21st CENTURY SCHOOL BUILDINGS PROGRAM

ANNUAL REPORT

ON THE PROGRESS OF REPLACEMENTS, RENOVATIONS, AND MAINTENANCE OF BALTIMORE CITY PUBLIC SCHOOLS | JANUARY 2020

Cover photos by Arminta McKinney. Top image: Student at Wildwood Elementary/Middle School. Bottom image: Ribbon-Cutting Celebration at Arlington Elementary School.

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EXECUTIVE SUMMARY

In 2019, progress on the execution of the 21st Century School Buildings Program (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 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 28 schools. The program remains on schedule to be substantially complete in 2021, with a few buildings carrying out into 2022/2023 due to swing space conflicts.

It is important to note that four of the new or substantially renovated school buildings contain more than one school. Therefore, while the Program will deliver 28 new or renovated school buildings, they will actually be home to 32 schools. Concurrent with this mission is the planned reduction by City Schools of 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 eleven Plan Year 1 buildings, two opened in the summer of 2017, two opened in the spring of 2018, five opened in the summer of 2018, one opened in the summer of 2019 and one is under construction. The Plan Year 1 schools are approximately 5% under budget.

Of the 17 Plan Year 2 schools, one opened in the summer of 2019, three opened in the winter of 2019, three are under construction, six are in design, two are in procurement, and two are finalizing the feasibility study phase.

As reported in the 2018 Annual Report, 283 position commitments were made for Plan Year 1 schools in construction at that time. As of July 2019, 569 Baltimore City residents were hired to fill 711 new positions on Year 1 schools. Job retention was a priority for the Program partners. Of the 569 local residents hired on Year 1 schools, 142 residents worked on multiple job sites or with multiple contractors across multiple projects. To date, there are 166 position commitments for eight Year 2 schools currently in construction. We anticipate the final numbers will also increase.

Out of the $861.8 million contracted within the Program, we have $289.5 million of MBE contracts equating to 34.6% MBE participation.

As previously reported, MSA implemented an Owner Controlled Insurance Program (OCIP) for the Plan Year 2 buildings. Based on verified contractor credits to date, the OCIP has achieved savings of $2.5 million, 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 Program will begin downsizing in FY22 if additional projects are not assigned.

INTRODUCTION

The Maryland Stadium Authority, Baltimore City Public Schools (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 21st Century School Buildings Program, in accordance with the Baltimore City Public Schools Construction and Revitalization Act of 2013.

PROGRAM UPDATE

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

Plan Year 1 Schools: Progress Update

Plan Year 1 projects progressed significantly during 2019. As of the time of this report, two schools had opened in the summer of 2017, two opened in the spring of 2018, five opened in the summer of 2018, one opened in the summer of 2019, and one is in construction.

Table 1. Plan Year 1 Program Summary

Plan Year 1 Program Summary		
School/Building	**Project Type**	**Program Phase**
Frederick	Renovation + Addition	Occupied
Ft. Worthington	Replacement	Occupied
Wildwood	Renovation + Addition	Occupied
Dorothy I. Height	Renovation + Addition	Occupied
Robert Poole Building	Renovation + Addition	Occupied
The Historic Cherry Hill	Renovation + Addition	Occupied
Arundel	Replacement	Occupied
Forest Park	Renovation + Addition	Occupied
Pimlico	Renovation + Addition	Occupied
Arlington	Renovation + Addition	Occupied
Patterson Building	Replacement	Construction

Plan Year 1 Project Budget Status Details

The summary for the program is provided as **Exhibit 1** and includes project budget and bid information details for the Plan Year 1 schools in the program.

Plan Year 1 Schools: Project Updates

Frederick Elementary School (PK-5) – This 84,961 sq. ft. renovation and addition project opened September 5, 2017. Students, including those from a closed school, Samuel F.B. Morse, occupy the school.

Figure 1. Frederick Exterior

Fort Worthington Elementary/Middle School (K-8) – This 103,351 sq. ft. replacement project opened September 5, 2017. Students, including those from a closed school, Dr. Rayner Browne, occupy the school.

Figure 2. Fort Worthington Exterior

Wildwood (formerly Lyndhurst) Elementary/Middle School (PK-8) – This 110,355 sq. ft. renovation with addition project opened on April 4, 2018. Students, including those from a closed school, Rognel Heights, occupy the school.

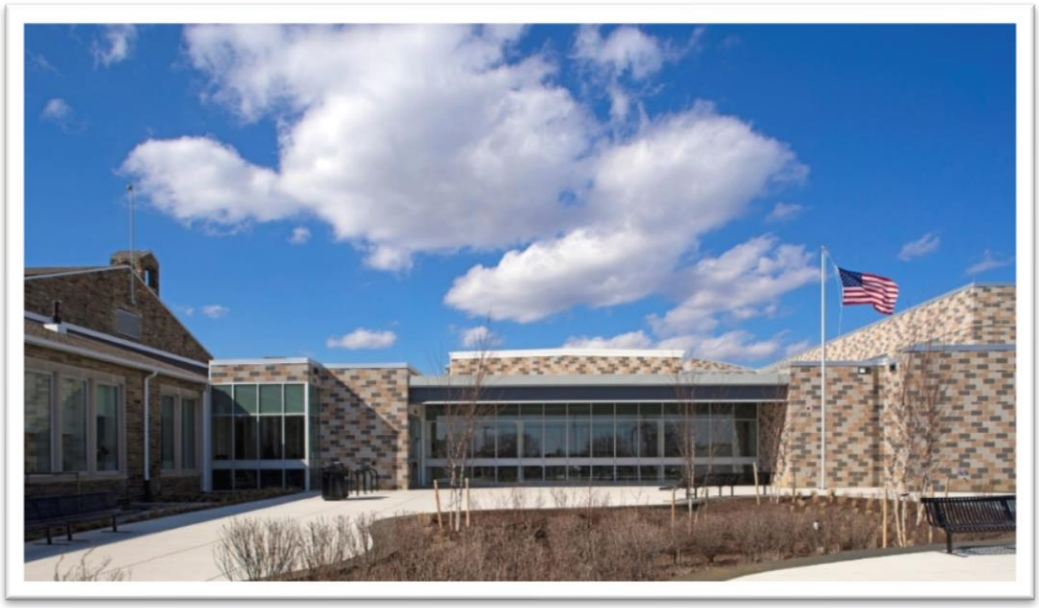

Figure 3. Wildwood Exterior

Dorothy I. Height (formerly John Eager Howard) Elementary School (PK-5) – This 91,346 sq. ft. renovation with addition project opened on April 4, 2018. Students, including those from a closed school, Westside, occupy the school.

Figure 4. Dorothy I. Height Exterior

Robert Poole Building – The Robert 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 August 27, 2018 for Independence students and September 4, 2018 for ACCE students.

Figure 5. Robert Poole Building Exterior

The Historic Cherry Hill Elementary/Middle School (3-8) – This 129,509 sq. ft. renovation with addition project, along with the Arundel PK-2 School project, opened September 4, 2018. Students, including those from a closed school, Dr. Carter G. Woodson, occupy the school.

Figure 6. Cherry Hill Exterior

Arundel Elementary School (PK-2) – This 113,647 sq. ft. replacement school project, along with the Cherry Hill 3-8 project, opened September 4, 2018. Students, including those from a closed school, Dr. Carter G. Woodson, occupy the school.

Figure 7. Arundel Exterior

Forest Park High School (9-12) – This 199,785 sq. ft. renovation with addition project opened September 4, 2018. Students, including those from a closed school, Northwestern, occupy the school.

Figure 8. Forest Park Exterior

Pimlico Elementary/Middle School (PK-8) – This 119,015 sq. ft. renovation with addition project opened September 4, 2018. Students, including those from a closed school, Langston Hughes, occupy the school. Middle-grade students from a reconfigured Arlington began attending in 2019.

Figure 9. Pimlico Exterior

Arlington Elementary School (PK-5) – This 102,300 sq. ft. renovation with addition project opened September 3, 2019. Students, including those from a closed school, Langston Hughes, occupy the school. The building also houses a Harry and Jeanette Weinberg Foundation Early Childhood Development Center.

Figure 10. Arlington Rendering

Patterson Building – This 242,019 sq. ft. replacement school will co-locate two programs: Patterson High School, a traditional high school, and Claremont Middle/High School, a separate, public day school. Construction started in July 2019 with the new building (the first of two phases) is scheduled to be complete in summer 2021.

Figure 11. Patterson Rendering

Plan Year 2 Schools: Progress Update

The 17 proposed projects include one PK-2 school, one grade 3-8 school, seven PK-5 schools, seven PK-8 schools, and one high school program, as shown in Table 2. Additionally, one PK-8 and one PK-5 special education program will be co-located at two of the 17 buildings. Plan Year 2 projects progressed significantly during 2019. As of the time of this report, one school opened in the summer of 2019 and three schools opened in the winter of 2020. The order of Plan Year 2 Schools, originally established in 2014, was changed to respond to changing school enrollments and facility conditions as well as uncertain market conditions. Current schedules are provided in **Exhibit 2.**

Table 2. Plan Year 2 Program Summary

Plan Year 2 Program Summary			
School	**Project Type**	**Program Phase**	**Expected Phase Completion**
Govans	Replacement	CM Procurement	February 2020
John Ruhrah	Renovation & Addition	Occupied	N/A
Medfield Heights	Replacement	Construction	December 2020
Harford Heights	Renovation & Addition	GMP Development	January 2020
Calverton	Replacement	Construction	August 2021
Cross Country	Renovation	Design on Hold	TBD
The Lake Clifton Park Building (formerly Fairmount-Harford Building)	Renovation & Addition	Occupied	N/A
Robert W. Coleman	Renovation	Design	January 2020
Bay-Brook	Replacement	Occupied	N/A
Calvin M. Rodwell	Replacement	Occupied	N/A
Commodore John Rodgers	Renovation & Addition	Feasibility Study	June 2020
Highlandtown (#237)	Addition	AE and CM Procurement	April 2020
James Mosher PK-2	Renovation & Addition	Design	January 2020
Montebello	Renovation	Design	October 2020
Northwood	Replacement	Design	March 2020
Mary E. Rodman	Renovation & Addition	Construction	July 2020
Walter P. Carter	Replacement	Construction	December 2020

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 Plan 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, opened for students January 6, 2020.

Figure 12. John Ruhrah Rendering

The Lake Clifton Park Building (Formerly Fairmount-Harford Building) – This 165,314 sq. ft. design/build renovation with addition project opened for students September 3, 2019. The building provides a renovated facility for the REACH! Partnership School, formerly located in the Lake Clifton Building, allowing City Schools to close and surplus the Lake Clifton Building.

Figure 13. Fairmount-Harford Rendering

Bay-Brook (PK-8) – This 115,945 sq. ft. replacement school, necessitated by enrollment growth in the Curtis Bay/Brooklyn area of the City, opened for students January 6, 2020. The building will also serve middle school students from Curtis Bay Elementary/Middle School, which is being converted to serve grades PK – 5.

Figure 14. Bay-Brook Exterior

Calvin M. Rodwell (PK-8) – This 111,694 sq. ft. replacement school project includes students from a closed school, Grove Park. The school opened for students January 6, 2020.

Figure 15. Calvin M. 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 under construction. Mary E. Rodman students are located in temporary swing space at the West Baltimore Building. The school will open for students in August 2020.

Figure 16. Mary E. Rodman Rendering

Medfield Heights (PK-5) – This 79,899 sq. ft. replacement school project, necessitated by enrollment growth in North Baltimore, is currently under construction. Students are located in temporary swing space at the Chinquapin Building. Substantial completion is scheduled for December 2020 and opening for students in January 2021.

Figure 17. Medfield Heights Rendering

Govans (PK-5) – This 87,260 sq. ft. replacement school will absorb students from closing school Guilford and is currently in the CM procurement phase. Design is complete with construction anticipated to begin in spring 2020. Students are located in temporary swing space at the Chinquapin Building. The school will open for students in August 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, a traditional PK-8 school and Lois T. Murray, a separate PK-8 public day school program. The project is currently under construction. Walter P. Carter students are located in temporary swing space at the Winston Building. Lois T. Murray students will remain in their current school building until the new building is completed. Substantial completion is scheduled for December 2020 and opening for students in January 2021.

Figure 19. Walter P. Carter Building Rendering

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Calverton (3-8) – This 122,525 sq. ft. replacement project will absorb students from a closing school, Alexander Hamilton, and a reconfigured school, James Mosher, and is near completion of the design phase. An early release package for the demolition of the existing building and associated site work is in progress. Students are currently in temporary swing space at the West Baltimore Building. The project is scheduled for substantial completion in the summer of 2021 and opening for students in August 2021.

Figure 20. Calverton Rendering

James Mosher (PK-2) – This 75,611 sq. ft. renovation with addition project will absorb students from closing school, Alexander Hamilton, and reconfigured school, Calverton, and is in the design phase. Design is expected to be complete in February 2020. Students are currently in temporary swing space at the Garrison Building. The project is scheduled to open for students in fall of 2021.

Figure 21. Mosher Rendering

Harford Heights/Sharp-Leadenhall - This 144,290 sq. ft. replacement school project will co-locate two school programs, Harford Heights Elementary, a traditional PK-5 school and Sharp-Leadenhall, a separate PK-5 public day school program. The project has completed the Design Phase and is currently in GMP negotiation. Construction is anticipated to begin in late March 2020. Harford Heights students are currently in temporary swing space at the William C. March Building. Sharp-Leadenhall students will remain in their current school building until the new building is completed. Substantial completion is scheduled for December 2020 and opening for students in January 2021.

Figure 22. Harford Heights/Sharp-Leadenhall Rendering

Robert W. Coleman (PK-5) – This 52,528 sq. ft. renovation with addition project will absorb students from closed school zone, Westside, and is in the design phase. Design is expected to be complete in February 2020. Students are currently in temporary swing space at the Harriet Tubman Building. The project is scheduled for substantial completion in the summer of 2021 and opening for students in August 2021.

Figure 23. Robert W. Coleman Rendering

Northwood (PK-5) – This 100,213 sq. ft. replacement project, necessitated by enrollment growth in Northeast Baltimore, is currently in the Design Phase. Design is expected to be complete in late March 2020 with construction beginning in early July. Students will remain on site during construction. The school is scheduled to open for students in January 2022.

Figure 24. Northwood Rendering

Swing Space

The Program prepared five Plan Year 1 schools to relocate from their swing space into their newly completed permanent school buildings. Two of the schools (REACH! Partnership School and Arlington Elementary School) were moved from their temporary space to their newly completed school buildings in summer of 2019. Three of the schools (Bay-Brook Elementary/Middle School, Calvin M. Rodwell Elementary/Middle School, and John Ruhrah Elementary/Middle School) were relocated during the winter break.

The Program also prepared eight schools to relocate to swing spaces while their current school are under construction. See **Exhibit 8.**

To remain on schedule, the team demonstrated flexibility with outfitting the swing spaces in terms of construction, furniture installation, and the relocation which were occurring simultaneously.

The planning effort entailed significant and complex matrix planning, professional logistics, project management focus, and transition services facilitation for each school. See **Exhibit 8**.

21ST CENTURY ACADEMIC PLANNING

21st Century Academic Planning Process

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

The 21st 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 21st 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 and 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 focus areas that have been fully identified as of December 2019 are indicated in Table 3 below.

Table 3. Academic Focus Areas

School	Academic Focus Area
Frederick Elementary School *Note: This school is a conversion charter school.*	Direct Instruction, Core Knowledge, and Restorative Practices
Fort Worthington Elementary/Middle School	Project-Based Learning and 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 *Note: This is a charter school.*	Experiential Learning
Dorothy I. Height Elementary School	Arts Integration and Restorative Practices
Arundel Elementary School	Restorative Practices and STEAM (Science, Technology, Engineering, Arts, and Mathematics)
Cherry Hill Elementary/Middle School	Restorative Practices and STEAM (Science, Technology, Engineering, Arts, and Mathematics)
Academy for College & Career Exploration *Note: This school is part of the 100% project.*	College and Career Exploration
Arlington Elementary School	STEAM (Science, Technology, Engineering, Arts, and Mathematics)
The REACH! Partnership High School *Note: This school is part of the 100% project.*	Blended Learning
Bay-Brook Elementary/Middle School	Arts Integration
John Ruhrah Elementary/Middle School	STEAM (Science, Technology, Engineering, Arts, and Mathematics)
Calvin M. Rodwell Elementary/Middle School	STEM (Science, Technology, Engineering, and Mathematics)

Professional learning was provided in summer 2019 for the Arlington, REACH, Bay-Brook, John Ruhrah, and Calvin M. Rodwell schools in their respective academic focus areas and in the use of technology to differentiate instruction and engage students in the 21st century skills of communication, collaboration, critical thinking, and creativity. Each school that opened in the 2019-20 school year also received STEM technology and training, including 3D printers. Ongoing training and support for 21st Century schools is also being provided in the following areas: arts integration, media production skills to effectively use the video studio, blended learning, effective use of learning spaces, ceramics techniques and kiln usage, STEM gear, and instructional technology integration.

Ten-Year Enrollment Projections

A major component of the Program is to help City Schools reach its target utilization rate. While design capacities are determined by a number of factors, one of the most important factors for future capacities is enrollment projections.

After a previous four-year enrollment decline, official enrollment for SY 2019-20 indicates a flat trend between SY 2018-19 and SY 2019-20. These recent enrollment trends are driven by a number of external factors such as birth trends, demographic shifts, parent's preferences for various academic settings, and residential mobility. At its peak enrollment City Schools served nearly 200,000 students in 1971 and just under 80,000 students in SY 2019-20. During this same time period, according to Census Bureau population estimates, the number of school-aged children living in Baltimore City decreased from approximately 300,000 to 126,000. Various schools and communities experience these changes differently and the historic, extreme changes continue to impact overall enrollment trends and projections.

City Schools' Facilities Planning department prepares district-level and program-level ten-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. SY 2018-19 (September 30, 2018) enrollment was used to generate projections for SY 2019-20 through SY 2028-29. The projections are included in the Comprehensive Educational Facilities Master Plan (CEFMP), in Capital Improvement Plan (CIP) requests, and are used for the Program planning and review.

District-level projections for grades 1 through 12 are calculated using the average of the three most recent years' grade progression ratio (GPR). GPR (also known as "cohort survival") is a standard measure in demographic analysis, and is used by school districts nationwide.

Projected enrollment for kindergarten is calculated using three projections:

1) Baltimore City population
2) Birth Rate (per 1,000 people)
3) "Capture rate," the ratio of kindergarten enrollments to city births

In an effort to account for recent decreasing birth count trends, calculations utilize projected population trends from the Maryland Department of Planning (MDP) to estimate future birth counts assuming 2017 birth rates. PK enrollment projections are based on the planned number of classrooms and the historic utilization of PK classroom space. Projections for individual schools are adjusted so that the sum of all schools, by grade, matches the district-level projections.

