BCS-02-115-HMSI			Hoffberger Moving Services, LLC**						
BCS-02-115-WRI			Walters Relocations, Inc.**						
BCS-02-120-GCI	Water Testing Services	7/12/2018	Global Consulting, Inc.	\$ 1,200,000.00	0.00%	0.00%	\$ 17,872.84	\$ 17,872.84	1.49%
BCS-02-120-SALUT			Soil and Land Use Technology, Inc.**						
BCS-02-120-IEI			Inspection Experts, Inc.						
BCS-02-120-BATTA			BATTA Environmental Associates, Inc.**						
BCS-02-120-PSI			Professional Service Industries, Inc.						
<b>FEASIBILITY STUDIES</b>									
BCS-201	FS - Medfield Heights Elementary School	7/15/2015	Mimar McKissick Architects & Engineers, LLC**	\$ 40,477.00	29.00%	40.47%	\$ 16,381.04	\$ 40,477.00	100.00%
BCS-202	FS - Cross Country	7/15/2015	Design Collective, Inc.	\$ 47,500.00	29.00%	35.80%	\$ 17,005.00	\$ 17,005.00	35.80%
BCS-203	FS - John Ruhrah	7/15/2015	Design Collective, Inc.	\$ 45,500.00	29.00%	35.70%	\$ 16,243.50	\$ 16,243.50	35.70%
BCS-204	FS - Calvin M. Rodwell	7/15/2015	Design Collective, Inc.	\$ 46,500.00	29.00%	36.15%	\$ 16,809.75	\$ 16,809.75	36.15%
BCS-205	FS - Govans	11/3/2015	Crabtree, Rohrbach & Associates Architects, Inc.	\$ 61,291.00	29.00%	36.79%	\$ 22,548.96	\$ 22,548.96	36.79%
BCS-206	FS - Bay Brook	11/3/2015	JRS Architects, Inc.**	\$ 57,000.00	29.00%	31.50%	\$ 17,955.00	\$ 57,000.00	100.00%
BCS-207	FS - Calverton	11/3/2015	JRS Architects, Inc.**	\$ 57,000.00	29.00%	31.50%	\$ 17,955.00	\$ 57,000.00	100.00%
BCS-208	FS - Walter P. Carter	11/3/2015	Penza Bailey Architects/Newman Architects JV	\$ 53,349.46	29.00%	51.40%	\$ 27,421.62	\$ 27,421.62	51.40%
BCS-209	FS-Harford Heights Elementary School	4/5/2016	Grimm & Parker Architecture, Inc. dba Grimm + Parker Architects	\$ 62,648.30	29.00%	39.94%	\$ 25,021.73	\$ 25,021.73	39.94%
BCS-210	FS - Montebello	4/5/2016	Marks, Thomas Architects, P.C.**	\$ 58,830.53	29.00%	49.20%	\$ 28,944.62	\$ 58,830.53	100.00%
BCS-211	FS - Mary Rodman	4/5/2016	Stantec Architecture, Inc.	\$ 54,793.60	29.00%	52.00%	\$ 28,492.67	\$ 28,492.67	52.00%
BCS-214	FS - James Mosher	7/12/2017	Colimore Architects, Inc.	\$ 66,555.00	29.00%	44.00%	\$ 29,284.20	\$ 29,284.20	44.00%
BCS-212	FS - Northwood	5/3/2017	RRMM Architects, P.C. dba RRMM Lukmire Architects	\$ 70,881.80	29.00%	36.00%	\$ 25,517.45	\$ 25,517.45	36.00%
BCS-213	FS - Robert W. Coleman	8/27/2017	RRMM Architects, P.C. dba RRMM Lukmire Architects	\$ 62,242.60	29.00%	32.00%	\$ 19,917.63	\$ 19,917.63	32.00%
BCS-215	FS - Highlandtown Elementary/Middle	11/7/2017	GWVO, Inc.	\$ 62,358.00	29.00%	34.60%	\$ 21,575.87	\$ 21,575.87	34.60%
BCS-216	FS - Commodore John Rodgers Elementary/Middle	11/7/2017	GWVO, Inc.	\$ 62,358.00	29.00%	34.60%	\$ 21,575.87	\$ 21,575.87	34.60%
<b>BAY-BROOK ELEMENTARY/MIDDLE</b>									
BCS-02-004-AE	AE - Bay-Brook E/M	8/16/2017	Crabtree, Rohrbach & Associates, Inc.	\$ 2,129,417.00	31.00%	31.10%	\$ 662,248.69	\$ 662,248.69	31.10%
BCS-02-004-CM	CM - Pre-Construction - Bay-Brook E/M	8/16/2017	CAM Construction Company, Inc.	\$ 90,522.00	29.00%	30.00%	\$ 27,156.60	\$ 27,156.60	30.00%
BCS-02-004-GMP	GMP - Bay-Brook E/M	9/27/2018	CAM Construction Company, Inc.	\$ 39,009,088.00	30.00%	41.00%	\$ 15,993,726.08	\$ 15,993,726.08	41.00%
BCS-02-004-CX	CX - Bay-Brook E/M	2/12/2017	Setty & Associates International, PLLC**	\$ 89,697.50	10.00%	10.00%	\$ 8,969.75	\$ 89,697.50	100.00%