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 ten-year enrollment projections of students in City Schools should be reviewed with other relevant data.

As City Schools has previously experienced a four-year enrollment decline between SY 2015-16 and SY 2018-19, District ten-year enrollment projections submitted in 2019 reflect that downward 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 in the next year but based on the methodology of the GPR, the trend continues out ten years until the trend line changes.

As such, enrollment projections and projected district and building 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.

Surplus Buildings

By the end of 2019 the district had surplused a total of 14 buildings. On January 14, 2020 The School Board of Commissioners voted on the SY 2019-20 Portfolio recommendations. The Board voted to surplus the following schools effective 2020:

1. Grove Park Elementary/Middle School #224
2. Sarah M. Roach Elementary School #73

The surplus for the Dr. Martin Luther King, Jr. Elementary/Middle facility was approved in January of 2019, and will be effective June of 2020. At the conclusion of surplusing the buildings currently in Exhibit 6, the District will have surplused 15,000 seats back to Baltimore City. In addition to the planned building surpluses contained in Exhibit 6, through the Portfolio Review Process, City Schools will continue to pursue opportunities to efficiently utilize facilities. This may include, but is not limited to, closing, reconfiguring, and/or consolidating programs through the Portfolio process.

Additional changes approved during the January 14 Board vote included removal of the Claremont facility from **Exhibit 6** (Grove Park was added); and adjusting the surplus date of the Southeast Building to accommodate the additional swing use by Highlandtown Elementary/Middle School #237 followed by Commodore John Rodgers Elementary/Middle School; and adjusting the surplus date of the Dr. Carter G. Woodson to 2022.

Program 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 Program are then reflected in the CEFMP. In 2019, the following factors were considered in reviewing the District's portfolio of school programs and facilities:

- Academic performance
- Climate indicators
- Access, quality, and distribution of school programming and assessing whether specific student populations and specific geographic areas are equitably served
- School enrollment and school size
- Building utilization and condition
- Schools scheduled for closure

Additionally, these factors are viewed through an equity lens to understand how each of the recommendations impacts different communities and to ensure as a District we are increasing access and improving educational programs, particularly in communities that have been under-served. Community input on recommendations continues to be an important part of the process. Portfolio changes are complex and multifaceted, affecting families across school communities, and much of the work is in reimaging and deepening the academic programming in school communities. The following amendments to the Program were voted on and approved by the School Board on January 14, 2020:

Table 4. 21st Century School Buildings Program Amendments

Recommendation	School/Building	Program Recommendation	Building Recommendation
School Closures	George W. F. McMechen	Close program when construction for the Claremont School completes, no sooner than summer 2021	Retain building
	NACA II Freedom and Democracy Academy/ Professional Development Center	Close program and non-renew contract in June 2020	Retain building
	Sarah M. Roach Elementary School	Close program in June 2020	Surplus building in summer 2020
Additional Building Plan Amendments	Claremont Building	No new recommendation	Remove from **Exhibit 6**
	Dr. Carter G. Woodson Building	n/a	Change surplus date from 2020 to 2022
	Grove Park	n/a	Add to **Exhibit 6** and surplus in 2020
	Southeast Building	n/a	Change surplus date from 2020 to 2024

District-wide Utilization Plan

As a requirement of the Program's MOU, City Schools works jointly with the IAC to develop intermediate and final utilization rate targets. The targets allow the District and MOU partners to track City Schools' progress toward achieving its utilization goal through new construction and subsequent building closures and surplusing. As City Schools 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 SY 2015-16 and City Schools exceeded this target with a utilization rate of 83% in that year.
- The final District-wide utilization target rate is 86% for SY 2019-20. 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 SY 2013-14, 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 SY 2020-21 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 five-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 the excess seats will be one of the following:

1) Addressed by the 21st Century School Buildings Program or will be surplused (e.g., Lake Clifton, Forest Park, and 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) (e.g., Edmondson/Westside Skill Center, Dunbar High School, Carver Vocational-Technical High School, Mergenthaler Vocational-Technical High School, and Baltimore School for the Arts)
3) Buildings that are housing charters with enrollment caps (e.g., the William Lemmel building), or
4) Large buildings where a portion of the building is being used for other purposes (e.g., the Professional Development Building).

Nearly 60% of the excess seats in middle high and high school buildings are in the buildings mentioned above. City Schools will continue to monitor its portfolio as part of its annual review. Proposed changes by the IAC on how CTE and performance spaces are calculated are 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 Review actions to rise in priority. As a result of these factors, City Schools 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 Plan Year 1 schools is high with some low utilizations due to programs that moved into swing spaces. All Plan Year 1 schools, with the exception of Patterson High School and Arundel Elementary School, had 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 Plan Year 1 schools, the change in enrollment after school programs moved to swing spaces buildings varied from a 9% increase to a 37% decrease in enrollment, with an 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 now over 100%.

Annual IAC Review of District-wide Utilization Plan

Per the MOU, the IAC is required to review and comment on projected District-wide utilization rates on an annual basis and incorporate City Schools' attainment of District-wide utilization targets as a factor in the approval of future 10-Year Plan and Capital Improvement Program (CIP) projects.

The intermediate District-wide utilization rate target (without swing space) was set at 80% for SY 2015-16, and City Schools exceeded this target with a utilization rate of 83% in that year. The final District wide utilization rate target was set at 86%. Due to the extension of the Program to SY 2022–2023 and significant changes in projected enrollments, City Schools is not currently projected to be on pace to meet the final utilization rate target upon completion of the Program. If current enrollment projections come to fruition, additional portfolio action(s) may be needed to be considered in order to sustain the final District-wide utilization rate target of 86%.

Next Set of 21st Century Schools – New High School Initiative

In the 2019 legislative session, a bill was introduced to provide City Schools with an additional appropriation of $400 million but was not approved. Reintroduced in the 2020 legislative session, House Bill 1 and Senate Bill 1, titled the Built to Learn Act of 2020, would provide the same appropriation of revenue bonds for school construction projects over several years. City Schools is hopeful that with broad support, the bill will pass. Currently, as part of the first phase of 21st Century School Buildings Plan funding, there is funding set aside to conduct feasibility studies.

As part of the annual portfolio review, City Schools considered what facilities should be renovated next in the event the pending legislation to continue funding 21st Century Schools passes. As with the other amendments, changes in enrollment, student access, facility condition, school quality, and programming are considered. Given the goal is to maximize the number of students who have access to rigorous, robust academic programs in safe, healthy environments that promote success until every City Schools student is reached, City Schools considered the following criteria in determining the buildings for feasibility studies:

- School success and ability for improvement
- Access, quality and distribution of school programming and whether specific student populations and specific geographic areas are equitably served
- School enrollment and school size
- School location and proximity to students
- Building utilization, conditions and ability of facility to meet student needs
- Proximity to elementary and elementary/middle programs currently in the 21st Century School Buildings Program
- Sustainability and school legacy
- Ability to leverage partnerships and other ongoing work focused on improving outcomes for students

While the original plan included facility recommendations for every school in the district at the time (to renovate, replace, or surplus), the plan is a living document. Plan Year 3 originally contained a list of 12 schools serving elementary and middle grade students. Some of those schools are no longer serving students, have received other major building improvements, or are being renovated through other

initiatives. Most of the remaining buildings have received other capital investments and/or are receiving updates to their HVAC systems as part of the City Schools' plan to bring much-needed air-conditioning and reliable heating to classrooms.

The above factors and City Schools' strategic focus on improving the high school experience that began with reviews of City Schools' Career Technical Education (CTE) programs, combined with the reality that facilities that serve high school students are also significantly more expensive to repair than elementary and elementary/middle school facilities, led to the proposal to focus on high schools for the feasibility studies in lieu of the Plan Year Three schools. City Schools currently receives approximately $29 million in Capital Improvement Funds each year from the state. To only repair the basic systemic facility needs at Baltimore City College High School, for example, would cost more than $44 million. The disparity between the amount of annual capital funds and the high cost of repairing large high schools makes addressing the facility needs of those schools virtually impossible through regular capital funds.

Therefore, the recommendation is to conduct feasibility studies on the following five high school buildings (potentially affecting up to eight high school programs):

- Frederick Douglass Building (explore creating a shared campus to house both Frederick Douglass High School and Joseph C. Briscoe Academy)
- Baltimore City College
- Western High School and Baltimore Polytechnic Institute
- Francis M. Wood Building (explore creating a shared campus for Vivien T. Thomas Medical Arts Academy and Bluford Drew Jemison STEM Academy West)
- Edmondson-Westside High School

The School Board voted and approved the recommendation on January 14, 2020. If the legislation passes, this additional funding will be used to improve as many of these buildings as possible.

PROGRAM MANAGEMENT

The administration and management of this multifaceted and multidisciplinary program requires that MSA and City Schools continue to work as seamlessly as possible to execute and manage the rigor required for each school project in the 21st Century School Buildings Program. This section provides more detail on how program staffing and procedures, project control software, program audit and oversight as well as the project management, committees and partnerships were implemented during 2019. 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 since it would be more efficient utilizing all the policies and procedures of one agency. It also allows for both MSA and City Schools to focus on their core strength areas of expertise. Although MSA is the primary party responsible for financial, procurement, contract, and administration of the Program, City Schools' 21st Century School Buildings Program office 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.

PROCUREMENT

As of December 31, 2019, there were more than 200 procurements and task orders totaling $861,832,091 in contract awards.[1] 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.

Minority Business Enterprise (MBE) Participation

Maximizing MBE participation and inclusion is a goal of the 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, 2019, total MBE participation is 34.6% or $289,550,143.[2]

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 complement the OCIP coverages. Since the program's inception, 12 projects and 568 contractors have been enrolled.

[1] Reference **Exhibit 7a** for Procurements and **Exhibit 7b** for MBE Participation

[2] Reference **Exhibit 7a** for Procurements and **Exhibit 7b** for MBE Participation

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 were chaired by the IAC. The 2020 sessions will be chaired by City Schools.

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

Typical reports to the Committee include status updates on the program including schedule, project and budget updates. The Committee is charged with reviewing and approving items presented during these sessions. Meeting minutes are available for review on the Executive Committee page of the 21st Century School Buildings Program website[3].

Coordinating Committee

The Coordinating Committee – comprising representatives of the City (Mayor's Office), City Schools, MSA, IAC, Baltimore City Department of Planning (DOP), Baltimore City Department of Recreation and Parks (BCRP), and Baltimore City Department of Housing and Community Development (HCD) – works to maximize investments around the 21st 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 City 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.

[3] http://baltimore21stcenturyschools.org/committees/executive-committee

- Proposed changes and amendments to the 21st Century School Buildings Program.
- 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, and schedules.

Collaborative Committee

The goals and charges of the Program go beyond just the design and construction of 21st 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 Program.
- 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 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")[4] 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 sub-goals 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, 2019, the Program achieved 34.6% in MBE participation.

The MBE Plan also envisions providing educational assistance to local small, minority, and women-owned firms on methods of doing business on Program-related projects. Since the Program's inception, MSA has participated in over fifty-seven State-wide business outreach events, 12 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.

[4] The plan is attached as **Exhibit 7b**.

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 Program.

Since our previous Annual Report, the Program has completed the Workforce Development (WFD) Close-Out process for nine schools in Plan Year 1: Arundel Elementary Middle School, Cherry Hill Elementary Middle School, Forest Park High School, Frederick Elementary School, Fort Worthington Elementary School, Dorothy I. Height Elementary School (formerly known as John Eager Howard), Wildwood PK-8 (formerly known as Lyndhurst), Pimlico Elementary/Middle School and the Robert Poole Building housing ACCE Academy and Independence High 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 total of 283 Baltimore City residents. Final calculations for the schools show 569 City residents were hired across all schools to fill a total of 711 positions. One hundred and forty-two of those City residents filled positions at several job sites and/or with several subcontractors across Year 1 schools. Job retention for local residents was a priority for the Program and we are pleased that local residents found long term employment as a result of the Program. See details below:

Table 5. 2019 Workforce Development Efforts – Hired Local Residents

School	Hours (BCR*)	Hires(BCR*)	Hours (Total)
Commitment			
Arundel Elementary/Middle	43,100	38	135,849
Cherry Hill Elementary/Middle	33,508	26	197,888
Dorothy I Height Elementary (JEH)	21,988	18	121,055
Forest Park High	28,040	22	275,950
Fort Worthington Elementary	31,668	24	180,000
Frederick Elementary	20, 428	28	92,281
Wildwood Elementary/Middle (Lyndhurst)	22,685	47	168,048
Pimlico Elementary/Middle	30,756	29	151,805
Robert Poole Building	28,167	25	188,305
Achieved			
Arundel Elementary/Middle	52,635	59	177,147
Cherry Hill Elementary/Middle	44,847	76	236,751
Dorothy I Height Elementary (JEH)	34,804	68	163,523
Forest Park High	68,259	140	419,345
Fort Worthington Elementary	31,980	70	194,101
Frederick Elementary	35,206	52	132,570
Wildwood Elementary/Middle (Lyndhurst)	40,050	66	240,870
Pimlico	36,341	85	227,530
Robert Poole Building	**57,574**	**95**	**281,920**

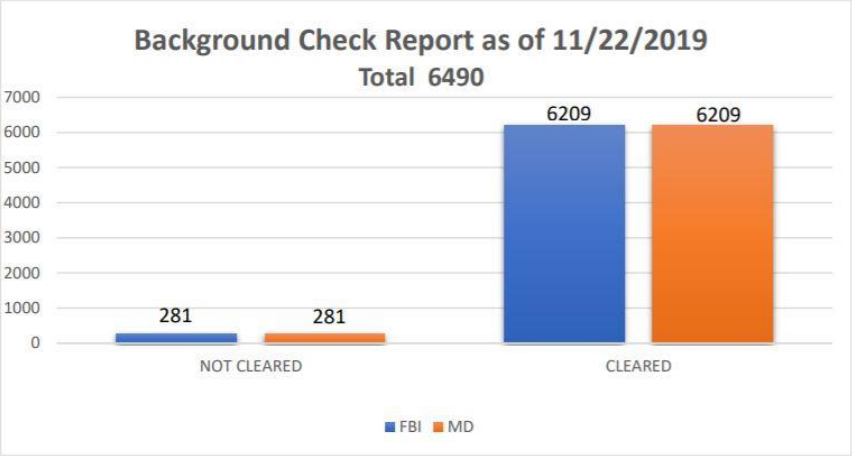
**BCR – Baltimore City Resident*

Calendar year 2019 closed with commitments for hiring Baltimore City residents from one Plan Year 1 project and eight Plan Year 2 projects totaling 166 new local hires. Please reference **Exhibit 7c** for breakdown.

Local Hiring Background Investigation Processing

As of November 22, 2019, City Schools' Human Capital Pre-Enrollment Office processed approximately 6,209 applications for individuals to work on Program projects. Of these, 281 individuals were not cleared.

21ST Century School Buildings Program
Background Check Report



In evaluating barriers to employment, a new appeals process was enacted in November 2019 whereby all applicants who received "not cleared" decisions were sent notifications that their decision status could be appealed. The Program continues to provide solutions like these as a partner in the Collaboration Working Group led by the Mayor's Office on Workforce Development to increase City Resident participation, *one person at a time*.

Work-Based Learning Program

Since beginning the partnership with Urban Alliance (UA), a Baltimore-based non-profit organization, in 2016, eighteen students (inclusive of eight in 2019) have been paired with 21st. Century design and construction firms during their senior year of high school at Program job sites. The initiative concluded August 1, 2019 and will re-convene March 2020.

PUBLIC RELATIONS

Ribbon Cuttings and Beyond

The Program has experienced several monumental ribbon cutting ceremonies and 2019 was no exception. The first was held on August 28 for Arlington Elementary School. There was an estimated crowd of 250 for the event, which included school alumni, community members, elected officials and parents. The school had its dance team, Gold Starz, and cheer team perform while tours were led throughout the school.

The second ribbon cutting event was for REACH! Partnership High School at the Lake Clifton Park Building on August 29. There was an estimated crowd of 450 for the event, which also included school alumni, community members, elected officials and parents. The communications team hired Womb Works to perform at the start of the event and the school had its JROTC perform a Presentation of Colors for the start of the main program.

Arlington Elementary School

The Lake Clifton Park Building (REACH! Partnership School)

Both events were well attended by students, parents, teachers, City Schools officials, as well as local and State Representatives. Maryland Lieutenant Governor Boyd Rutherford, City School's CEO Sonja Santelises and Mayor Jack Young spoke about the impact that both schools would have not only on the students, but on their extended communities as well. The school communities have now been afforded new and state-of-the-art shared spaces that include food pantries and laundry facilities.

Three additional new elementary/middle schools – Bay Brook, John Ruhrah and Calvin M. Rodwell — all opened January 6, 2020. The timing and circumstances of the schools presented a unique situation for the communications team. After consulting with program partners and school leadership it was decided to have a combined ribbon cutting event at Bay-Brook Elementary/Middle School and open houses at the other schools, all held on January 4. The ribbon cutting had an estimated crowd of 300 people and speaker representatives from each of the schools, as well as state and city leadership. After the conclusion of the main program tours of Bay-Brook began. In the afternoon, open houses were held at Calvin M. Rodwell and John Ruhrah. Each had speaking portions from school leadership, followed by tours. The estimated crowd size for Calvin M. Rodwell was 250 people; John Ruhrah had a crowd of around 750 people.

Bay-Brook, John Ruhrah, and Calvin M. Rodwell

The last three openings were a milestone within the program, as they marked 14 of the 28 forecasted new school buildings being completed.

Community Engagement

As exciting as it is to break ground on new buildings and to open new schools, celebrating the ribbon cutting is just one component of the work that the Engagement team oversees. Other components, though less visible, embody the day-to-day work of informing, through community engagement, the support and transition of the 28 schools within the Program.

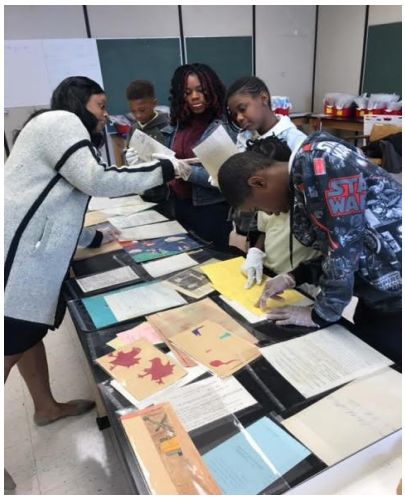
The team has spent countless hours engaging with communities, and school partners in preparation for school closures and mergers. In 2019, they held more than 90 community meetings focused around school mergers, construction, and transportation to and from swing schools. Students, parents, school faculty and staff were all active participants in providing feedback for the designs presented by the Architects and Construction Program Managers for each of the school construction projects. In 2019, the engagement representatives also hosted some 40 focus groups, 90% of which emphasized student voices. This allowed students to share what they wanted to see in their new buildings and discuss collaborative

and other shared spaces, including the community spaces where students would receive services if needed.