BCS-02-004-SS	SSR - Bay-Brook E/M	6/6/2018	Tito Contractors, Inc.**	\$ 175,324.00	0.00%	0.00%	\$ -	\$ 175,324.00	100.00%
BCS-02-004-TI	T&I - Bay-Brook E/M	9/5/2018	ECS Mid-Atlantic, LLC	\$ 122,450.00	10.00%	10.00%	\$ 12,245.00	\$ 12,245.00	10.00%
<b>CALVIN M. RODWELL ELEMENTARY/MIDDLE</b>									
BCS-02-003-AE	AE - Calvin M. Rodwell E/M	8/16/2017	Design Collective/Samaha JV	\$ 1,679,673.88	31.00%	31.20%	\$ 524,058.25	\$ 524,058.25	31.20%
BCS-02-003-CM	CM - Pre-Construction - Calvin M. Rodwell E/M	8/16/2017	Skanska USA Building, Inc.	\$ 75,525.75	29.00%	29.00%	\$ 21,902.47	\$ 21,902.47	29.00%
BCS-02-003-GMP	GMP - Calvin M. Rodwell E/M	10/3/2018	Skanska USA Building, Inc.	\$ 36,767,365.00	30.00%	52.00%	\$ 19,119,029.80	\$ 19,119,029.80	52.00%
BCS-02-003-CX	CX - Calvin M. Rodwell E/M	2/12/2017	Setty & Associates International, PLLC**	\$ 89,697.50	10.00%	10.00%	\$ 8,969.75	\$ 89,697.50	100.00%
BCS-02-003-SS	SSR - Calvin M. Rodwell E/M	6/6/2018	Centennial Contractors Enterprises, Inc.	\$ 126,783.00	0.00%	0.00%	\$ -	\$ -	0.00%
BCS-02-003-TI	T&I - Calvin M. Rodwell E/M	9/5/2018	DIW Group, Inc. dba Specialized Engineering	\$ 118,860.00	10.00%	10.00%	\$ 11,886.00	\$ 11,886.00	10.00%
<b>CALVERTON ELEMENTARY/MIDDLE</b>									
BCS-02-005-AE	AE - Calverton E/M	9/27/2018	JRS Architects, Inc.**	\$ 2,026,501.61	31.00%	51.42%	\$ 1,042,027.13	\$ 2,026,501.61	100.00%
BCS-02-005-CM	CM - Pre-Construction - Calverton E/M	9/27/2018	The Whiting-Turner Contracting Company	\$ 190,627.03	29.00%	29.00%	\$ 55,281.84	\$ 55,281.84	29.00%
<b>CROSS COUNTRY ELEMENTARY/MIDDLE</b>									
BCS-02-007-AE	AE - Cross Country E/M	12/20/2018	ATI, Inc.**	\$ 1,095,676.40	31.00%	59.13%	\$ 647,873.46	\$ 1,095,676.40	100.00%
BCS-02-007-CM	CM - Pre-Construction - Cross Country E/M	12/20/2018	Turner Construction Company	\$ 147,728.00	29.00%	29.80%	\$ 44,022.94	\$ 44,022.94	29.80%
<b>FAIRMOUNT HARFORD BUILDING</b>									
BCS-02-002-DB	Design Build - Fairmount Harford Bldg.	8/16/2017	MCN Build/Southway Builders, LLC	\$ 192,743.00	20.00%	37.00%	\$ 71,314.91	\$ 71,314.91	37.00%
BCS-02-002-GMP	Fairmount Harford GMP	4/26/2018	MCN Build/Southway Builders, LLC	\$ 49,216,622.00	32.00%	32.00%	\$ 15,749,319.04	\$ 15,749,319.04	32.00%
BCS-02-002-CX	CX - Fairmount Harford Bldg.	3/7/2018	Brinjac Engineering, Inc.	\$ 97,229.00	10.00%	23.00%	\$ 22,362.67	\$ 22,362.67	23.00%
BCS-02-002-TI	T&I - Fairmount Harford Bldg.	5/2/2018	ECS Mid-Atlantic, LLC	\$ 74,503.20	10.00%	10.00%	\$ 7,450.32	\$ 7,450.32	10.00%
<b>GOVANS ES</b>									
BCS-02-008-AE	AE - Govans ES	3/21/2018	USA Architects, Planners + Interior Designers, P.A.	\$ 1,657,139.17	31.00%	36.30%	\$ 601,541.52	\$ 601,541.52	36.30%
BCS-02-008-CM	CM - Preconstruction - Govans ES	3/21/2018	Keller Brothers, Inc. dba Keller Construction Management	\$ 152,150.00	29.00%	29.00%	\$ 44,123.50	\$ 44,123.50	29.00%
BCS-02-008-CX	CX - Govans ES	10/3/2018	Wright Commissioning, LLC	\$ 94,980.00	10.00%	10.00%	\$ 9,498.00	\$ 9,498.00	10.00%
<b>HARFORD HEIGHTS/SHARP-LEADENHALL ELEMENTARY</b>									
BCS-02-009-AE	AE - Harford Heights ES	8/1/2018	Crabtree, Rohrbach & Associates, Inc.	\$ 1,978,686.64	31.00%	32.50%	\$ 643,073.16	\$ 643,073.16	32.50%
BCS-02-009-CM	CM - Preconstruction - Harford Heights ES	8/1/2018	MCN Build/Southway Builders, LLC	\$ 169,976.00	29.00%	29.00%	\$ 49,293.04	\$ 49,293.04	29.00%
BCS-02-009-CX	CX - Harford Heights ES	11/8/2018	Wright Commissioning, LLC	\$ 98,515.00	10.00%	10.00%	\$ 9,851.50	\$ 9,851.50	10.00%
<b>JOHN RUHRAH ELEMENTARY/MIDDLE</b>									
BCS-02-001-AE	AE - John Ruhrah E/M	6/7/2017	Grimm & Parker Architecture, Inc. dba Grimm + Parker Architects	\$ 1,641,718.62	31.00%	52.14%	\$ 855,992.09	\$ 855,992.09	52.14%
BCS-02-001-CM	CM - Pre-Construction - John Ruhrah E/M	7/5/2017	MCN Build/Southway Builders, LLC	\$ 56,619.20	29.00%	29.00%	\$ 16,419.57	\$ 16,419.57	29.00%
BCS-02-001-GMP	GMP - John Ruhrah E/M	9/27/2018	MCN Build/Southway Builders, LLC	\$ 42,759,429.00	30.00%	30.95%	\$ 13,234,043.28	\$ 13,234,043.28	30.95%
BCS-02-001-CX	CX - John Ruhrah E/M	1/2/2018	Kibart, Inc.	\$ 96,188.40	10.00%	28.00%	\$ 26,932.75	\$ 26,932.75	28.00%
BCS-02-001-SS	SSR - John Ruhrah E/M	6/6/2018	Tito Contractors, Inc.**	\$ 263,967.00	0.00%	0.00%	\$ -	\$ 263,967.00	100.00%
BCS-02-001-TI	TI - John Ruhrah E/M	10/3/2018	Hillis-Carnes Engineering Associates, Inc.	\$ 124,750.00	10.00%	10.00%	\$ 12,475.00	\$ 12,475.00	10.00%
BCS02-001-PC	Portable Classroom Lease - John Ruhrah E/M	9/5/2018	Modular Genius, Inc.	\$ 1,307,998.00	12.00%	12.00%	\$ 156,959.76	\$ 156,959.76	12.00%
<b>MARY E. RODMAN ELEMENTARY/MIDDLE</b>									
BCS-02-012-AE	AE - Mary E. Rodman	1/24/2018	Smolen Emr Ilkovitch Architects, Inc.	\$ 1,317,364.34	31.00%	31.01%	\$ 408,514.68	\$ 408,514.68	31.01%
BCS-02-012-CM	CM - Preconstruction - Mary E. Rodman	1/24/2018	MCN Build/Southway Builders, LLC	\$ 49,728.00	29.00%	29.00%	\$ 14,421.12	\$ 14,421.12	29.00%
BCS-02-012-CX	CX - Mary E. Rodman	7/12/2018	Kibart, Inc.	\$ 95,751.00	10.00%	28.00%	\$ 26,810.28	\$ 26,810.28	28.00%
<b>MEDFIELD ELEMENTARY/SCHOOL</b>									
BCS-02-013-AE	AE - Medfield ES	3/21/2018	Design Collective/Samaha JV	\$ 1,592,053.76	31.00%	39.70%	\$ 632,045.34	\$ 632,045.34	39.70%
BCS-02-013-CM	CM - Preconstruction - Medfield ES	3/21/2018	Turner Construction Company	\$ 141,310.00	29.00%	29.40%	\$ 41,545.14	\$ 41,545.14	29.40%
BCS-02-013-CX	CX - Medfield ES	9/5/2018	Kibart, Inc.	\$ 95,751.00	10.00%	33.00%	\$ 31,597.83	\$ 31,597.83	33.00%
<b>WALTER P. CARTER/LOIS T. MURRAY ELEMENTARY/MIDDLE</b>									
BCS-02-017-AE	AE - Walter P. Carter	1/24/2018	Penza Bailey Architects/Newman Architects JV	\$ 2,499,998.92	31.00%	48.42%	\$ 1,210,449.48	\$ 1,210,449.48	48.42%
BCS-02-017-CM	CM - Preconstruction - Walter P. Carter	1/24/2018	The Whiting-Turner Contracting Company	\$ 258,574.31	29.00%	29.00%	\$ 74,986.55	\$ 74,986.55	29.00%
BCS-02-017-CX	CX - Walter P. Carter	8/8/2018	Advanced Building Performance, Inc.**	\$ 96,488.00	10.00%	10.00%	\$ 9,648.80	\$ 96,488.00	100.00%
BCS-02-017-TI	TI - Walter P. Carter	12/6/2018	ECS Mid-Atlantic, LLC	\$ 202,316.50	10.00%	10.00%	\$ 20,231.65	\$ 20,231.65	10.00%
TOTAL (YEAR 2)				\$ 202,048,600.02		36.10%	\$ 72,937,627.88	\$ 75,489,463.87	37.21%
TOTAL (YR 1 & YR 2)				\$ 639,543,373.70		32.31%	\$ 206,631,895.43	\$ 218,936,221.40	34.23%
** MBE Prime									
*** MDOT MBE Certified at Time of Award									
City Schools Procurement/Contract									
MSA Procurement/City Schools Contracts									