Twenty-six of the twenty-eight schools within the program received active engagement during the past year through activities such as school safety and climate walks, school and community time capsule projects, collaborative Lego builds, and school literacy nights. These activities have been found to ease the anxieties of students entering merged or new schools and allow for the creation of friendships. The other two schools, Highlandtown #237 and Commodore John Rodgers (both Elementary/ Middle schools), are in the procurement phase for design/CM services and the feasibility study phase, respectively. Active engagement for these two schools will begin in Spring 2020.

Lego build project

Lego build project



Time capsule project

The Engagement team also facilitated several canvassing opportunities throughout Baltimore communities. In the Govans community, students passed out flyers to help share the news about the construction of their new elementary school. With the help of Program staff, approximately 30 students distributed some 5,000 flyers in their neighborhood.

Safe Passage

The ability to walk to and from school using a safe route is of prime importance to City Schools and the Program. Safety walks are an integral part of the process allowing teams to identify areas of pedestrian and vehicular concern that could impact students as they journey to and from their schools. A climate walk is also performed and focuses on the environmental challenges of the neighborhoods and surrounding communities. The safety and climate walks have been a great opportunity for collaboration within the Program as well as with other City Agencies, including the Baltimore City Police Department, the Department of Transportation, Baltimore City Council, and local businesses to find solutions to ensure the safety and well-being of students.

Some of the items identified during the walks include reviewing unsafe vehicular routes as they impact walking paths and crosswalks, trash and debris collection points, blighted and abandoned buildings, and paths overgrown with weeds, brush and trees. The team works in partnership with the City of Baltimore's INSPIRE program to address these areas prior to the opening of schools with the outcome being to implement preferred walking routes, and instituting walking school bus routes manned by volunteers as solutions.

Cooperative Use Space Agreement, Memorandum of Understanding

In new buildings that are shared with Recreation and Parks, and the community at large, Cooperative Use Space Agreements through the use of Memorandum of Understandings (MOU) and Permits are used to govern the use of the space. The Baltimore City Board of School Commissioners and the Mayor and City Council of Baltimore, acting by and through its Department of Recreation and Parks, entered into the MOU relating to Cooperative Use Space for Recreational and Community Use of School Facilities, approved by the Board of Estimates of Baltimore City on February 24, 2016. That MOU was fully executed May 1, 2019 and covers four Recreation Centers built under the Program of which each partnership will receive individual license agreements.

1. Fort Worthington Elementary/Middle School
2. Frederick Elementary School
3. Dorothy I. Height Elementary School
4. Walter P. Carter Elementary/Middle School

INSPIRE

INSPIRE (Investing in Neighborhoods and Schools to Promote Improvement, Revitalization, and Excellence) is the City's effort to bolster the state's extraordinary investment into the school system. It leverages the Program to support children's learning and to improve neighborhood conditions and increase the tax base. The INSPIRE plans are facilitated by the Baltimore City Department of Planning (DOP) and created and implemented through many City agencies and community partners. This is a snapshot of 2019.

Plans Adopted and Underway

The Planning Commission adopted the Bay-Brook Elementary/Middle School INSPIRE plan in June 2019. This was the 11th INSPIRE plan adopted over four years. Six other planning processes were underway in 2019: John Ruhrah Elementary/Middle School, The REACH! Partnership School at Lake Clifton Park, Harford Heights Elementary School, Govans Elementary School, Mary E. Rodman Elementary School, Robert W. Coleman Elementary School, and Medfield Heights Elementary School. All plans can be found on the INSPIRE web site.

By the Numbers: Improving Streetscapes

Streetscape improvements along primary walking routes are one of the most immediate investments around 21st Century school buildings. In addition to beautifying the neighborhood, these improvements help ensure safer pedestrian access to the schools for students and others. To date, the Baltimore City Department of Transportation (DOT) has fixed deficient sidewalks along approximately 26.53 miles and the Department of Recreation and Parks' Tree Baltimore program has planted over 1,000 street trees.

City Agencies Working Together

Coordination among City agencies can be challenging given limited resources and multiple, often shifting, priorities. But in 2019, agency partnerships led to many positive outcomes for Baltimore's residents. These are a few of the results.

- Improving neighborhood parks: Baltimore City Recreation and Parks (BCRP) completed many of the German Park master plan improvements near the Dorothy I. Height Elementary School. As a result, area residents have become much more active in the park. Partners included BCRP, Baltimore Office of Promotion & the Arts (BOPA), Reservoir Hill Improvement Council, Healthy Neighborhoods, Inc., Friends of German Park, and Neighborhood Design Center.
- Assisting school construction: Baltimore Department of Housing and Community Development (HCD) acquired properties adjacent to the Walter P. Carter Building so that the construction project could include additional on-site parking.
- Supporting neighborhood resiliency: Baltimore Office of Sustainability (BoS) designated City of Refuge, near Bay-Brook Elementary/Middle School, the City's newest Resiliency Hub. The Hub will be a safe place for nearby residents to gather and access resources during times of emergency.

BoS is working with the Department of Public Works (DPW) to apply for state funding to make weatherization and energy efficiency improvements to the building.

- Creating pedestrian-friendly environments: DOT conducted traffic studies and improved crosswalks around many schools. DOT substantially completed two major pedestrian path projects, described below.

INSPIRE Development Incentives Improve Homes in Park Heights

Over the summer, HCD made INSPIRE incentives available to help stabilize neighborhoods and promote new investment around Pimlico Elementary/Middle School and Arlington Elementary School. A total of $500,000 in each area was allocated through local impact aid (slots funding) to develop vacant properties and $250,000 to assist homeowners with repairs.

Community Projects Enhance Community Connections

Projects funded through INSPIRE create or improve places for residents to play, be active, and socialize with each other. These recent projects are examples that connect people and places.

- DOT began reclaiming Fordney Lane, an overgrown pedestrian alley across from Forest Park High School. The alley leads directly to the steps of the original 1924 school building, which were preserved during construction. The project added lights and cleared the overgrowth and debris. Additional improvements will come in 2020.
- DOT began to turn a highly-trafficked right-of-way into an accessible and protected walking path and gathering place in the heart of Cherry Hill, where both Arundel Elementary School and Cherry Hill Elementary/Middle School opened in 2018. Partners including South Church, Cherry Hill Community Coalition, Youth Resiliency Institute, Family Health Centers of Baltimore, and the schools will work with residents to activate and personalize the space.
- The Mission Continues mobilized veterans from across the country and other volunteers this summer to kickoff improving a path in Farring Baybrook Park. The wooded path connects Bay-Brook Elementary/Middle School and the Farring Baybrook Rec Center to the William J. Myers Pavilion and Curtis Bay Elementary/Middle School, as well as the new CSX Field. BCRP will be making additional improvements.

Public Artworks Enhance Neighborhoods around Schools

Through a partnership between INSPIRE and BOPA, residents and students have opportunities to work with artists to help make community projects truly fulfill their vision. In 2019 new public artworks were installed or started near three 21st Century schools: a sculptural gateway arch was installed in the Arlington INSPIRE Community Garden, a horizontal mural and a steel and concrete sculpture were added to a new micro park across from Pimlico, and a mosaic-covered outdoor stage is being created for the Fort Worthington Community Garden. INSPIRE has also funded the Art @ Work program which hires YouthWorks participants to work under teaching and intern artists and to participate in professional development workshops. To date, INSPIRE has funded nine mural projects in five INSPIRE areas. In 2019, youth helped paint murals near Bay-Brook Elementary/Middle School (at Curtis Bay Elementary/Middle

School and the Farring Baybrook Rec Center) and Govans Elementary School (at a Family Dollar and Dewees Rec Center).

Visit INSPIRE online to download the plans, read the latest newsletter, view project scopes of work, and more: https://planning.baltimorecity.gov/planning-inspire.

PROGRAM COMMUNICATIONS

Communications Plan

To ensure information about the 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 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 2019 and beyond. The program continues to benefit from the structure and content of this communications plan.

Communications Vehicles and Methods: *By the Numbers*

MailChimp (newsletter) – number of subscribers
Audience Total 2018: 2,698
Audience Total 2019: 1,981
27% decrease: The communications team analyzed contacts and removed hundreds of inactive subscribers.

MailChimp (newsletter) - average open and click rate for 2019

- 5,725 emails delivered
- 1,231 delivered emails were opened = 21% (National average open rates are 15-25%)
- 170 clicked a link inside the newsletter = 13.8% (National average click rate is 2.5%)

Facebook - number of page likes in 2019 compared to 2018
12/17/2019 507 Page Likes
12/19/2018 420 Page Likes
20% increase

Facebook - trending posts, what type of posts received the most views and shares
Top Performing Posts of 2019: (Over 450 reached)

- Construction Progress Photos (Ruhrah)- 7.3K Reach
- Construction Progress Photos (Calvin M Rodwell)- 866
- Shared Link (WBAL-TV11)-624 Reached
- School Exterior Photo (REACH!)- 1.1K Reached
- Earth Day Post- 497 Reached
- REACH! Bird's eye view video-1K Reached
- Shared City Schools Video Team-763 Reached

Instagram – 762 followers
Twitter – 639 followers

Community Update Robocalls

- 78

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 $18.1 million than the budget. The primary reasons for this is related to the true-up of the 2018 bottle tax revenues of $3.6 million (which included an adjustment payment of $1.0 million for prior years), the payment for table game revenues of $2.8 million, and investment\interest income of $11.7 million related to the investment of the bond proceeds.

Expenditures

Overall, expenses through June 2019 were $0.8 million over budget. Below are some of the major variances:

Salaries, Wages and Benefits
This category is lower than projected by $1.4 million because of lower benefit costs and vacant positions not filled until late in the fiscal year.

Contractual Services
This category was over budget by $7.2 million. The amount of construction was greater than budget.

Grants and Subsidies
This category was under budget by $4.9 million. This category is to reimburse Baltimore City Public Schools for operating expenses and end-user devices. Budgeted more funds for end-user devices and swing space transportation than needed.

COMPREHENSIVE MAINTENANCE PLAN UPDATE

Maryland's Interagency Commission on School Construction (IAC) requires that each Local Education Agency (LEA) establish and annually update a Comprehensive Maintenance Plan (CMP). The CMP must describe the Baltimore City Schools' Board of School Commissioner's (School Board) strategy for maintaining its public school facilities and must also be compatible with the School Board's Comprehensive Educational Facilities Master Plan (CEFMP) and Capital Improvement Plan (CIP).

In addition, in accordance with the Memorandum of Understanding (MOU) for the Construction and Revitalization of Baltimore City Public Schools, City Schools is required to complete a CMP each year to demonstrate progress and to set forth a five-year plan for continued progress in the maintenance and operation (M&O) of its school facilities. The IAC is required to review the CMP each year, with progress as a factor considered by the IAC in the review of Program projects, and in review of CIP projects.

Most importantly, the CMP provides a strategic overview of the facility maintenance program and highlights continuing improvements and new initiatives to increase efficiency and improve the quality of services delivered. The CMP details City Schools' organizational structure, plans, and activities 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 administers the CEFMP, which includes the CIP.

The plan demonstrates how City Schools' FM&O department performs the following responsibilities:

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, Chief Operating Officer, and Executive Facility Director, supported by FM&O, strive to provide a safe and healthy learning environment for students, faculty, and the community while operating school buildings in an efficient manner. The district's maintenance and preventive maintenance programs provide the necessary foundation to support educational programs and to sustain facilities.

Annual IAC Review of the Comprehensive Maintenance Plan (CMP)

Per the MOU, City Schools is required to annually submit to the IAC a comprehensive maintenance plan (CMP) and the IAC must incorporate City Schools' attainment of maintenance metrics as a factor in the approval of future 10-Year Plan and Capital Improvement Program (CIP) projects.

City Schools' FY 2020 CMP shows that City Schools continued to be more effective and more efficient in FY 2019. For example, the CMP reports that City Schools completed 25% more work orders — and completed them faster — than in FY 2018. In addition, City Schools added 16 FTEs in order to perform scheduled (preventive) maintenance. City Schools has been able to achieve an improvement in state

maintenance assessment scores for the sample of facilities assessed in FY 2018 and FY 2019, which is an accomplishment that no other LEA in the state can claim.

In recent years, as called for in the MOU and with the support of the Program, City Schools has worked to implement a Computerized Maintenance Management System (CMMS) intended to manage and track scheduled and unscheduled maintenance work. To fully meet the MOU's requirements, City Schools must implement its CMMS to auto-generate preventive maintenance work orders. Once operational, this critical function will help City Schools maximize the life span of not just 21st Century Schools buildings but all Baltimore City school facilities. City Schools expects to complete implementation of this critical function for the 14 occupied 21st Century School buildings by December 2020, and expects to have the function in place for each new 21st Century building when it opens. With this function in place, and with another addition to its maintenance budget of more than $3 million, City Schools seems poised to continue to improve on maintenance effectiveness in FY 2020.

Computerized Maintenance Management System (CMMS) Implementation

Since Fall 2016, FM&O has been incrementally implementing a more efficient maintenance practices, inclusive of a more robust and efficient PM program (see timeline), which will result in an extensive asset inventory in the CapitalForecast module within the SchoolDude software package along with automated PM schedules inside of the PMDirect module for specific critical building assets for existing (by Spring 2020) and 21C Buildings (when last building comes online).

TASK	TARGET START	PROGRESS	NOTES
PHASE 2: PMDirect & CapitalForecast Implementation			
Stage I Existing Buildings (Excludes Non-21C & Exhibit 6)			
Facility Condition Assessment (Asset Inventory)	September 2016	In progress: On-time	
Auto-generate PM work orders for existing buildings[5]	September 2017	Ongoing: Delayed, FCA Year 1 & 2 schools generated September 2019	Delayed due to staff transitions and need for someone to directly manage process (Used transition period to establish a formal CMMS team)
Year 1 Schools (25%)	Aug 2019	Complete	
Year 2 Schools (25%)	Aug 2019	Complete	

[5] Existing Buildings: PM work orders are manually created until a school's FCA and inventory information have been verified and ready for auto-generation.

TASK	TARGET START	PROGRESS	NOTES
Year 3 Schools (25%)	Jan 2020	Complete	
Year 4 Schools (25%)	Aug 2020	On-schedule	
Stage II SchoolDude and 21st Century Building Integration			
Contract with SchoolDude/EMG – FCA Inventory and PM Creation	September 2017	In progress: Delayed until May 2019	Delayed as a result of major leadership changes and staff transitions; worked with new leadership to establish a BMP turnover process between City Schools and MSA
Auto-generate PM work orders for existing buildings[6]		Ongoing	Target start may be delayed based on when City Schools receives 90% BMPs from MSA and subsequently how long it takes EMG to transpose and convert the BMP into the template, FM&O to Review schedules and SchoolDude to upload; other factors that may impact whether a work order is auto generated for a piece of equipment is if MSA is still making adjustments at time of beneficial occupancy.
Fort Worthington	Jan 2020	In progress	
Frederick Elementary	Jan 2020	In progress	
Dorothy I. Height	Jan 2020	In progress	
Robert Poole Building	Jan 2020	In progress	
Cherry Hill	Jan 2020	In progress	
Arundel	Jan 2020	In progress	
Pimlico	Jan 2020	In progress	
Forest Park High	Jan 2020	In progress	
Arlington	Jan 2020	In progress	
Fairmont Harford	Jan 2020	In progress	
Calvin Rodwell	Jan 2020	In progress	
John Ruhrah	Jan 2020	In progress	
Bay-Brook	Jan 2020	In progress	

[6] 21C Buildings: PM work orders are manually created until a school's 90% BMP has been received, and inventory uploaded and ready for auto-generation.

TASK	TARGET START	PROGRESS	NOTES
Mary E. Rodman	Sep 2020	Not Started	
Walter P. Carter	Jan 2021	Not Started	
Govans	Jan 2021	Not Started	
Medfield Heights	Jan 2021	Not Started	
Patterson-Claremont	Sep 2021	Not Started	
Stage III Quality Control & Process Refinement	August 2019	Ongoing	
Stage IV Quality Control & Process Refinement	October 2016	Ongoing	

Key Performance Indicators (KPIs)

City Schools and the School Board are committed to support the 21st Century School Buildings Plan and the MOU requirements through data-driven management and decision making, continual performance improvement, and customer service response. The table below shows FM&O KPIs for FY2019. One of the objectives for the CMMS is to have access to these indicators in real time. Below is a summary of the positive movement in the work and a direct reflection of more efficient processes, oversight, accountability and effective use of SchoolDude.

- Percent of all open work orders decreased by 4.2%
- Average age of all work orders decreased by 13.8 days
- Average work orders per day completed increased by 38 per day
- Work orders completed in 15 days or less increased by 3%
- Work orders completed in 30 days or more decreased by 3%

Factors that contributed to these changes:

- Regional repair teams are on a 6-week maintenance and repair cycle ("Blitz") where general maintenance work orders are usually completed within 45 days.
- Engineering/Mechanical services restructured to reduce personnel to square footage ratio from 1:28 to 1:4.
- There has been strong emphasis on the use of technology in the field to access and update work orders in real time.

Operations (All Buildings)	FY2018	FY2019	2018 vs 2019
Number of All Open Work Orders	3,123	1,632	-1,489

Percent of All Open Work Orders	7.5%	3.33%	-4.2%
Number of All Open Work Orders Greater than 60 days	726	1,327	601
Percent of All Open Work Orders Greater than 60 days	23.2%	81.3%	58.1%
Average Age of All Work Orders in Days	41.2	27.4	13.8
Average Days to Close Work Orders	28	32	4
Average Hours to Complete Work Orders	2.3	2.1	-
Average Work Orders per Day Completed*	147	185	38
Amount of Completed Work Orders in 15 Days	26,168	34,223	-
Percentage	68%	71%	3%
Amount of Completed Work Orders 15 to 30 Days	2,428	2,701	-
Percentage	6%	6%	0%
Amount of Completed Work Orders Over 30 Days	9,611	10,943	-
Percentage	26%	23%	-3%
Amount of Completed Work Orders	38,445	48,156	-

**Assumes 261 working days.*

Staffing Model

Departmental increases in FY2019 supported mechanical PM work and non-mechanical services, as well as supplemental trade support and additional staffing.

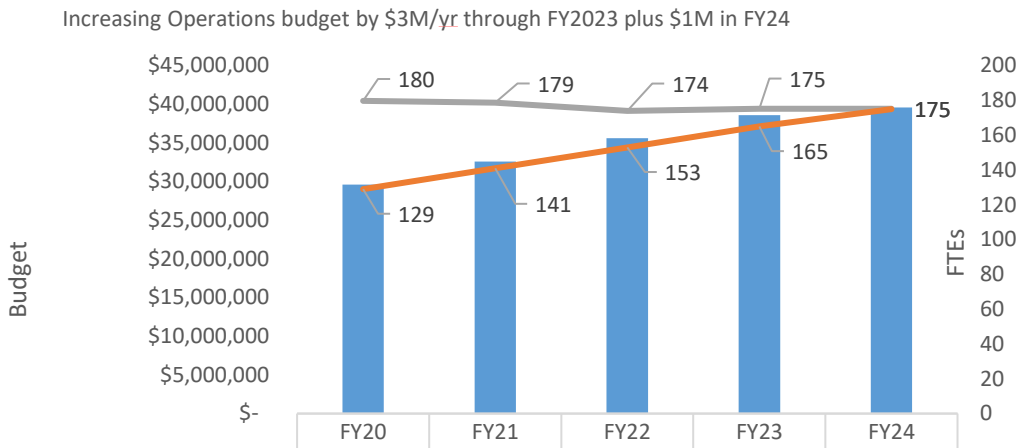
In addition to reducing total square footage, the proposed budget increase should address staffing levels to better support facility needs and challenges, and more importantly, provide additional funding for PM to ensure our facilities stay online. Increased investment in staffing will ensure appropriate oversight and support to address facility deficiencies or minor challenges. Staffing increases will reduce reliance on contractors, that at times, lack historical knowledge of City Schools' facilities, and often present variation in support of facilities based on their own staffing limitations. It is anticipated that by FY2023, FM&O will have 94% of the FTEs required to maintain school buildings; however, if funded an additional $1M in FY2024 FM&O can reach 100% capacity.

	5-year Plan: Facility and Maintenance FY2019 - FY2023				
	SY18-19	SY19-20	SY20-21	SY21-22	SY22-23
21st Century Buildings Program & CEFMP	**FY2019**	**FY2020**	**FY2021**	**FY2022**	**FY2023**
Total Square Footage	18,114,098	17,868,926	16,973,372	16,878,381	16,428,988

Closed/Decreased SF	(262,367)	(895,554)	(368,819)	(709,323)	(18,780)
Added SF	17,195	0	273,828	259,930	141,459
SF to Maintain	17,868,926	16,973,372	16,878,381	16,428,988	16,551,667
District School Buildings					
Total School Bldgs	156	153	150	145	139
Closed School Bldgs	-3	-3	-5	-6	-1
School Bldgs to Maintain	153	150	145	139	138
Staffing Needs[7]					
FTEs Needed	190	180	179	174	175
Projected FTEs w/ $3M[8]		129	141	153	165
FTE Deficit		51	38	21	10

[7] *Staffing needs are based on the APPA's Managed Care Service Level square footage of 94,430 sqft/FTE and only looks at the total number of trades personnel needed. It does not include management positions and does not consider mixture of building types, building ages or a building systems sophistication.*

[8] *Projected FTEs are based on being able to create 12 new positions a year and assumes FM&O does not experience a budget reduction during this period of time.*



	FY20	FY21	FY22	FY23	FY24
Budget (w/ add. $3M)	$29,595,2	$32,595,2	$35,595,2	$38,595,2	$39,595,2
Square Footage to Maintain	16,973,37	16,878,38	16,428,98	16,551,66	16,551,66
FTEs Needed (based on sqft)	180	179	174	175	175
Current/Projected FTEs	129	141	153	165	175

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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
(5)	Arlington #234	360	471	102,300	217	$ 41,260,642	$ 36,885,343	$ 36,022,200	$ (863,143)	$ 352
(5)	Arundel #164	576	706	113,647	161	$ 44,253,516	$ 37,800,000	$ 36,859,523	$ (940,477)	$ 324
	Cherry Hill #159	647	853	129,509	152	$ 48,281,839	$ 42,000,000	$ 42,085,788	$ 85,788	$ 325
	Forest Park #406	701	993	199,785	201	$ 70,122,898	$ 60,400,000	$ 56,193,983	$ (4,206,017)	$ 281
	Fort Worthington #085	691	621	103,351	166	$ 42,187,379	$ 34,300,000	$ 33,080,646	$ (1,219,354)	$ 320
	Frederick #260	415	504	84,961	169	$ 30,855,997	$ 25,100,000	$ 25,135,322	$ 35,322	$ 296
(6)	Dorothy I. Height #061	352	479	91,346	191	$ 33,539,978	$ 28,600,000	$ 28,359,808	$ (240,192)	$ 310
(7)	Wildwood #088	775	704	110,355	157	$ 39,938,364	$ 35,300,000	$ 35,204,180	$ (95,820)	$ 319
(1)	Patterson #405	1,104	1,481	242,019	163	$ 111,505,288	$ 92,518,782	$ 88,473,818	$ (4,044,964)	$ 366
	Pimlico #223	720	688	119,015	173	$ 45,279,387	$ 38,700,000	$ 37,836,910	$ (863,090)	$ 318
	Robert Poole #333/#427	790	1,005	135,896	135	$ 55,056,540	$ 45,200,000	$ 38,507,745	$ (6,692,255)	$ 283
	Plan Year 1 Schools	**7,131**	**8,505**	**1,432,184**	**168**	**$ 562,281,828**	**$ 476,804,125**	**$ 457,759,923**	$ (19,044,202)	**$ 385**
	John Ruhrah #228	825	976	143,613	147	$ 45,103,798	$ 41,681,687	$ 41,459,429	$ (222,258)	$ 289
	Calvin M. Rodwell #256	710	760	111,694	147	$ 39,832,554	$ 35,586,762	$ 35,577,365	$ (9,397)	$ 319
	Bay-Brook #124	450	787	115,945	147	$ 45,765,213	$ 38,042,708	$ 37,692,328	$ (350,380)	$ 325
(1)	Walter P. Carter #134/#313	544	824	149,953	182	$ 59,502,105	$ 55,800,000	$ 54,923,438	$ (876,562)	$ 366
(1)	Mary E. Rodman #204	462	537	81,488	152	$ 27,017,126	$ 24,160,000	$ 25,533,719	$ 1,373,719	$ 313
	Fairmont Harford #341	801	870	165,314	190	$ 52,235,466	$ 49,214,677	$ 47,796,622	$ (1,418,055)	$ 289
(3)	Govans #213	486	590	87,260	148	$ 37,291,776	-	-		
(1)	Medfield Heights #249	449	491	79,740	162	$ 34,916,396	$ 32,310,000	$ 32,320,710	$ 10,710	$ 405
(4)	Commodore John Rodgers	-	-	-	-	-	-	-		
(8)(3)	Highlandtown #237	620	914	35,140	N/A	$ 19,150,889	-	-		
(2)	Harford Heights #36/#314	513	627	144,290	230	$ 49,923,768	-	-		
(2)	Calverton #75	611	821	122,525	149	$ 52,642,955	-	-		
(2)	James Mosher #144	400	405	75,611	187	$ 25,897,675	-	-		
(2)	Montebello #44	542	529	84,153	159	$ 34,349,212	-	-		
(2)	Cross Country #247	657	750	92,596	123	$ 26,273,410	-	-		
(2)	Northwood #242	585	704	100,213	142	$ 58,782,750	-	-		
(2)	Robert W. Coleman #142	321	314	52,528	167	$ 18,149,962	-	-		
	Plan Year 2 Schools	**8,976**	**10,899**	**1,642,063**	**151**	**$ 626,835,055**	**$ 276,795,834**	**$ 275,303,611**	$ (1,492,223)	$ 513

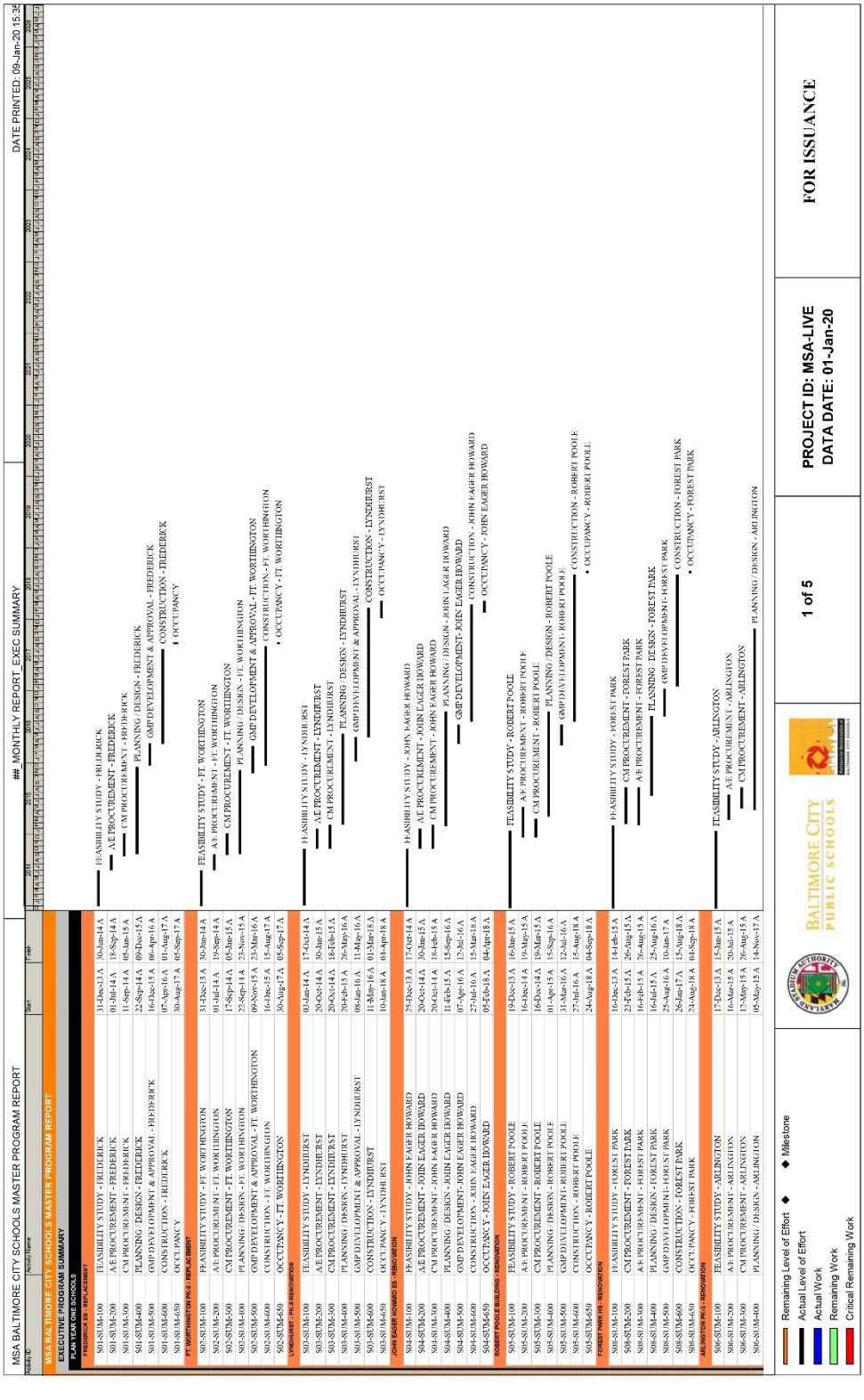
KEY

* *Projections shown 3 years after opening based on 2019 CEFMP dated 7/10/18 v3 capacity review.*

** *Yr 2 projects include AV/IT costs as part of construction bids*

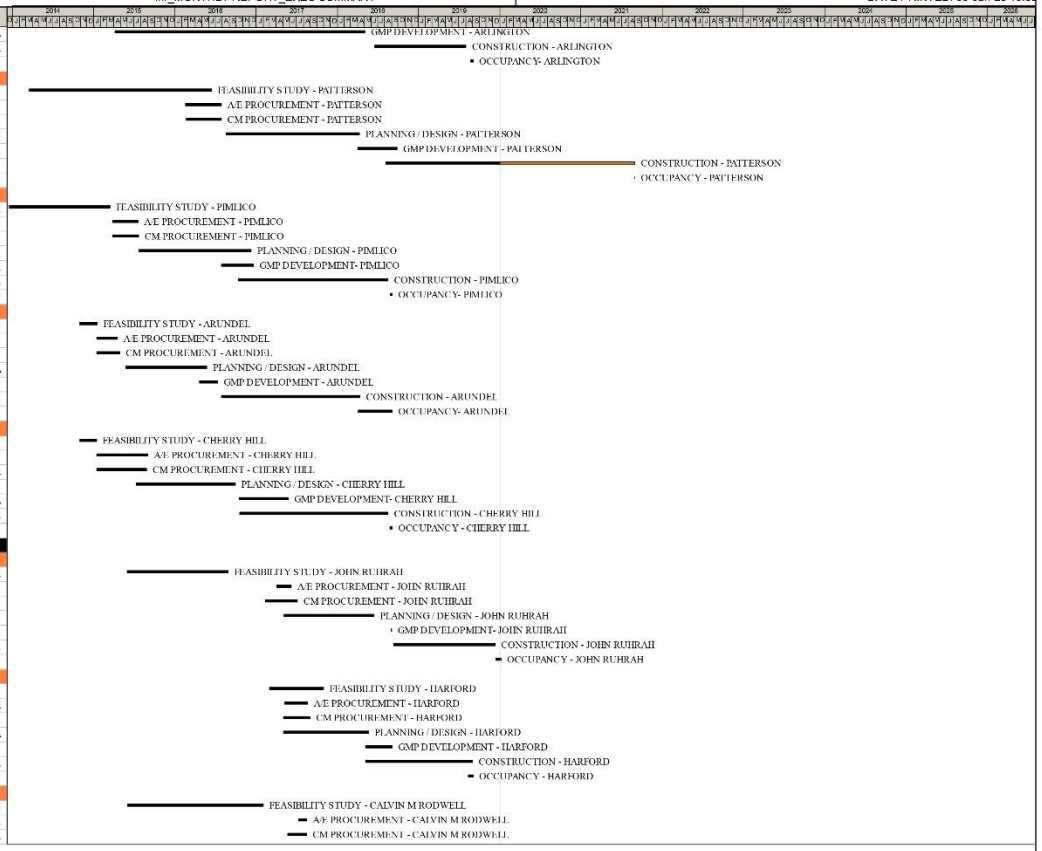
		UTILIZATION	
(1)	*Under construction*	*yr 1 util*	83.84%
(2)	*In design*	*yr 2 util*	82.36%
(3)	*in procurement/approval stage*	*avg combined*	83.01%
(4)	*in feasibility study stage*		
(5)	*includes Early Childhood Development Center*		
(6)	*formerly John Eager Howard #061*		
(7)	*formerly Lyndhurst #088*		
(8)	*building addition only*		

Exhibit 2: Schedules



MSA BALTIMORE CITY SCHOOLS MASTER PROGRAM REPORT | ##_MONTHLY REPORT_EXEC SUMMARY | DATE PRINTED: 09-Jan-20 15:35

Activity ID	Activity Name	Start	Finish
S06-SUM-500	GMP DEVELOPMENT - ARLINGTON	06-Apr-15 A	03-May-18 A
S06-SUM-600	CONSTRUCTION - ARLINGTON	18-Jun-18 A	01-Aug-19 A
S06-SUM-650	OCCUPANCY- ARLINGTON	23-Aug-19 A	03-Sep-19 A
PATTERSON HS - REPLACEMENT			
S09-SUM-100	FEASIBILITY STUDY - PATTERSON	18-Mar-14 A	15-Jun-16 A
S09-SUM-200	A/E PROCUREMENT - PATTERSON	18-Feb-16 A	27-Jul-16 A
S09-SUM-300	CM PROCUREMENT - PATTERSON	22-Feb-16 A	27-Jul-16 A
S09-SUM-400	PLANNING / DESIGN - PATTERSON	18-Aug-16 A	09-Apr-18 A
S09-SUM-500	GMP DEVELOPMENT - PATTERSON	02-Apr-18 A	26-Sep-18 A
S09-SUM-600	CONSTRUCTION - PATTERSON	06-Aug-18 A	30-Aug-21
S09-SUM-650	OCCUPANCY - PATTERSON	31-Aug-21	31-Aug-21
PIMLICO PK-8 - RENOVATION			
S10-SUM-100	FEASIBILITY STUDY - PIMLICO	17-Dec-13 A	15-Mar-15 A
S10-SUM-200	A/E PROCUREMENT - PIMLICO	26-Mar-15 A	20-Jul-15 A
S10-SUM-300	CM PROCUREMENT - PIMLICO	26-Mar-15 A	22-Jul-15 A
S10-SUM-400	PLANNING / DESIGN - PIMLICO	22-Jul-15 A	08-Dec-16 A
S10-SUM-500	GMP DEVELOPMENT- PIMLICO	27-Jul-16 A	19-Dec-16 A
S10-SUM-600	CONSTRUCTION - PIMLICO	13-Oct-16 A	15-Aug-18 A
S10-SUM-650	OCCUPANCY- PIMLICO	28-Aug-18 A	04-Sep-18 A
ARUNDEL PK-8 - RENOVATION			
S11-SUM-100	FEASIBILITY STUDY - ARUNDEL	31-Oct-14 A	16-Jan-15 A
S11-SUM-200	A/E PROCUREMENT - ARUNDEL	16-Jan-15 A	17-Apr-15 A
S11-SUM-300	CM PROCUREMENT - ARUNDEL	16-Jan-15 A	29-Apr-15 A
S11-SUM-400	PLANNING / DESIGN - ARUNDEL	26-May-15 A	23-May-16 A
S11-SUM-500	GMP DEVELOPMENT - ARUNDEL	22-Apr-16 A	12-Jul-16 A
S11-SUM-600	CONSTRUCTION - ARUNDEL	27-Jul-16 A	13-Apr-18 A
S11-SUM-650	OCCUPANCY- ARUNDEL	04-Apr-18 A	04-Sep-18 A
CHERRY HILL PK-8 - RENOVATION			
S07-SUM-100	FEASIBILITY STUDY - CHERRY HILL	31-Oct-14 A	16-Jan-15 A
S07-SUM-200	A/E PROCUREMENT - CHERRY HILL	16-Jan-15 A	03-Sep-15 A
S07-SUM-300	CM PROCUREMENT - CHERRY HILL	16-Jan-15 A	26-Aug-15 A
S07-SUM-400	PLANNING / DESIGN - CHERRY HILL	13-Jul-15 A	30-Sep-16 A
S07-SUM-500	GMP DEVELOPMENT- CHERRY HILL	17-Oct-16 A	24-May-17 A
S07-SUM-600	CONSTRUCTION - CHERRY HILL	18-Oct-16 A	15-Aug-18 A
S07-SUM-650	OCCUPANCY - CHERRY HILL	24-Aug-18 A	04-Sep-18 A
PLAN YEAR TWO SCHOOLS			
JOHN RURAH EMS			
S13-SUM-100	FEASIBILITY STUDY - JOHN RUHRAH	01-Jun-15 A	26-Aug-16 A
S13-SUM-200	A/E PROCUREMENT - JOHN RUHRAH	04-Apr-17 A	07-Jun-17 A
S13-SUM-300	CM PROCUREMENT - JOHN RUHRAH	10-Feb-17 A	05-Jul-17 A
S13-SUM-400	PLANNING / DESIGN - JOHN RUHRAH	05-May-17 A	15-Jun-18 A
S13-SUM-500	GMP DEVELOPMENT- JOHN RUHRAH	30-Aug-18 A	03-Sep-18 A
S13-SUM-600	CONSTRUCTION - JOHN RUHRAH	10-Sep-18 A	10-Dec-19 A
S13-SUM-650	OCCUPANCY - JOHN RUHRAH	15-Dec-19 A	06-Jan-20
FAIRMONT - HARFORD HS			
S14-SUM-100	FEASIBILITY STUDY - HARFORD	02-Mar-17 A	31-Oct-17 A
S14-SUM-200	A/E PROCUREMENT - HARFORD	10-May-17 A	21-Aug-17 A
S14-SUM-300	CM PROCUREMENT - HARFORD	02-May-17 A	01-Sep-17 A
S14-SUM-400	PLANNING / DESIGN - HARFORD	02-May-17 A	21-May-18 A
S14-SUM-500	GMP DEVELOPMENT - HARFORD	07-May-18 A	04-Sep-18 A
S14-SUM-600	CONSTRUCTION - HARFORD	07-May-18 A	30-Aug-19 A
S14-SUM-650	OCCUPANCY - HARFORD	12-Aug-19 A	03-Sep-19 A
CALVIN M RODWELL EMS			
S15-SUM-100	FEASIBILITY STUDY - CALVIN M RODWELL	04-Jun-15 A	01-Feb-17 A
S15-SUM-200	A/E PROCUREMENT - CALVIN M RODWELL	10-Jul-17 A	16-Aug-17 A
S15-SUM-300	CM PROCUREMENT - CALVIN M RODWELL	24-May-17 A	16-Aug-17 A