## **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**

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#### **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.

**Exhibit 7b – MBE Outreach Inclusion Plan/Commitments (Cont.)****PLAN DETAILS**

<b>OBJECTIVES</b>	<b>STRATEGIES</b>	<b>WHO'S RESPONSIBL</b>	<b>ACHIEVEMENT TO DATE</b>
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 – MBE Outreach Inclusion Plan/Commitments (Cont.)**

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 - MBE Outreach Inclusion Plan/Commitments (Cont.)

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	

## Exhibit 7b – MBE Outreach Inclusion Plan/Commitments (Cont.)

### 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 – Local Hiring Plan

### Local Hiring Plan for New Hires

#### Year 1 Schools

\*As of 11/14/2018

Arlington		
Trade	Contractors	Local New Hires
02A - Earthwork	P&J Contracting Company	1
02B - Demolition, Abatement & IH Services	Interior Specialist	2
02C - Site Utilities	P&J Contracting Company	1
02D - Site Concrete	Priority Concrete	1
02G - Landscaping, Seed and Sod	Williams T King, Inc.	1
03A - Building Concrete	Sody Concrete	1
03B - Helical Piles	Foundation and Shoring Solution	1
04A - Masonry	Karon Masonry	2
05A - Steel	SA Halac Ironworkers	2
06A - General Trades	Dustin Construction, Inc.	1
07A - Roofing	Eastcoast Exteriors	5
09B - Tiling	Allstate Floors	1
09C - Resilient Flooring	Solara Flooring	1
09D - Wood Athletic Flooring	Mastercare Flooring	1
15A - Sprinkler	W.G. Tomko	2
16A - Electrical	BoMark Electric	3
	<b>Total</b>	<b>26</b>
	<b>FINAL</b>	<b>N/A</b>