Remaining Level of Effort ◆ ◆ Milestone
Actual Level of Effort
Actual Work
Remaining Work
Critical Remaining Work

BALTIMORE CITY PUBLIC SCHOOLS

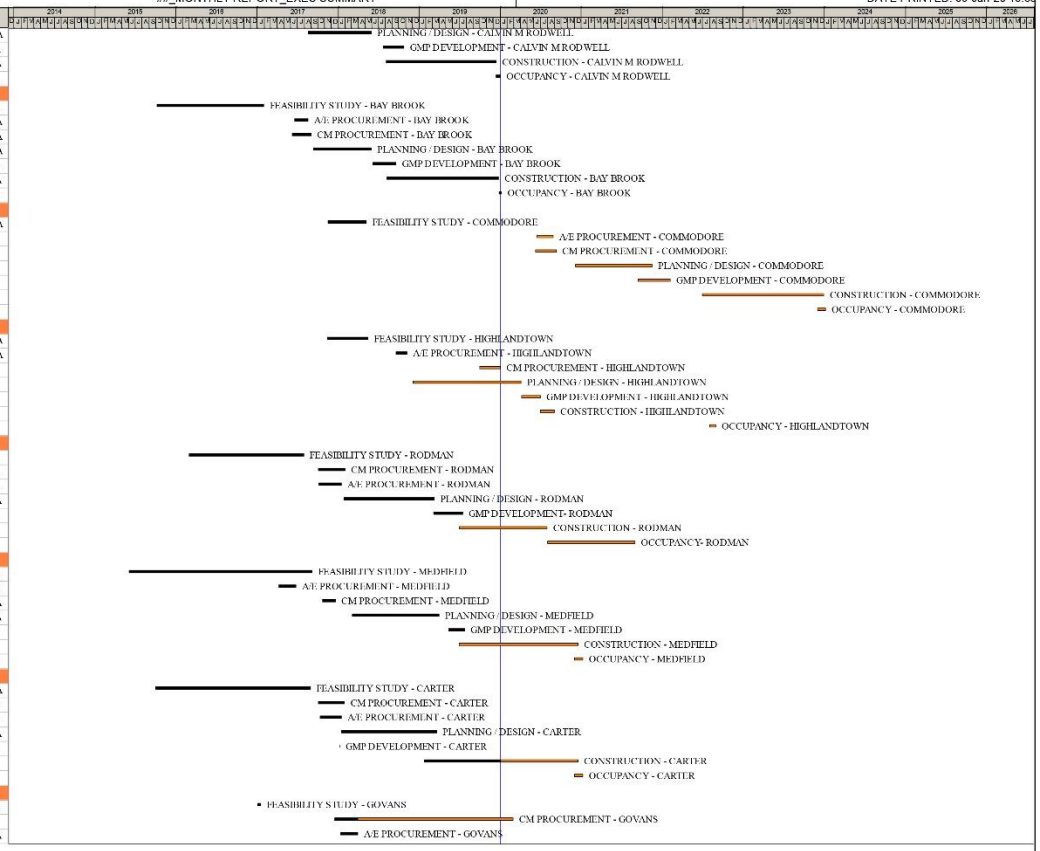
2 of 5

PROJECT ID: MSA-LIVE
DATA DATE: 01-Jan-20

FOR ISSUANCE

MSA BALTIMORE CITY SCHOOLS MASTER PROGRAM REPORT | ##_MONTHLY REPORT_EXEC SUMMARY | DATE PRINTED: 09-Jan-20 15:35

Activity ID	Activity Name	Start	Finish
S15-SUM-400	PLANNING / DESIGN - CALVIN M RODWELL	17-Aug-17 A	30-May-18 A
S15-SUM-500	GMP DEVELOPMENT - CALVIN M RODWELL	23-Jul-18 A	23-Oct-18 A
S15-SUM-600	CONSTRUCTION - CALVIN M RODWELL	06-Aug-18 A	15-Dec-19 A
S15-SUM-650	OCCUPANCY - CALVIN M RODWELL	15-Dec-19 A	01-Jan-20 A
BAY - BROOK E/MS			
S16-SUM-100	FEASIBILITY STUDY - BAY BROOK	06-Oct-15 A	30-Jan-17 A
S16-SUM-200	A/E PROCUREMENT - BAY BROOK	19-Jun-17 A	17-Aug-17 A
S16-SUM-300	CM PROCUREMENT - BAY BROOK	08-Jun-17 A	31-Aug-17 A
S16-SUM-400	PLANNING / DESIGN - BAY BROOK	11-Sep-17 A	29-May-18 A
S16-SUM-500	GMP DEVELOPMENT - BAY BROOK	07-Jun-18 A	17-Sep-18 A
S16-SUM-600	CONSTRUCTION - BAY BROOK	07-Aug-18 A	24-Dec-19 A
S16-SUM-650	OCCUPANCY - BAY BROOK	27-Dec-19 A	06-Jan-20 A
COMMODORE JOHN RODGERS ES / MS			
S17-SUM-100	FEASIBILITY STUDY - COMMODORE	17-Nov-17 A	08-May-18 A
S17-SUM-200	A/E PROCUREMENT - COMMODORE	15-Jun-20	25-Aug-20
S17-SUM-300	CM PROCUREMENT - COMMODORE	08-Jun-20	08-Sep-20
S17-SUM-400	PLANNING / DESIGN - COMMODORE	07-Dec-20	15-Nov-21
S17-SUM-500	GMP DEVELOPMENT - COMMODORE	14-Sep-21	04-Feb-22
S17-SUM-600	CONSTRUCTION - COMMODORE	01-Jul-22	29-Dec-23
S17-SUM-650	OCCUPANCY - COMMODORE	01-Dec-23	05-Jan-24
HIGHLANDTOWN #237 ES			
S18-SUM-100	FEASIBILITY STUDY - HIGHLANDTOWN	14-Nov-17 A	15-May-18 A
S18-SUM-200	A/E PROCUREMENT - HIGHLANDTOWN	17-Sep-18 A	07-Nov-18 A
S18-SUM-300	CM PROCUREMENT - HIGHLANDTOWN	01-Oct-19	01-Jan-20
S18-SUM-400	PLANNING / DESIGN - HIGHLANDTOWN	03-Dec-18 A	03-Apr-20
S18-SUM-500	GMP DEVELOPMENT - HIGHLANDTOWN	06-Apr-20	29-Jun-20
S18-SUM-600	CONSTRUCTION - HIGHLANDTOWN	01-Jul-20	31-Aug-20
S18-SUM-650	OCCUPANCY - HIGHLANDTOWN	01-Aug-22	29-Aug-22
MARY E RODMAN ES			
S19-SUM-100	FEASIBILITY STUDY - RODMAN	01-Mar-16 A	31-Jul-17 A
S19-SUM-200	CM PROCUREMENT - RODMAN	03-Oct-17 A	31-Jan-18 A
S19-SUM-300	A/E PROCUREMENT - RODMAN	05-Oct-17 A	16-Jan-18 A
S19-SUM-400	PLANNING / DESIGN - RODMAN	25-Jan-18 A	08-Mar-19 A
S19-SUM-500	GMP DEVELOPMENT- RODMAN	08-Mar-19 A	15-Jul-19 A
S19-SUM-600	CONSTRUCTION - RODMAN	01-Jul-19	30-Jul-20
S19-SUM-650	OCCUPANCY- RODMAN	03-Aug-20	31-Aug-21
MEDFIELD HEIGHTS ES			
S20-SUM-100	FEASIBILITY STUDY - MEDFIELD	03-Jun-15 A	05-Sep-17 A
S20-SUM-200	A/E PROCUREMENT - MEDFIELD	10-Apr-17 A	23-Jun-17 A
S20-SUM-300	CM PROCUREMENT - MEDFIELD	23-Oct-17 A	18-Dec-17 A
S20-SUM-400	PLANNING / DESIGN - MEDFIELD	05-Mar-18 A	31-Mar-19 A
S20-SUM-500	GMP DEVELOPMENT - MEDFIELD	13-May-19 A	24-Jul-19 A
S20-SUM-600	CONSTRUCTION - MEDFIELD	01-Jul-19 A	15-Dec-20
S20-SUM-650	OCCUPANCY - MEDFIELD	01-Dec-20	06-Jan-21
WALTER F CARTER ES / MS			
S22-SUM-100	FEASIBILITY STUDY - CARTER	02-Oct-15 A	29-Aug-17 A
S22-SUM-200	CM PROCUREMENT - CARTER	02-Oct-17 A	29-Jan-18 A
S22-SUM-300	A/E PROCUREMENT - CARTER	11-Oct-17 A	15-Jan-18 A
S22-SUM-400	PLANNING / DESIGN - CARTER	16-Jan-18 A	21-Mar-19 A
S22-SUM-500	GMP DEVELOPMENT - CARTER	08-Jan-18 A	08-Jan-18 A
S22-SUM-600	CONSTRUCTION - CARTER	24-Jan-19 A	15-Dec-20
S22-SUM-650	OCCUPANCY - CARTER	01-Dec-20	06-Jan-21
GOVANS ES			
S27-SUM-100	FEASIBILITY STUDY - GOVANS	03-Jan-17 A	17-Jan-17 A
S27-SUM-200	CM PROCUREMENT - GOVANS	15-Dec-17 A	28-Feb-20
S27-SUM-300	A/E PROCUREMENT - GOVANS	12-Jan-18 A	29-Mar-18 A



Remaining Level of Effort ◆ ◆ Milestone
Actual Level of Effort
Actual Work
Remaining Work
Critical Remaining Work

BALTIMORE CITY PUBLIC SCHOOLS

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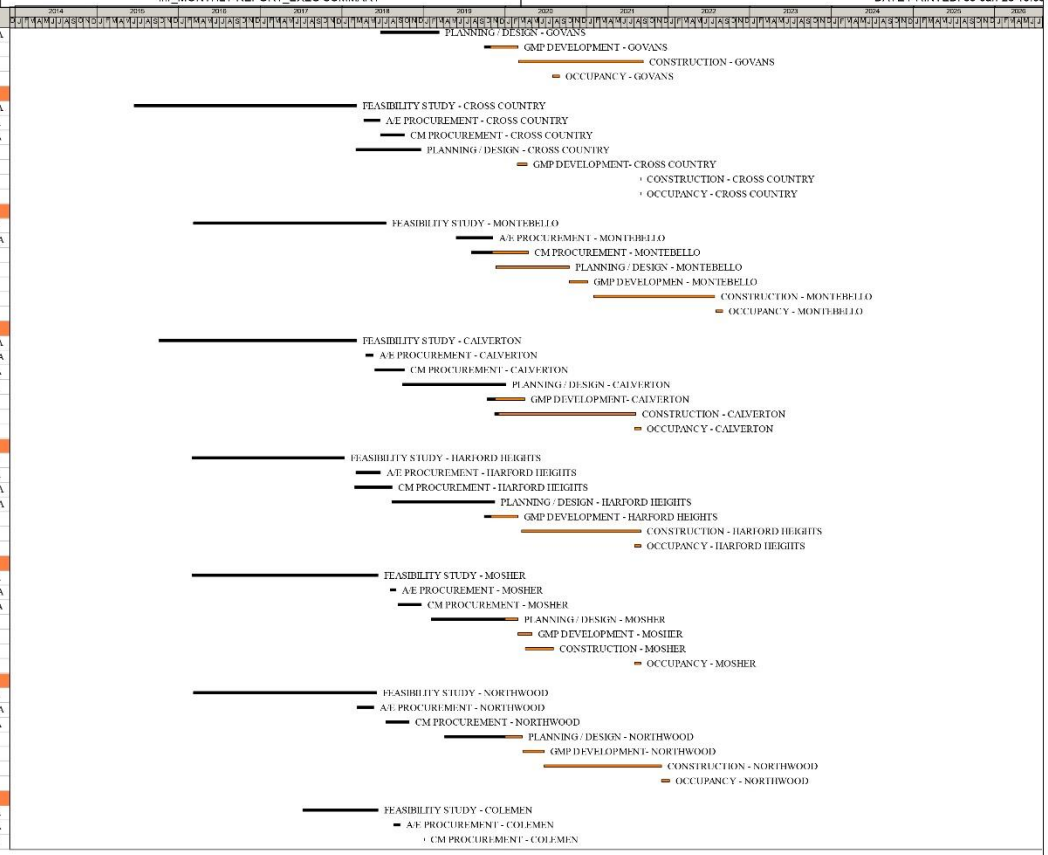
PROJECT ID: MSA-LIVE
DATA DATE: 01-Jan-20

FOR ISSUANCE

MSA BALTIMORE CITY SCHOOLS MASTER PROGRAM REPORT | ##_MONTHLY REPORT_EXEC SUMMARY | DATE PRINTED: 09-Jan-20 15:35

Activity ID	Activity Name	Start	Finish
S27-SUM-400	PLANNING / DESIGN - GOVANS	22-Jun-18 A	12-Mar-19 A
S27-SUM-500	GMP DEVELOPMENT - GOVANS	02-Oct-19 A	28-Feb-20
S27-SUM-600	CONSTRUCTION - GOVANS	02-Mar-20	09-Sep-21
S27-SUM-650	OCCUPANCY - GOVANS	03-Aug-20	31-Aug-20
CROSS COUNTRY ES / MS			
S21-SUM-100	FEASIBILITY STUDY - CROSS COUNTRY	16-Jun-15 A	07-Mar-18 A
S21-SUM-200	A/E PROCUREMENT - CROSS COUNTRY	10-Apr-18 A	21-Jun-18 A
S21-SUM-300	CM PROCUREMENT - CROSS COUNTRY	24-Jun-18 A	08-Oct-18 A
S21-SUM-400	PLANNING / DESIGN - CROSS COUNTRY	05-Mar-18 A	21-Dec-18
S21-SUM-500	GMP DEVELOPMENT- CROSS COUNTRY	26-Feb-20	09-Apr-20
S21-SUM-600	CONSTRUCTION - CROSS COUNTRY	31-Aug-21	31-Aug-21
S21-SUM-650	OCCUPANCY - CROSS COUNTRY	31-Aug-21	31-Aug-21
MONTEBELLO ES / MS			
S24-SUM-100	FEASIBILITY STUDY - MONTEBELLO	07-Mar-16 A	16-Jul-18 A
S24-SUM-200	A/E PROCUREMENT - MONTEBELLO	27-May-19 A	07-Nov-19 A
S24-SUM-300	CM PROCUREMENT - MONTEBELLO	05-Aug-19 A	15-Apr-20
S24-SUM-400	PLANNING / DESIGN - MONTEBELLO	22-Nov-19 A	14-Oct-20
S24-SUM-500	GMP DEVELOPMEN - MONTEBELLO	15-Oct-20	04-Jan-21
S24-SUM-600	CONSTRUCTION - MONTEBELLO	01-Feb-21	27-Jul-22
S24-SUM-650	OCCUPANCY - MONTEBELLO	02-Aug-22	31-Aug-22
CALVERTON ES / MS			
S25-SUM-100	FEASIBILITY STUDY - CALVERTON	06-Oct-15 A	07-Mar-18 A
S25-SUM-200	A/E PROCUREMENT - CALVERTON	17-Apr-18 A	21-May-18 A
S25-SUM-300	CM PROCUREMENT - CALVERTON	28-May-18 A	08-Oct-18 A
S25-SUM-400	PLANNING / DESIGN - CALVERTON	01-Oct-18 A	03-Jan-20 A
S25-SUM-500	GMP DEVELOPMENT- CALVERTON	15-Oct-19 A	30-Mar-20
S25-SUM-600	CONSTRUCTION - CALVERTON	15-Nov-19 A	09-Aug-21
S25-SUM-650	OCCUPANCY - CALVERTON	02-Aug-21	31-Aug-21
HARFORD HEIGHTS ES			
S26-SUM-100	FEASIBILITY STUDY - HARFORD HEIGHTS	03-Mar-16 A	11-Jan-18 A
S26-SUM-200	A/E PROCUREMENT - HARFORD HEIGHTS	05-Mar-18 A	22-Jun-18 A
S26-SUM-300	CM PROCUREMENT - HARFORD HEIGHTS	01-Mar-18 A	14-Aug-18 A
S26-SUM-400	PLANNING / DESIGN - HARFORD HEIGHTS	14-Aug-18 A	15-Nov-19 A
S26-SUM-500	GMP DEVELOPMENT - HARFORD HEIGHTS	01-Oct-19 A	28-Feb-20
S26-SUM-600	CONSTRUCTION - HARFORD HEIGHTS	16-Mar-20	31-Aug-21
S26-SUM-650	OCCUPANCY - HARFORD HEIGHTS	02-Aug-21	31-Aug-21
JAMES MOSHER ES			
S23-SUM-100	FEASIBILITY STUDY - MOSHER	03-Mar-16 A	11-Jun-18 A
S23-SUM-200	A/E PROCUREMENT - MOSHER	06-Aug-18 A	30-Aug-18 A
S23-SUM-300	CM PROCUREMENT - MOSHER	10-Sep-18 A	24-Dec-18 A
S23-SUM-400	PLANNING / DESIGN - MOSHER	04-Feb-19 A	28-Feb-20
S23-SUM-500	GMP DEVELOPMENT - MOSHER	28-Feb-20	30-Apr-20
S23-SUM-600	CONSTRUCTION - MOSHER	01-Apr-20	03-Aug-20
S23-SUM-650	OCCUPANCY - MOSHER	03-Aug-21	31-Aug-21
NORTHWOOD ES			
S38-SUM-100	FEASIBILITY STUDY - NORTHWOOD	08-Mar-16 A	05-Jun-18 A
S38-SUM-200	A/E PROCUREMENT - NORTHWOOD	12-Mar-18 A	23-May-18 A
S38-SUM-300	CM PROCUREMENT - NORTHWOOD	17-Jul-18 A	30-Oct-18 A
S38-SUM-400	PLANNING / DESIGN - NORTHWOOD	05-Apr-19 A	19-Mar-20
S38-SUM-500	GMP DEVELOPMENT- NORTHWOOD	20-Mar-20	25-Jun-20
S38-SUM-600	CONSTRUCTION - NORTHWOOD	26-Jun-20	01-Dec-21
S38-SUM-650	OCCUPANCY - NORTHWOOD	01-Dec-21	05-Jan-22
ROBERT W COLEMAN ES			
S39-SUM-100	FEASIBILITY STUDY - COLEMEN	10-Jul-17 A	12-Jun-18 A
S39-SUM-200	A/E PROCUREMENT - COLEMEN	21-Aug-18 A	17-Sep-18 A
S39-SUM-300	CM PROCUREMENT - COLEMEN	07-Jan-19 A	07-Jan-19 A



Remaining Level of Effort ◆ ◆ Milestone
Actual Level of Effort
Actual Work
Remaining Work
Critical Remaining Work

BALTIMORE CITY PUBLIC SCHOOLS

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PROJECT ID: MSA-LIVE
DATA DATE: 01-Jan-20

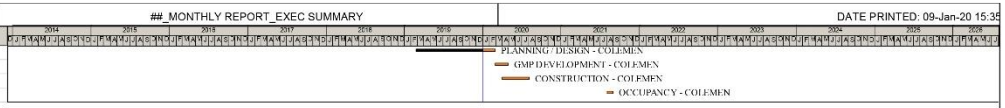
FOR ISSUANCE

MSA BALTIMORE CITY SCHOOLS MASTER PROGRAM REPORT

##_MONTHLY REPORT_EXEC SUMMARY

DATE PRINTED: 09-Jan-20 15:35

Activity ID	Activity Name	Start	Finish
S39-SUM-400	PLANNING / DESIGN - COLEMEN	25-Feb-19 A	28-Feb-20
S39-SUM-500	GMP DEVELOPMENT - COLEMEN	28-Feb-20	27-Apr-20
S39-SUM-600	CONSTRUCTION - COLEMEN	01-Apr-20	03-Aug-20
S39-SUM-650	OCCUPANCY - COLEMEN	02-Aug-21	31-Aug-21



Remaining Level of Effort
Milestone
Actual Level of Effort
Actual Work
Remaining Work
Critical Remaining Work

BALTIMORE CITY PUBLIC SCHOOLS

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PROJECT ID: MSA-LIVE
DATA DATE: 01-Jan-20

FOR ISSUANCE

Exhibit 3: Statement of Revenues and Expenses

STATEMENT 3 - REVENUES AND EXPENSES

Maryland Stadium Authority
Baltimore City Public Schools
Statement of Revenues and Expenses
12 Periods Ended 6/30/2019
(Unaudited)

	CURRENT MONTH	BUDGET MONTH	CURRENT YTD	BUDGET YTD	ANNUAL BUDGET
REVENUES:					
Total Revenues	$236,944	$58,333	$78,846,201	$60,700,000	$60,800,000
EXPENSES:					
Subtotal-Salaries, Wages & Fringe Benefits (C	$293,053	$374,000	$3,502,507	$4,861,997	$4,861,997
Subtotal-Technical and Special Fees (Object .	$990	$1,660	$28,961	$21,586	$21,586
Subtotal-Communications (Object .03)	$2,347	$1,200	$14,016	$14,400	$14,400
Subtotal-Travel (Object .04)	$1,816	$10,792	$20,007	$21,500	$21,500
Subtotal-Contractual Services (Object .08)	$36,121,876	$28,520,593	$185,851,283	$178,648,574	$178,648,574
Subtotal-Supplies and Materials (Object .09)	$5,410	$13,500	$46,431	$96,000	$96,000
Subtotal-Grants and Subsidies (Object .12)	$6,370,349	$9,835,405	$10,505,377	$15,385,405	$15,385,405
Subtotal-Fixed Charges (Object .13)	($94,715)	$24,116	$48,345,341	$48,424,390	$48,424,390
Subtotal-Land and Structures (Object .14)	$0	$0	$0	$0	$0
Total Expenses	$42,701,126	$38,781,265	$248,313,925	$247,473,852	$247,473,852

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STATEMENT 3 - REVENUES AND EXPENSES

Maryland Stadium Authority
Baltimore City Public Schools Program
Revenues and Expenditures not Paid for by Bond Proceeds
As of June 30, 2019

	Fiscal Year 2014	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Fiscal Year 2018	Fiscal Year 2019	Totals
Beginning Cash Balance	$0	$16,982,264	$31,834,852	$53,908,210	$76,174,937	$76,479,716	$0
Revenues							
Baltimore City	$18,000,000	$20,363,971	$11,447,803	$25,234,993	$26,575,558	$26,386,149	$128,008,474
Investment Income/Misc	$0	$0	$856,133	$1,269,435	$1,396,013	$1,133,687	$4,655,268
Lottery	$0	$0	$20,000,000	$20,000,000	$20,000,000	$20,000,000	$80,000,000
Baltimore City Public Schools	$0	$0	$0	$20,000,000	$20,000,000	$20,000,000	$60,000,000
Miscellaneous	$0	$0	$14	$0	$0	$0	$14
Total Revenues	$18,000,000	$20,363,971	$32,303,950	$66,504,428	$67,971,571	$67,519,836	$272,663,756
Available Funds	$18,000,000	$37,346,235	$64,138,802	$120,412,638	$144,146,508	$143,999,552	$272,663,756
Expenditures							
Debt Service	$0	$0	-$2,666,667	-$20,764,943	-$37,408,372	-$48,039,667	-$108,879,649
Operating Expenses	-$1,017,736	-$5,511,383	-$7,563,925	-$23,472,758	-$30,258,420	-$23,401,890	-$91,226,112
Ending Cash Balance	$16,982,264	$31,834,852	$53,908,210	$76,174,937	$76,479,716	$72,557,995	$72,557,995

(Note: $15.0 million of excess revenues received by Baltimore City is reserved in accordance with the MOU)

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STATEMENT 3 - REVENUES AND EXPENSES

Maryland Stadium Authority
Baltimore City Public Schools
Breakdown on Revenues
12 Periods Ended 6/30/2019

Baltimore City Beverage Tax	$13,616,471	(Includes true-up of the FY 2018 collections)
Baltimore City Retirees Health Insurance	$10,000,000	
Baltimore City VTL Facility Rental Fee	$0	(received FY18 payment in FY 18)
Baltimore City Table Game Revenues	$2,769,678	
Baltimore City Public Schools	$20,000,000	
Maryland State Lottery	$20,000,000	
Investment Income State Treasurer	$1,133,687	(Accrual Based)
Subtotal	$67,519,836	
Investment Income Bond Proceeds	$11,326,365	(Accrual Based)
Total	$78,846,201	

STATEMENT 3 - REVENUES AND EXPENSES

Maryland Stadium Authority
Baltimore City Public Schools
Series 2016 Summary
12 Periods Ended 6/30/2019

Series 2016 proceeds for construction		$385,158,803.24
Arlington Elementary/Middle School	$21,089,577.67	
Arundel	$39,518,514.83	
Cherry Hill ES/MS	$44,954,604.53	
Forest Park HS	$61,765,815.65	
Fort Worthington ES	$34,893,762.58	
Frederick ES	$26,843,260.02	
John E. Howard ES	$32,240,342.33	
Lyndhurst	$39,210,210.42	
Patterson	$2,366,751.72	
Pimlico	$41,188,195.10	
Robert E. Poole	$44,412,778.50	
Total Expenditures		-$388,483,813.35
		-$3,325,010.11
Plus Investment Income		$3,325,010.11
Remaining proceeds		$0.00

STATEMENT 3 - REVENUES AND EXPENSES

Maryland Stadium Authority
Baltimore City Public Schools
Series 2018A Summary
12 Periods Ended 6/30/2019

Series 2018 proceeds for construction		$495,693,704.72
Arlington Elementary/Middle School	$8,357,273.62	
Arundel	$45,760.74	
Bay Brook Elementary/Middle School	$18,834,642.87	
Calverton Elementary/Middle School	$718,913.32	
Calvin Rodwell Elementary/Middle School	$16,512,458.59	
Cherry Hill ES/MS	$1,037,475.68	
Cross Country	$120,655.14	
Fairmount Harford Building	$39,120,003.28	
Forest Park HS	$557,824.40	
Fort Worthington ES	$7,000.00	
Frederick ES	$6,481.00	
Govans Elementary School	$1,020,669.91	
Harford Heights / Sharp Leadenhall Elementary School	$928,231.80	
James Mosher Elementary School	$180,114.45	
John E. Howard ES	$1,238,151.58	
John Ruhrah Elementary/Middle School	$22,631,699.83	
Lyndhurst	$1,394.80	
Mary E. Rodman Elementary School	$917,149.99	
Medfield Heights Elementary School	$1,178,082.43	
Patterson	$391,509.26	
Pimlico	$395,780.64	
Robert E. Poole	$744,927.58	
Walter P. Carter/Lois T. Murray ES/MS	$2,748,921.13	
Total Expenditures		-$117,695,122.04
		$377,998,582.68
Plus Investment Income		$7,355,449.72
Remaining proceeds		$385,354,032.40

STATEMENT 3 - REVENUES AND EXPENSES

Baltimore City Public Schools
Series 2016 & Series 2018A Summary
12 Periods Ended 6/30/2019

	2016	2018A	Total
Arlington Elementary/Middle School	$21,089,577.67	$8,357,273.62	$29,446,851.29
Arundel	$39,518,514.83	$45,760.74	$39,564,275.57
Bay Brook Elementary/Middle School	$0.00	$18,834,642.87	$18,834,642.87
Calverton Elementary/Middle School	$0.00	$718,913.32	$718,913.32
Calvin Rodwell Elementary/Middle School	$0.00	$16,512,458.59	$16,512,458.59
Cherry Hill ES/MS	$44,954,604.53	$1,037,475.68	$45,992,080.21
Cross Country	$0.00	$120,655.14	$120,655.14
Fairmount Harford Building	$0.00	$39,120,003.28	$39,120,003.28
Forest Park HS	$61,765,815.65	$557,824.40	$62,323,640.05
Fort Worthington ES	$34,893,762.58	$7,000.00	$34,900,762.58
Frederick ES	$26,843,260.02	$6,481.00	$26,849,741.02
Govans Elementary School	$0.00	$1,020,669.91	$1,020,669.91
Harford Heights / Sharp Leadenhall Elementary	$0.00	$928,231.80	$928,231.80
James Mosher Elementary School	$0.00	$180,114.45	$180,114.45
John E. Howard ES	$32,240,342.33	$1,238,151.58	$33,478,493.91
John Ruhrah Elementary/Middle School	$0.00	$22,631,699.83	$22,631,699.83
Lyndhurst	$39,210,210.42	$1,394.80	$39,211,605.22
Mary E. Rodman Elementary School	$0.00	$917,149.99	$917,149.99
Medfield Heights Elementary School	$0.00	$1,178,082.43	$1,178,082.43
Patterson	$2,366,751.72	$391,509.26	$2,758,260.98
Pimlico	$41,188,195.10	$395,780.64	$41,583,975.74
Robert E. Poole	$44,412,778.50	$744,927.58	$45,157,706.08
Walter P. Carter/Lois T. Murray ES/MS	$0.00	$2,748,921.13	$2,748,921.13
	$388,483,813.35	$117,695,122.04	$506,178,935.39

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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
21st Century Program Costs	BATTA Environmental Associates, Inc.	Pimlico_Water Testing_Batta Environmental	$9,731.53	1	($809.37)	$8,922.16
	City Schools Partners	City School Partners Program Management Contract	$6,257,816.00	3	$21,775,273.13	$28,033,089.13
	District Moving Companies, Inc.	ACCE_Robert Poole Building_District Moving Company_Move	$63,850.00	1	($7,252.50)	$56,597.50
	District Moving Companies, Inc.	Arlington Elementary School_District Moving Companies, Inc._Move In	$59,620.00	1	$35,700.00	$95,320.00
	District Moving Companies, Inc.	Arlington_District Moving Company_Move Out	$60,200.00	2	$1,612.50	$61,812.50
	District Moving Companies, Inc.	Bay Brook_District Moving_Interactive Board Move	$3,530.00	1	$1,492.00	$5,022.00
	District Moving Companies, Inc.	Forest Park_District Moving Company_Move	$64,200.00	2	$6,610.00	$70,810.00
	District Moving Companies, Inc.	Fort Worthington_District Movers_Move	$37,400.00	1	($7,240.00)	$30,160.00
	District Moving Companies, Inc.	Frederick_District Movers_Move	$26,411.00	1	($4,791.00)	$21,620.00
	District Moving Companies, Inc.	John Ruhrah_District Moving Company_Move Out	$107,900.00	6	$26,378.00	$134,278.00
	District Moving Companies, Inc.	Mary E. Rodman_District Moving Company_Move Out	$60,000.00	1	$6,550.00	$66,550.00
	Douron, Inc.	Ft. Worthington - Douron Furniture Procurement	$986,857.92	1	($112,108.49)	$874,749.43
	Global Consulting Inc.	Cherry Hill _Water Testing_Global Consulting	$6,814.90	1	$284.70	$7,099.60
	Global Consulting Inc.	Fairmont Harford_Water Testing_Global Consulting	$5,263.20	3	$3,180.96	$8,444.16
	Hoffberger Moving Services LLC	Arundel_Hoffberger_Move	$34,618.00	1	($18,763.25)	$15,854.75
	Hoffberger Moving Services LLC	Bay Brook_Hoffberger Moving Services_Move Out	$58,710.00	1	($19,124.75)	$39,585.25
	Hoffberger Moving Services LLC	Carter G. Woodson_HoffbergerMoving Services_Move	$26,258.00	1	($12,218.00)	$14,040.00
	Hoffberger Moving Services LLC	Chery Hill_Hoffberger Moving Services_Move	$34,722.00	2	$644.25	$35,366.25
	Hoffberger Moving Services LLC	John E Howard_Hoffberger_Move	$45,804.60	1	($7,629.25)	$38,175.35
	Hoffberger Moving Services LLC	Lyndhurst_Hoffberger_Move	$54,783.85	1	($19,253.85)	$35,530.00
	Hoffberger Moving Services LLC	Rognel Heights_Hoffberger Moving_Move	$12,876.00	1	($6,539.00)	$6,337.00
	Inspections Experts, Inc. (IEI)	Forest Park_Water Testing_Inspection Experts	$15,092.05	1	$1,230.55	$16,322.60
	Institute for Building Technology and Safety	IBTS_Third Party Code Consultant	$924,934.73	1	$16,783.02	$941,717.75
	Intertek-PSI	Arlington_Water Testing_Intertek PSI	$8,004.00	1	$8,425.50	$16,429.50
	Jennifer L. Strasbaugh	Jennifer L. Strasbaugh_Art Appraisal Year 1 and Year 2	$5,000.00	3	$12,700.00	$17,700.00
	Lorax Partnerships LLC	Lorax Partnership LLC	$905,358.00	1	$1,359,727.58	$2,265,085.58
	MGAC, Inc.	MGAC_BCS AV/IT Standards_Annual Update	$15,000.00	1	$5,200.00	$20,200.00
	Plexus	Plexus_AV/IT_Fort Worthington	$2,197,130.26	1	($363,403.48)	$1,833,726.78
	Plexus	Plexus_AV/IT_Frederick	$1,965,356.87	1	($286,074.09)	$1,679,282.78
	School Specialty, Inc.	Frederick - School Specialty Furniture Procurement	$857,558.87	1	($66,116.89)	$791,441.98
	Soil and Land Use Technology, Inc. (SaLUT)	Robert Poole_Water Testing_SaLUT	$8,141.31	2	$198.69	$8,340.00
	Walters Relocations, Inc.	Calvin Rodwell_Walters Relocations_Move Out	$59,540.00	2	$3,899.86	$63,439.86
	Walters Relocations, Inc.	Pimlico_Walters Relocations_Move	$27,132.00	1	($2,009.90)	$25,122.10
21st Century Program Costs			**$15,005,615.09**	**49**	**$22,332,556.92**	
Arlington PK-5	Design Collective	Design Collective Inc_A/E Design Services	$1,731,984.00	14	$189,525.00	$1,921,509.00
	Dustin Construction, Inc.	Dustin CM - GMP 4-24-19	$37,262,000.00	1	($1,004,993.89)	$36,257,006.11
	Dustin Construction, Inc.	Dustin Construction Inc_Pre-Construction CM Services	$117,253.50	1	($15,539.46)	$101,714.04
Arlington PK-5			**$39,111,237.50**	**16**	**($831,008.35)**	
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	$36,859,523.00	2	$1,812,389.00	$38,671,912.00
	Specialized Engineering	Specialized_T&I Services	$69,906.00	1	$50,000.00	$119,906.00
Arundel PK-2			**$38,808,229.00**	**8**	**$1,918,851.00**	
Bay-Brook Elementary/Middle School	Tito Contractors, Inc.	Tito_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)**	
Cherry Hill 3-8	District Moving Companies, Inc.	District Moving_M&R Services	$89,197.50	1	($3,837.50)	$85,360.00
	ECS Mid-Atlantic, LLC	ECS Mid-Atlantic	$126,845.00	1	($17,550.82)	$109,294.18
	Hess Construction	Hess Construction - Construction Services	$42,085,788.00	1	$2,177,244.44	$44,263,032.44
	JRS Architects, Inc.	JRS_A/E Services	$1,930,840.00	12	$228,035.60	$2,158,875.60
	Tito Contractors, Inc.	Tito_Swing Space Services	$757,361.00	1	($560.37)	$756,800.63
Cherry Hill 3-8			**$44,990,031.50**	**16**	**$2,383,331.35**	
Fairmount Harford HS	ECS Mid-Atlantic, LLC	ECS - T&I Services	$74,503.20	1	$4,100.52	$78,603.72
	MCN Build/Southway	BUILDING CONSTRUCTION SERVICE	$192,743.00	2	$383,985.00	$576,728.00
	MCN Build/Southway	MCN/Southway D/B GMP	$49,216,622.00	1	$946,394.79	$50,163,016.79
Fairmount Harford HS			**$49,483,868.20**	**4**	**$1,334,480.31**	
Forest Park High School	Hess Construction	HESS_GMP Construction Services	$56,193,983.00	1	$2,504,163.98	$58,698,146.98
	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
	SEI Architects	Smolen Emr Ilkovitch Architects_A/E Services	$2,638,274.00	8	$153,921.81	$2,792,195.81
	Tito Contractors, Inc.	Tito_Swing Space Services	$724,120.00	1	($167,190.10)	$556,929.90
	Walters Relocations, Inc.	Walter's Relocations_M&R Services	$114,306.15	3	$3,874.85	$118,181.00
Forest Park High School			**$59,870,200.95**	**17**	**$2,541,786.79**	
Frederick Elementary School	Froehling & Robertson, Inc.	Froehling and Robertson	$95,030.40	3	($26,285.13)	$68,745.27
	Gilbane Building Company	Gilbane _Construction Services	$25,135,322.00	4	($158,107.50)	$24,977,214.50
	Gilbane Building Company	Gilbane_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)**	
Ft Worthington Elementary School	Froehling & Robertson, Inc.	F&R_3rd Party Testing and Inspection	$96,452.40	1	($48,133.90)	$48,318.50
	Gilbane Building Company	Gilbane_Construction Contract	$33,080,646.00	1	($568,869.64)	$32,511,776.36
	Gilbane Building Company	Gilbane_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
	Reynolds Building Solutions	Reynolds_Commissioning Services	$82,517.00	1	($3,885.00)	$78,632.00
Ft Worthington Elementary School			**$35,321,803.40**	**11**	**($482,460.54)**	
James Mosher Elementary School	Tito Contractors, Inc.	Tito Contractors_Swing Space	$168,611.00	1	($68,030.67)	$100,580.33
James Mosher Elementary School			**$168,611.00**	**1**	**($68,030.67)**	
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	$28,359,808.00	10	$3,124,688.29	$31,484,496.29
	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			**$30,316,049.60**	**28**	**$3,433,304.07**	
John Ruhrah Elementary/Middle School	Tito Contractors, Inc.	Tito 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)**	
Lyndhurst PK-8	O.T. Neighoff & Sons, Inc.	O.T. Neighoff & Sons, Inc_Exterior Repointing & Waterproofing	$222,760.00	1	$10,800.00	$233,560.00
	Setty & Associates International, PLLC	Setty & Associates_Building Commissioning Services	$99,615.00	1	$4,320.00	$103,935.00
	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
	Tito Contractors, Inc.	Tito Contractors_Swing Space Renovations for West Baltimore Building	$92,222.00	1	$25,334.08	$117,556.08
	Turner Construction Company	Turner/JLN_GMP Construction Services	$32,910,331.00	2	$3,426,472.00	$36,336,803.00
	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	7	$86,781.03	$2,307,781.03
Lyndhurst PK-8			**$37,137,017.00**	**21**	**$3,732,973.00**	
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**	
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 Const Inc_GMP-1	$37,836,910.24	4	$930,444.37	$38,767,354.61
	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