Cherry Hill		
Trade	Contractors	Local New Hires
02A- Selective Demolition	ISI	1
03A- Concrete	Canyon	2
04A-Masonry	Karon	3
05A-Metals	Stewart Amos	4
06A - Carpentry & General Trades	JP Construction	(Included in 9A)
07A - Roofing	IronsShore	1
07C - Fiber Cement Panels & Siding	CHU	2
08C - Curtainwall And Storefronts	Glass Industries	1
09A - Drywall & Acoustics	JP Construction	5
22A - Mechanical & Plumbing	Heffron	4
26A - Electrical	Action Electric	2
31A - Earthwork & Utilities	Stella May	1
	<b>Total</b>	<b>26</b>
	<b>FINAL</b>	<b>N/A</b>

Forest Park		
Trade	Contractors	Local New Hires
03A-Concrete	Sody	2
04A- Masonry	KaRon Masonry	3
05A- Metals	Halac	2
09A- Drywall & Acoustics	Finishes Inc.	1
09B-Tiling	Tito	5
09G-Paintings & Coatings	Argos	3
12E- Fixed Audience Seating	Dynamic	2
22A- Mechanical & Plumbing	Denver-Elek	3
31A- Earthwork	P&J	1
	<b>Total</b>	<b>22</b>
	<b>FINAL</b>	<b>N/A</b>

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
	<b>Total</b>	<b>38</b>
	<b>FINAL</b>	<b>N/A</b>

DOROTHY I. HEIGHT (FORMALLY J.E.H.)		
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
15A - Plumbing & HVAC	Heer Brothers	5
15B- Sprinklers	Reliance	1
16A- Electrical	Grounded	2
	<b>Total</b>	<b>18</b>
	<b>FINAL</b>	<b>68</b>

Fort Worthington		
Trade	Contractors	Local New Hires
2A - Demolition/Hazmat	Ritter & Paratore Contracting Inc.	2
2B - Earthwork & Utilities	P&J Contracting Company Inc.	1
2C - Sitework & Utilities	P&J Contracting Company Inc.	1
2E - Landscaping	Warren H. Boyer, Inc.	1
3A - Concrete	GLB Concrete Construction	2
4A - Masonry	KaRon Masonry of Maryland, Inc.	6
6A - Gen Trades/Rough Carp.	Homewood General Contractors, Inc.	1
9A - Drywall & Ceilings	Cindell Construction, Inc.	2
9C - Tile	Allstate Floors	1
15A - Plumbing & HVAC	W.G. Tomko, Inc.	4
16A - Electrical	Brown and Heim, Inc.	3
	<b>Total</b>	<b>24</b>
	<b>FINAL</b>	<b>70</b>

## Exhibit 7c – Local Hiring Plan

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 of Maryland, Inc.	4
6B - Finish Carpentry	Fallston Supply, Inc.	1
7A - Roofing	Kalkrueth Roofing & Sheet Metal, Inc.	2
8A - Glass & Glazing	Brawner Builders, Inc.	2
9B - Drywall & Ceilings	J&G Acoustical Co.	5
15A - Plumbing & HVAC	Heffron Company	6
	<b>Total</b>	<b>28</b>
	<b>FINAL</b>	<b>52</b>

Lyndhurst		
Trade	Contractors	Local New Hires
1-A Demolition & Abatement	ACECO	5
4 Masonry	First Choice Masonry	20
5 Structural Steel & Misc. Metals	Kinsley Manufacturing	2
6 Millwork	Mahogany	3
13 Skylight	Alternate	1
18 Drywall	P&D Contracting	3
20 Ceramic & Stone Tile	Allstate	1
22 Flooring	Allstate Flooring	1
36 Plumbing/HVAC/Controls	Heffron Company	10
38 Telecom, Security, AV&Proj Screen	Commerical Cabling & Sound	1
	<b>Total</b>	<b>47</b>
	<b>FINAL</b>	<b>66</b>