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	Tito Contractors, Inc.	Tito Construction - Garrison Swing Space Contract	$688,767.40	1	($38,646.26)	$650,121.14
Pimlico PK-8			**$40,571,356.24**	**22**	**$975,564.92**	
Robert Poole Building	CAM Construction Company, Inc	CAM Construction_CM Services GMP	$38,507,745.00	6	$4,104,214.00	$42,611,959.00
	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	19	$158,203.10	$2,625,073.10
	RMF Engineering, Inc.	RMF Engineering_Cx Agent	$97,565.00	1	$13,005.00	$110,570.00
Robert Poole Building			**$41,609,423.00**	**30**	**$4,296,168.31**	
Robert W. Coleman Elementary School	Centennial Contractors Enterprises, Inc.	Centennial_Swing Space Contractor	$264,236.62	1	($38,218.07)	$226,018.55
Robert W. Coleman Elementary School			**$264,236.62**	**1**	**($38,218.07)**	
Walter P. Carter - PK-8	ECS Mid-Atlantic, LLC	ECS_Testing and Inspections	$202,316.50	1	$17,900.00	$220,216.50
	Tito Contractors, Inc.	Tito Contractors_Swing Space	$218,741.00	1	($53,842.88)	$164,898.12
Walter P. Carter - PK-8			**$421,057.50**	**2**	**($35,942.88)**	
Year 2 Feasibility Studies	Colimore Architects, Inc.	Lot 4_James Mosher ES_Colimore Architects Inc_Feasibility Study	$66,555.00	1	($10,000.00)	$56,555.00
	Crabtree, Rohrbaugh & Associates	Lot 2_Govans ES_Crabtree Rohrbaugh_Feasibility Study	$61,290.00	1	($10,511.74)	$50,778.26
	Design Collective	Lot 1_Cross Country ES/MS_Design Collective Inc_Feasibility Study	$47,500.00	3	$19,575.14	$67,075.14
	Grimm & Parker	Lot 3_Harford Heights_Grimm& Parker_Feasibility Study	$62,648.30	1	($5,270.00)	$57,378.30
	GWWO Inc.	Lot 3_Highlandtown #237	$62,358.00	1	$7,827.20	$70,185.20
	JRS Architects, Inc.	Lot 2_Bay Brook_JRS Architects_Feasibility Study	$57,000.00	1	($7,150.00)	$49,850.00
	JRS Architects, Inc.	Lot 2_Calverton ES/MS_JRS Architects_Feasibility Study	$57,000.00	1	($7,500.00)	$49,500.00
	Penza Bailey Architects	Lot 2_Walter P Carter_Penza Bailey/Newman Architects_Feasibility Stu	$53,349.46	1	$18,100.00	$71,449.46
	RRMM Lukmire Architects, PC	Lot 4_Northwood ES_RRMM Architects, PC_Feasibility Study	$70,881.80	1	($10,537.52)	$60,344.28
	RRMM Lukmire Architects, PC	Lot 4_Robert W Coleman_RRMM Architects_Feasibility Study	$62,242.60	1	($10,687.48)	$51,555.12
	Stantec	Lot 3_Mary E Rodman ES_ Stantec Architecture_Feasibility Study_May 2	$54,793.60	1	($10,402.27)	$44,391.33
Year 2 Feasibility Studies			**$655,618.76**	**13**	**($26,556.67)**	
Overall - Calculated			**$464,042,658.59**	**269**	**$42,023,517.30**	

AV/IT & Telecom Scope Amendments Included Above (All Active Projects)

Project	Company Name	Contract Title	Total Amount of Changes
Arundel PK-2	MCN Build/Southway	MCN Build/Southway_Construction	$1,604,389.00
Cherry Hill 3-8	Hess Construction	Hess Construction - Construction Services	$2,177,244.44
Forest Park High School	Hess Construction	HESS_GMP Construction Services	$2,504,163.98
John Eager Howard Elementary School	J. Vinton Schafer	J. Vinton Schafer_CM Services GMP	$1,943,509.00
Pimlico PK-8	Dustin Construction, Inc.	Dustin Const Inc_GMP-1	$2,134,141.25
Lyndhurst PK-8	Turner Construction Company	Turner/JLN_GMP Construction Services	$2,424,780.00
Robert Poole Building	CAM Construction Company, Inc	CAM Construction_CM Services GMP	$2,443,815.00
Overall - Calculated			**$15,232,042.67**

Exhibit 5: Map of Plan Year 1 and Plan Year 2 Schools

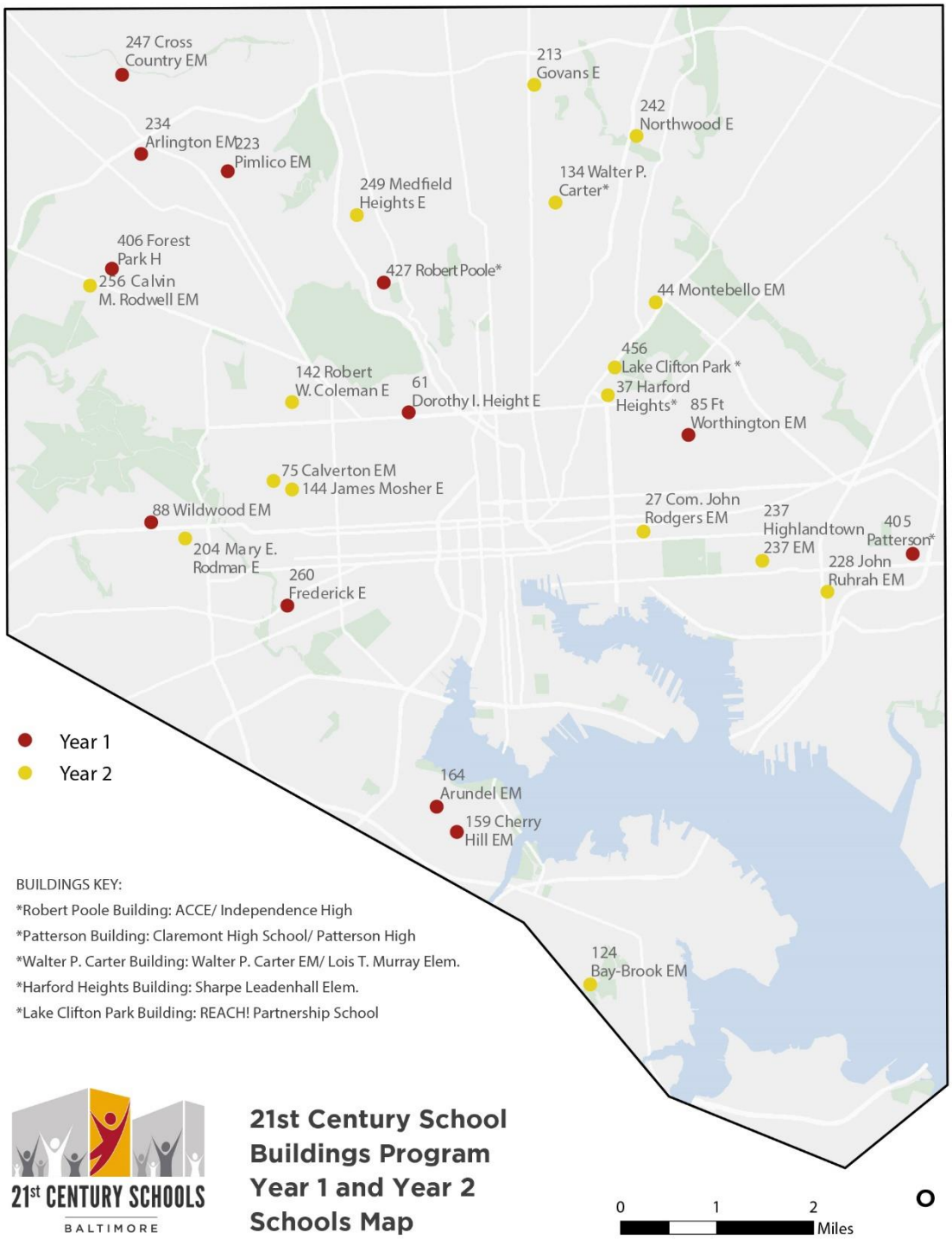

Exhibit 6: List of Surplus School Facilities

List of Surplus School Facilities
(2020 MOU Exhibit 6)

No.	Bldg Name	Bldg Number	Bldg Address	Program Closure Date	Program Relocation Date	Building Surplus Date as of 2019*	Building Surplus Date as of 2020*	Swing Space	Sq. Footage	SRC	2020 Status/ Explanation Change
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 relocated to 411 Walbrook Bldg
2	Laurence G. Paquin	457	2200 Sinclair Lane, 21213	2013		2013			57,850	425	Surplused
3	Waverly Middle (Building)	115	701 E. 34th Street, 21218	2014		2014			40,680	234	Surplused
4	Samuel B. Morse Elementary	98	424 S. Pulaski Street, 21223	2017		2017			63,205	471	Surplused
5	Thurgood Marshall	170	5001 Sinclair Lane, 21206		2020	2023		Designated Swing Space	269,975	1,473	No change. Vanguard relocated 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	Surplused
7	Alexander Hamilton	145	800 Poplar Grove Street, 21216	2021		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~~	~~2022~~			~~18,780~~	~~80~~	~~Program relocation and building surplus date change from 2019 to 2022; Removed from Exhibit 6, Jan. 14, 2020 Board aproval~~
8	Grove Park	224	5545 Kennison Avenue, 21215				2020		58,589	331	Added to Exhibit 6, Jan. 14, 2020 Board approval
9	Rognell Heights	89	4300 Sidehill Road, 21229	2018		2018			78,988	359	Surplused
10	Lois T. Murray	313	1600 E. Arlington Avenue, 21239		2021	2021			20,725	60	Program relocation and building surplus date changed 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	2021			20,725	20	Program relocation and building surplus date changed 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		2020	2024	Temporary Swing Space	95,000	319	Building surplus date changed from 2020 to 2024, Jan. 14, 2020 Board approval
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

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List of Surplus School Facilities
(2020 MOU Exhibit 6)

No.	Bldg Name	Bldg Number	Bldg Address	Program Closure Date	Program Relocation Date	Building Surplus Date as of 2019*	Building Surplus Date as of 2020*	Swing Space	Sq. Footage	SRC	2020 Status/ Explanation Change
19	William C. March	37	2050 N. Wolfe St., 21213	2013		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	2022	Temporary Swing Space	110,732	286	Program closure vote occurred on December 19, 2017. Swing space usage anticipated to be completed by Summer 2020. Building surplus date moved from 2020 to 2022, Jan. 14, 2020 Board approval
21	Lake Clifton Building	40	2801 Saint Lo Drive, 21213		2019	2019			485,622	2,540	Building surplus effective as of Dec. 31, 2019.
22	Dr. Rayner Browne	25	1000 North Montford Avenue, 21205	2015		2015			40,920	229	Surplused
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	Gilmor	107	1311 N Gilmor St, 21217	2019		2019			77,290	347	Program closure and surplus vote occurred on January 8, 2019. Bulding added to Exhibit 6; Program merged with Wm. Pinderhughes program located in the George C. Kelson Bldg.
25	Guilford	214	4520 York Road, 21212	2021		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 2020 Exhibit 6	**2,679,762**	**15,020**
Total 2019 Exhibit 6	**2,639,963**	**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, effectives dates will align with Exhibit 6. This ensures building surplus process aligns with COMAR regulations for closing educational programs.

Shaded lines indicate buildings surplused as of the end of the current school year.