Pimlico		
Trade	Contractors	Local New Hires
CM Allowance	Dustin Construction	2
01A- Demolition & Abatement	Ritter & Paratore	3
02A-Earthwork	P&J	1
02B-Demolition-Phase 2	Interior Specialists	1
02C-Site Utilities	P&J Contracting	1
02D-Site Concrete	P&J	1
03A-Building Concrete	Dance Brothers	2
03B-Helical Piles	Foundations and Shoring	1
04A-Masonry	Karon	3
05A-Steel	SA Halac Iron	2
06A- General Trades	Dustin Construction	2
07A-Roofing	Cole Roofing	1
09A-Drywall	Finishes, Inc.	2
09B-Tiling	L&R Floors	1
09C-Resilient Flooring	Solara Flooring	1
09F-Paintings & Coatings	SCCP	1
15A- Mechanical	Towson Mechanical	3
15B- Sprinkler	Fire-Mark Inc	1
	<b>Total</b>	<b>29</b>
	<b>FINAL</b>	<b>85</b>

Robert Poole		
Trade	Contractors	Local New Hires
21A - Fire Protection	Judd Fire Protection	1
26A - Electrical	Grounded Electrical	2
2B - Demolition & Abatement	Asbestos Specialists	2
3A - Building Concrete	GLB Concrete Const	2
4A - Masonry	Karon Masonry	4
5A - Metals	Steel Fab	2
9A - Drywall & Acoustical	Avena Contracting	5
31A - Earthwork, Paving, Utilities	Comer Construction	3
9F - Resinous Flooring	Durex Coverings	2
9G - Painting	Elite Painting	2
	<b>Total</b>	<b>25</b>
	<b>FINAL</b>	<b>N/A</b>

**Total Commitments 283**



## Exhibit 7c – Local Hiring Plan

### Local Hiring Plan for New Hires

#### **Year II Schools**

*\*As of 11/14/2018*

<b>Bay-Brook</b>		
Trade	Contractors	Local New Hires
02A Demolition & Abatement	Interior Specialists	1
04A Masonry	Karon Masonry	2
08A Openings	A.L. Ingram	1
09E Finishes	NLP Painting	1
27A Communications	Computata System	4
	<b>Total</b>	<b>9</b>
	<b>FINAL</b>	<b>N/A</b>

<b>Fairmount-Harford</b>		
Trade	Contractors	Local New Hires
02A Demolition & Abatement	Interior Specialists	4
03A Cast-in-Place Concrete	Premier Concrete, Inc	5
06A General Trades	MCN/ SBI JV	3
07B Roofing and Waterproofing	CHU Contracting, Inc	6
09C Flooring and Tile	Business Flooring	1
26A Electrical	Freestate Electrical	2
	<b>Total</b>	<b>21</b>
	<b>FINAL</b>	<b>N/A</b>

<b>Calvin M. Rodwell</b>		
Trade	Contractors	Local New Hires
04A Masonry	Karon Masonry	2
05B Misc. Metals & Ornamental Rails	Moxey	1
06A.1 Rough Carpentry	Punch List Specialist Team	2
07B Roofing	IronShore Contracting	1
09A Drywall, ACT & Insulation	Dynamic Contracting	12
23A Mechanical	W.G. Tomko Inc	1
26A Electrical	BoMark Electric	1
32B Site Concrete	Chevy Chase	1
31A Earthwork	P&J Contracting Co.	1
33A Site Utilities	P&J Contracting Co.	1
	<b>Total</b>	<b>23</b>
	<b>FINAL</b>	<b>N/A</b>

<b>John Ruhrah</b>		
Trade	Contractors	Local New Hires
02A Demolition & Abatement	Rath Enterprises	13
03A Cast-In-Place Concrete	Premier Concrete, Inc	3
04A Masonry	Karon Masonry	2
04B Masonry Restoration	Year	1
06A General Trades	MCN/ SBI JV	2
07B Roofing and Waterproofing	CHU Contracting, Inc	3
09A Drywall & Acoustical	M3 Contracting	2
23A Mechanical & Plumbing	Pro-Air, Inc.	1
26A Electrical	Freestate Electrical	3
31A Earthwork	Carter Site Services	3
	<b>Total</b>	<b>33</b>
	<b>FINAL</b>	<b>N/A</b>

**Total Commitments**

**86**

## Exhibit 8 – Swing Space Schools

Swing School	Swing Address	Project School	Project 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	Proposed School Opening Date
<b>Swing Space to Occupancy</b>									
West Baltimore Bldg.	201 North Bend Baltimore, MD 21229	Frederick ES	2501 Frederick Ave Baltimore, MD 21223	-	-	-	-	-	Opened 9/5/17
William C. March	2050 N Wolfe St Baltimore, MD 21213	Ft. Worthington ES/Middle	2710 E Hoffman St Baltimore, MD 21213	-	-	-	-	-	Opened 9/5/17
West Baltimore Bldg.	201 North Bend Baltimore, MD 21229	Lyndhurst ES	621 Wildwood Pkwy Baltimore, MD 21229	5/4/2016	6/10/2016	7/5/16 to 7/8/16	7/11/2016	3/26/18 to 3/28/18	4/3/2018
Westside ES	2235 N. Fulton Baltimore, MD 21217	Dorothy I Height ES	2011 Linden Ave Baltimore, MD 21217	6/22/2016	7/24/2016	7/5/16 to 7/7/16 7/27/16 to 7/29/16	8/1/2016	3/26/18 to 3/28/18	4/3/2018
Arundel ES	2400 Round Road Baltimore, MD 21225	Arundel ES	2400 Round Road Baltimore, MD 21225	No swing needed		7/27/2016		6/20/18 to 6/22/18	9/4/2018
Garrison ES/Middle	3910 Barrington Road Baltimore, MD 21207	Pimlico ES/Middle	3839 Pimlico Road Baltimore, MD 21215	6/22/2016	8/7/2016	8/1/16 to 8/5/16	8/6/2016	6/20/18 to 6/22/18	9/4/2018
Lake Clifton HS	2801 Saint Lo Drive Baltimore, MD 21213	Robert Poole - ACCE HS	1300 W 36th Street Baltimore, MD 21211	4/22/2016	7/31/2016	6/27/16 to 7/5/16	8/1/2016	7/16/18 to 7/18/18	9/4/2018
Lemmel Building	2801 N Dukeland Street Baltimore, MD 21216	Robert Poole - Independence	1300 W 36th Street Baltimore, MD 21211	4/25/2016	7/31/2016	6/27/2016	8/1/2016	7/16/18 to 7/18/18	9/4/2018
Northwestern HS	6900 Park Heights Ave Baltimore, MD 21215	Forest Park HS	3701 Eldorado Ave Baltimore, MD 21207	6/27/2016	7/29/2016	8/1/16 to 8/5/16	12/1/2016	7/23/18 to 7/25/18	9/4/2018
Patapsco ES	844 Roundview Road Baltimore, MD 21225	Cherry Hill ES	801 Bridgeview Road Baltimore, MD 21225	6/27/2016	7/29/2016	8/1/16 to 8/5/16	12/1/2016	8/13/18 to 8/15/18	9/4/2018
<b>Occupancy to Swing Space</b>									
Garrison ES/Middle	3910 Barrington Road Baltimore, MD 21207	Arlington ES/Middle	3705 W, Rogers Ave Baltimore, MD 21215	Minor repair	N/A	6/25/18 to 6/28/18	7/1/2018	7/15/2019	9/3/2019
West Baltimore Bldg.	201 North Bend Baltimore, MD 21229	Mary E Rodman ES	3510 W Mulberry St Baltimore, MD 21229	Minor repair	N/A	8/6/18 to 8/8/18	8/9/2018	7/15/2019	9/3/2019
Dr Carter G Woodson	2501 Seabury Road Baltimore, MD 21225	Bay Brook ES/Middle	4301 10th Street Baltimore, MD 12125	Minor repair	N/A	7/2/18 to 7/5/18	7/6/2018	11/15/2019	1/2/2020
Baltimore Community/ Southeast Bldg	6820 Fait Ave Baltimore, MD 21224	John Rurah ES/Middle	701 Rappolla Street Baltimore, MD 21224	6/1/2018	8/1/2018	7/2/2018 to 7/5/18	7/6/2018	11/15/2019	1/2/2020
Grove Park ES/Middle	5545 Kennison Ave Baltimore, MD 21215	Calvin Rodwell ES	3501 Hillsdale Road Baltimore, MD 21207	Minor repair	N/A	7/16/18 to 7/18/18	7/19/2018	11/15/2019	1/2/2020

## Exhibit 9 – Building Engagement Process

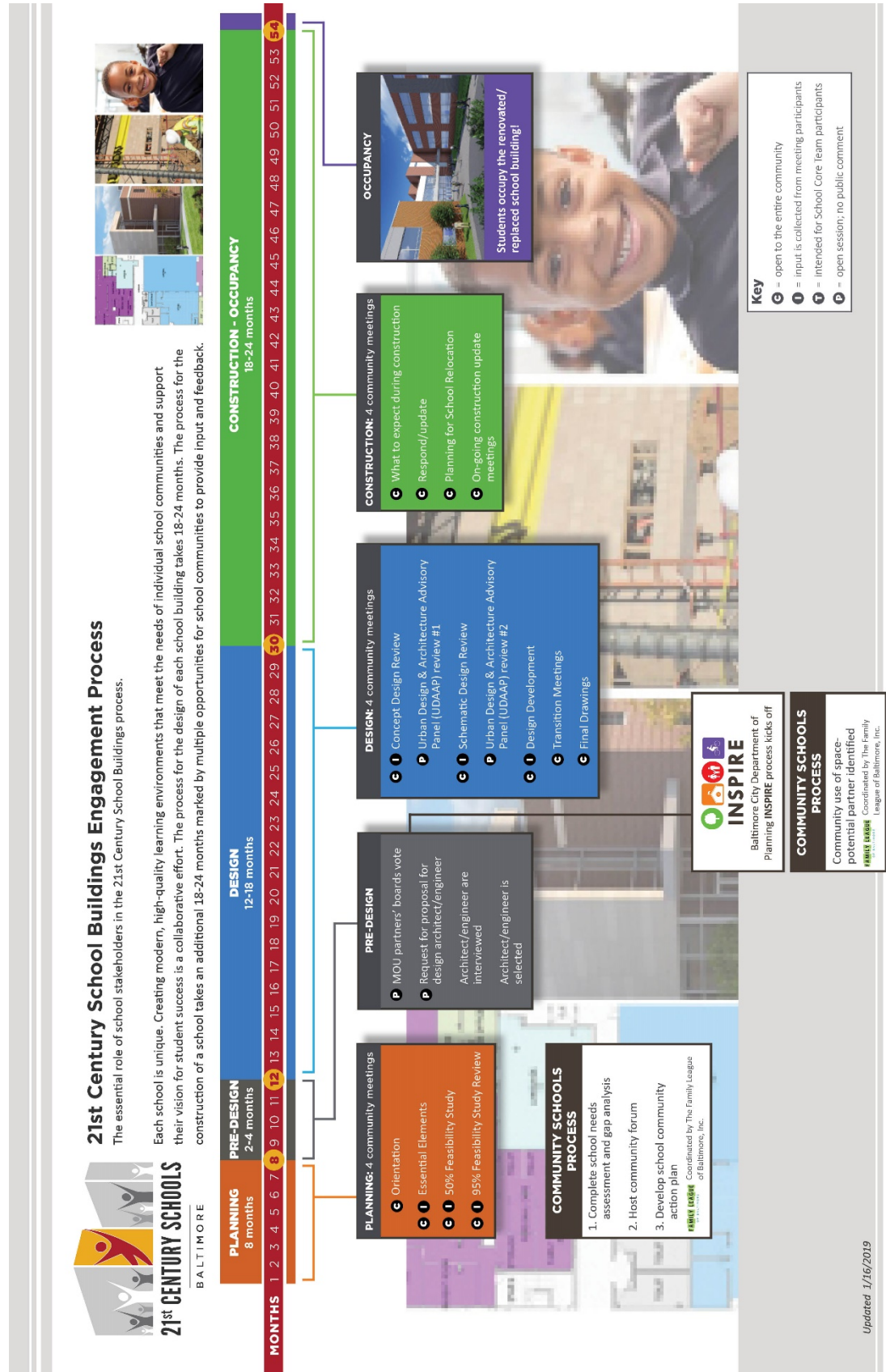


Exhibit 10 – Feasibility Study Process Map