Exhibit 7a: Procurements

Project Number & Contract No.	Project Name	Advertisement Date	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	4/3/2014	8/13/2014	Lorax Partners	$ 905,358.00	10.00%	11.18%	$ 101,219.02	$ 101,219.02	11.18%
BCS-024	Code Consultant - Year 1	3/24/2015	6/4/2015	Institute for Building Technology & Safety	$ 924,934.73	10.00%	11.00%	$ 101,742.82	$ 101,742.82	11.00%
BCS-049	Risk Management Consulting Services	9/22/2015	6/8/2016	Bickmore Corporation	$ 672,954.00	0.00%	0.00%	$ -	$ -	0.00%
BCS-057	OCIP - Insurance Brokerage and Administration Services	8/31/2016	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	4/1/2015	8/17/2015 PO	Design Collective	$ 1,731,984.00	29.00%	29.20%	$ 505,739.33	$ 505,739.33	29.20%
BCS-025	CM - Preconstruction - Arlington	4/1/2015	9/9/2015 PO	Dustin Construction	$ 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	$ 37,262,000.00	30.00%	31.00%	$ 11,551,220.00	$ 11,551,220.00	31.00%
BCS-058	Commissioning Agent - Arlington	8/23/2016	11/9/2016	Kibart, Inc.	$ 89,815.95	10.00%	14.00%	$ 12,574.23	$ 12,574.23	14.00%
BCS-069	Arlington T&I	3/6/2018	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	1/23/2015	4/17/2015	GWWO, Inc./Architects	$ 1,878,800.00	29.00%	29.00%	$ 544,852.00	$ 544,852.00	29.00%
BCS-021	CM - Arundel	1/23/2015	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	6/23/2015	9/3/2015	RMF Engineering	$ 110,942.00	10.00%	18.00%	$ 19,969.56	$ 19,969.56	18.00%
BCS-053	Arundel - T & I	5/26/2016	7/14/2016	Specialized Engineering	$ 69,906.00	10.00%	10.00%	$ 6,990.60	$ 6,990.60	10.00%
	Bill of Materials - FFE - Arundel	6/10/2016	12/6/2017	School Specialty, Inc.	$ 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	1/23/2015	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	1/23/2015	8/21/2015 PO	HESS Construction + Engineering	$ 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	$ 42,085,788.00	30.00%	33.55%	$ 14,119,781.87	$ 14,119,781.87	33.55%
BCS-030	Commissioning Agent - Cherry Hill	8/31/2015	4/15/2016 PO	Advanced Building Performance (ABP)**	$ 101,945.25	10.00%	10.00%	$ 10,194.53	$ 101,945.25	100.00%
BCS-050	Swing Space Reno. - Cherry Hill	5/26/2016	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	4/11/2016	6/8/2016	District Moving Companies, Inc.	$ 89,197.50	0.00%	0.00%	$ -	$ -	0.00%
BCS-060	Cherry Hill EM School- T & I	10/28/2016	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	6/10/2016	5/2/2018	School Specialty, Inc.	$ 1,235,971.36	10.00%	15.00%	$ 185,395.70	$ 185,395.70	
FOREST PARK										
BCS-022	A/E -Forest Park HS	3/2/2015	8/7/2015 PO	Smolen Emr Ilkovitch (SEI) Architects	$ 2,638,274.00	29.00%	29.01%	$ 765,363.29	$ 765,363.29	29.01%
BCS-023	CM -Forest Park HS	1/23/2015	7/15/2015	HESS Construction + Engineering	$ 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	$ 56,193,983.00	30.00%	33.79%	$ 18,987,946.86	$ 18,987,946.86	33.79%
BCS-031	Commissioning Agent - Forest Park	8/31/2015	3/24/2016	Advanced Building Performance (ABP)**	$ 100,288.65	10.00%	10.00%	$ 10,028.87	$ 100,288.65	100.00%
BCS-052	Swing Space Reno. - Forest Park	5/26/2016	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	4/13/2016	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	10/28/2016	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	6/10/2016	2/7/2018	Douron, Inc.	$ 1,102,150.82	10.00%	10.00%	$ 110,215.08	$ 110,215.08	
FREDERICK										
BCS-004	A/E - Frederick Elementary	7/1/2014	9/17/2014	USA Architects Planners + Interior Designers (USA)	$ 1,527,000.00	29.00%	31.00%	$ 473,370.00	$ 473,370.00	31.00%
BCS-008	CM Services - Preconstruction - Frederick	9/11/2014	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	10/14/2014	12/10/2014	Reynolds Consulting Engineers	$ 68,383.00	10.00%	10.00%	$ 6,838.30	$ 6,838.30	10.00%
BCS-032	Frederick - T & I	12/24/2015	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	1/5/2017	3/21/2017	Plexus Installations, Inc. dba Plexus Group (SBR)**	$ 1,965,356.87	15.00%	15.00%	$ 294,803.53	$ 1,965,356.87	100.00%
BCS-065	Moving & Relocation Svcs. - Frederick	3/3/2017	4/11/2017	District Moving Companies, Inc.	$ 26,411.00	0.00%	0.00%	$ -	$ -	0.00%
	Bill of Materials - FFE - Frederick	6/10/2016	3/8/2017	School Specialty, Inc.	$ 857,558.87	10.00%	15.00%	$ 128,633.83	$ 128,633.83	15.00%
FT WORTHINGTON										
BCS-003	A/E - Fort Worthington Elementary	6/30/2014	9/17/2014	Grimm + Parker Architects (G+P)	$ 1,941,357.00	29.00%	52.14%	$ 1,012,223.54	$ 1,012,223.54	52.14%
BCS-006	CM Services - Ft. Worthington	9/11/2014	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	10/14/2014	12/10/2014	Reynolds Consulting Engineers	$ 82,517.00	10.00%	10.00%	$ 8,251.70	$ 8,251.70	10.00%
BCS-033	Fort Worthington - T & I	12/24/2015	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	1/5/2017	3/21/2017	Plexus Installations, Inc. dba Plexus Group (SBR)**	$ 2,197,130.26	15.00%	15.00%	$ 329,569.54	$ 2,197,130.26	100.00%
BCS-066	Moving & Relocation Svcs. - Ft. Worthington	3/3/2017	4/11/2017	District Moving Companies, Inc.	$ 37,400.00	0.00%	0.00%	$ -	$ -	0.00%
	Bill of Materials - FFE - Ft. Worthington	6/10/2016	3/8/2017	Douron, Inc.	$ 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	10/20/2014	1/30/2015	Cho Benn Holback & Associates***	$ 1,519,446.00	29.00%	62.38%	$ 947,830.41	$ 1,519,446.00	100.00%
BCS-011	CM - Preconstruction Services - John E. Howard Elementary	10/20/2014	2/18/2015	J.Vinton Schafer & Sons, Inc. (JVS)	$ 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. (JVS)	$ 28,359,808.00	30.00%	33.65%	$ 9,543,075.39	$ 9,543,075.39	33.65%
IT/AV Amendment			11/7/2017		$ 1,943,509.00					
BCS-016	Commissioning Agent - John E. Howard	4/22/2015	8/12/2015	RMF Engineering	$ 105,091.00	10.00%	11.00%	$ 11,560.01	$ 11,560.01	11.00%
BCS-041	Swing Space Reno. - John Eager Howard	3/21/2016	4/22/2016	J.A.K. Construction	$ 138,500.00	0.00%	0.00%	$ -	$ -	0.00%
BCS-045	Moving & Relocation Svcs. (Pre-Con) - John Eager Howard	4/18/2016	5/5/2016	The Kane Company/Officer Movers, Inc	$ 67,613.10	0.00%	0.00%	$ -	$ -	0.00%
BCS-056	John Eager Howard - T & I	5/20/2016	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	4/3/2017	5/3/2017	Hoffberger Moving Companies**	$ 45,804.55	0.00%	0.00%	$ -	$ 45,804.55	100.00%
	Bill of Materials - FFE - John Eager Howard	6/10/2016	7/18/2017	Douron, Inc.	$ 827,967.65	10.00%	10.00%	$ 82,796.77	$ 82,796.77	10.00%
LYNDHURST										
BCS-009	A/E - Lyndhurst Elementary	10/20/2014	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	10/20/2014	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/JLN	$ 35,204,180.00	30.00%	30.00%	$ 10,561,254.00	$ 10,561,254.00	30.00%
IT/AV Amendment					$ 2,424,780.00					
BCS-015	Commissioning Agent - Lyndhurst Elementary	4/22/2015	8/12/2015	Setty & Associates Intl.**	$ 99,615.00	10.00%	18.17%	$ 18,100.05	$ 99,615.00	100.00%
BCS-042	Swing Space Reno. - Lyndhurst	3/10/2016	4/22/2016	Tito Contractors, Inc.**	$ 92,222.00	0.00%	0.00%	$ -	$ 92,222.00	100.00%
BCS-044	Moving & Relocation Svcs. (Pre Con) - Lyndhurst	4/13/2016	5/5/2016	The Kane Company/Officer Movers, Inc	$ 50,274.00	0.00%	0.00%	$ -	$ -	0.00%
BCS-054	Lyndhurst - T & I	5/19/2016	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	4/4/2017	5/3/2017	Hoffberger Moving Companies**	$ 54,783.85	0.00%	0.00%	$ -	$ 54,783.85	100.00%
BCS-077	Water Leakage Investigation at Lyndhurst	N/A	8/9/2018	Wiss, Janney, Elstner Associates, Inc.	$ 7,500.00	0.00%	0.00%	$ -	$ -	0.00%
	Bill of Materials - FFE - Lyndhurst	6/10/2016	7/18/2017	School Specialty, Inc.	$ 1,085,640.60	10.00%	15.00%	$ 162,846.09	$ 162,846.09	15.00%
PATTERSON/CLAREMONT										
BCS-036	A/E - Patterson/Claremont	2/18/2016	7/27/2016	Stantec Architecture	$ 2,799,892.00	29.00%	52.00%	$ 1,455,943.84	$ 1,455,943.84	52.00%
BCS-037	CM - Patterson/Claremont	2/23/2016	7/27/2016	Skanska USA Building	$ 125,061.83	29.00%	29.00%	$ 36,267.93	$ 36,267.93	29.00%
037-A1	Patterson/Claremont GMP	N/A	6/19/2019	Skanska USA Building	$ 88,473,818.00	30.00%	33.00%	$ 29,196,359.94	$ 29,196,359.94	33.00%
BCS-039	Commissioning Agent - Patterson/Claremont	3/1/2017	4/6/2017	Advanced Building Performance (ABP)**	$ 129,074.40	10.00%	10.00%	$ 12,907.44	$ 129,074.40	100.00%
BCS-038	Patterson - T&I	3/19/2019	5/7/2019	ECS Mid-Atlantic, LLC	$ 489,280.00	10.00%	10.00%	$ 48,928.00	$ 48,928.00	10.00%
PIMLICO										
BCS-028	A/E - Pimlico	4/1/2015	8/21/2015	Design Collective	$ 1,820,000.00	29.00%	29.60%	$ 538,720.00	$ 538,720.00	29.60%
BCS-027	CM - Pimlico	4/1/2015	9/9/2015	Dustin Construction	$ 117,253.50	29.00%	29.43%	$ 34,507.71	$ 34,507.71	29.43%
027-A1-A2	Pimlico GMP Total	N/A	3/10/2017	Dustin Construction	$ 37,836,910.24	30.00%	33.39%	$ 12,633,744.33	$ 12,633,744.33	33.39%
BCS-034	Commissioning Agent - Pimlico	1/12/2016	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	5/24/2016	6/24/2016	Tito Contractors, Inc. **	$ 688,767.40	0.00%	0.00%	$ -	$ 688,767.40	100.00%
BCS-046	Moving & Relocation Svcs. - Pimlico	4/18/2016	6/8/2016	The Kane Company/Officer Movers, Inc	$ 108,425.10	0.00%	0.00%	$ -	$ -	0.00%
BCS-059	Pimlico - Testing and Inspection	10/7/2016	11/9/2016	Hillis-Carnes Engineering Associates, Inc.	$ 180,370.60	10.00%	10.00%	$ 18,037.06	$ 18,037.06	10.00%
	Bill of Materials - FFE - Pimlico	6/10/2016	12/6/2017	Douron, Inc.	$ 985,729.23	10.00%	10.00%	$ 98,572.92	$ 98,572.92	10.00%
ROBERT POOLE										
BCS-013	A/E Robert Poole Building	12/23/2014	3/19/2015	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	12/23/2014	3/19/2015	CAM Construction Company	$ 105,266.00	29.00%	30.00%	$ 31,579.80	$ 31,579.80	30.00%
014-A1	Robert Poole GMP Amendment #1	N/A	7/27/2016	CAM Construction Company	$ 38,507,745.00	30.00%	30.61%	$ 11,787,220.74	$ 11,787,220.74	30.61%
BCS-017	Commissioning Agent - Robert E. Poole	6/23/2015	9/3/2015	RMF Engineering	$ 97,565.00	10.00%	17.00%	$ 16,586.05	$ 16,586.05	17.00%
BCS-040	Swing Space Reno. - Robert Poole	3/4/2016	4/22/2016	J.A.K. Construction	$ 353,500.00	0.00%	0.00%	$ -	$ -	0.00%
BCS-043	Moving & Relocation Svcs. - Robert Poole	4/4/2016	5/5/2016	District Moving Companies, Inc.	$ 78,477.00	0.00%	0.00%	$ -	$ -	0.00%
BCS-055	Robert Poole - T & I	5/27/2016	7/14/2016	Specialized Engineering	$ 127,548.00	10.00%	10.00%	$ 12,754.80	$ 12,754.80	10.00%
	Bill of Materials - FFE - Robert Poole	6/10/2016	2/7/2018	School Specialty, Inc.	$ 1,096,011.64	10.00%	15.00%	$ 164,401.75	$ 164,401.75	15.00%
TOTAL (YEAR 1)					$ 526,457,871.68		30.95%	$ 162,939,655.49	$ 172,992,046.47	32.86%

Last Revised 12.31.19

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YEAR 2 SCHOOLS										
21st CENTURY SCHOOL BUILDINGS PROGRAM										
BCS-02-100	Code Consultant - Year 2	7/10/2017	11/7/2017	Institute for Building Technology & Safety	$ 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	8/30/2017	11/7/2017	Educational Systems Planning	$ 1,500,000.00	0.00%	0.00%	$ -	$ -	0.00%
BCS-02-110-JMT				Johnson, Mirmiran & Thompson (JMT)						
BCS-02-110-MGAC				Mark G. Anderson Consultants (MGAC)						
BCS-02-115-DMCI	Moving & Relocation Services	1/23/2018	3/7/2018	District Moving Companies, Inc. (DMCI)	$ 1,400,000.00	0.00%	0.00%	$ 595,308.90	$ 595,308.90	42.52%
BCS-02-115-HMS				Hoffberger Moving Services, LLC (HMS) **						
BCS-02-115-WRI				Walters Relocations, Inc. (WRI)**						
BCS-02-120-GCI	Water Testing Services	3/19/2018	7/12/2018	Global Consulting, Inc. (GCI)	$ 1,200,000.00	0.00%	0.00%	$ 17,262.16	$ 17,262.16	1.44%
BCS-02-120-SALUT				Soil and Land Use Technology, Inc. (SALUT) **						
BCS-02-120-IEI				Inspection Experts, Inc. (IEI)						
BCS-02-120-BATTA				BATTA Environmental Associates, Inc. (BATTA) **						
BCS-02-120-PSI				Professional Service Industries, Inc. (PSI)						
FEASIBILITY STUDIES										
BCS-201	FS - Medfield Heights Elementary School	5/1/2015	7/15/2015	Mimar McKissack**	$ 40,477.00	29.00%	40.47%	$ 16,381.04	$ 40,477.00	100.00%
BCS-202	FS - Cross Country	5/1/2015	7/15/2015	Design Collective (DCI)	$ 47,500.00	29.00%	35.80%	$ 17,005.00	$ 17,005.00	35.80%
BCS-203	FS - John Ruhrah	5/1/2015	7/15/2015	Design Collective (DCI)	$ 45,500.00	29.00%	35.70%	$ 16,243.50	$ 16,243.50	35.70%
BCS-204	FS - Calvin M. Rodwell	5/1/2015	7/15/2015	Design Collective (DCI)	$ 46,500.00	29.00%	36.15%	$ 16,809.75	$ 16,809.75	36.15%
BCS-205	FS - Govans	7/2/2015	11/3/2015	Crabtree, Rorbaugh & Associates Architects	$ 61,291.00	29.00%	36.79%	$ 22,548.96	$ 22,548.96	36.79%
BCS-206	FS - Bay Brook	7/2/2015	11/3/2015	JRS Architects**	$ 57,000.00	29.00%	31.50%	$ 17,955.00	$ 57,000.00	100.00%
BCS-207	FS - Calverton	7/2/2015	11/3/2015	JRS Architects**	$ 57,000.00	29.00%	31.50%	$ 17,955.00	$ 57,000.00	100.00%
BCS-208	FS - Walter P. Carter	7/2/2015	11/3/2015	Penza Bailey/Newman JV	$ 53,349.46	29.00%	51.40%	$ 27,421.62	$ 27,421.62	51.40%
BCS-209	FS-Harford Heights Elementary School	1/8/2016	4/5/2016	Grimm + Parker Architects	$ 62,648.30	29.00%	39.94%	$ 25,021.73	$ 25,021.73	39.94%
BCS-210	FS -Montebello	1/8/2016	4/5/2016	Thomas, Marks Architects**	$ 58,830.53	29.00%	49.20%	$ 28,944.62	$ 58,830.53	100.00%
BCS-211	FS - Mary Rodman	1/8/2016	4/5/2016	Stantec Architecture	$ 54,793.60	29.00%	52.00%	$ 28,492.67	$ 28,492.67	52.00%
BCS-214	FS - James Mosher	2/6/2017	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	2/6/2017	5/3/2017	RRMM Architects, PC	$ 70,881.80	29.00%	36.00%	$ 25,517.45	$ 25,517.45	36.00%
BCS-213	FS - Robert W. Coleman	2/6/2017	8/27/2017	RRMM Architects, PC	$ 62,242.60	29.00%	32.00%	$ 19,917.63	$ 19,917.63	32.00%
BCS-215	FS - Highlandtown Elementary/Middle	9/11/2017	11/7/2017	GWWO, Inc./Architects	$ 62,358.00	29.00%	34.60%	$ 21,575.87	$ 21,575.87	34.60%
BCS-216	FS - Commodore John Rodgers Elementary/Middle	9/11/2017	11/7/2017	GWWO, Inc./Architects	$ 62,358.00	29.00%	34.60%	$ 21,575.87	$ 21,575.87	34.60%
BAY-BROOK ELEMENTARY/MIDDLE										
BCS-02-004-AE	AE -Bay-Brook E/M	6/4/2017	8/16/2017	Crabtree, Rohrbaugh & Associates	$ 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	6/4/2017	8/16/2017	CAM Construction Company	$ 90,522.00	29.00%	30.00%	$ 27,156.60	$ 27,156.60	30.00%
BCS-02-004-GMP	GMP - Bay-Brook E/M	N/A	9/27/2018	CAM Construction Company	$ 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	11/8/2017	2/12/2017	Setty & Associates Intl.**	$ 89,697.50	10.00%	10.00%	$ 8,969.75	$ 89,697.50	100.00%
BCS-02-004-SS	SSR - Bay-Brook E/M	4/25/2018	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	7/5/2018	9/5/2018	ECS Mid-Atlantic, LLC	$ 122,450.00	10.00%	10.00%	$ 12,245.00	$ 12,245.00	10.00%
	Bill of Materials - FFE - Bay-Brook E/M	6/10/2016	5/7/2019	Douron, Inc.	$ 1,000,323.05	10.00%	10.00%	$ 100,032.31	$ 100,032.31	10.00%
CALVIN M. RODWELL ELEMENTARY/MIDDLE										
BCS-02-003-AE	AE - Calvin M. Rodwell E/M	5/25/2017	8/16/2017	Design Collective, Inc. + Samaha Assoc., PC 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	5/24/2017	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	N/A	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	11/8/2017	2/12/2017	Setty & Associates Intl.**	$ 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	4/27/2018	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	7/10/2018	9/5/2018	DIW Group, Inc. t/a Specialized Engineering	$ 118,860.00	10.00%	10.00%	$ 11,886.00	$ 11,886.00	10.00%
	Bill of Materials - FFE - Calvin M. Rodwell E/M	6/10/2016	5/7/2019	Douron, Inc.	$ 965,415.13	10.00%	10.00%	$ 96,545.51	$ 96,545.51	10.00%
CALVERTON ELEMENTARY/MIDDLE										
BCS-02-005-AE	AE - Calverton E/M	5/17/2018	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	5/17/2018	9/27/2018	The Whiting-Turner Contracting Company	$ 190,627.03	29.00%	29.00%	$ 55,281.84	$ 55,281.84	29.00%
BCS-02-005-GMP	GMP - Calverton E/M	N/A	10/31/2019	The Whiting-Turner Contracting Company	$ 6,189,280.09	30.00%	29.66%	$ 1,835,740.47	$ 1,835,740.47	29.66%
BCS-02-005-CX	CX - Calverton E/M	11/5/2018	1/8/2019	Kibart, Inc.	$ 96,425.00	10.00%	35.00%	$ 33,748.75	$ 33,748.75	35.00%
CROSS COUNTRY ELEMENTARY/MIDDLE										
BCS-02-007-AE	AE - Cross Country E/M	6/26/2018	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	8/13/2018	12/20/2018	Turner Construction Company	$ 147,728.00	29.00%	29.80%	$ 44,022.94	$ 44,022.94	29.80%
BCS-02-007-CX	CX - Cross Country E/M	11/30/2018	2/5/2019	Wright Commissioning, LLC	$ 90,850.00	10.00%	10.00%	$ 9,085.00	$ 9,085.00	10.00%
BCS-02-007-SS	SS - Cross Country E/M	4/26/2019	6/18/2019	Tito Contractors, Inc.**	$ 141,231.25	0.00%	0.00%	$ -	$ 141,231.25	100.00%
FAIRMOUNT HARFORD BUILDING										
BCS-02-002-DB	Design Build - Fairmount Harford Bldg.	5/23/2017	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	N/A	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.	1/10/2018	3/7/2018	Brinjac Engineering	$ 97,229.00	10.00%	23.00%	$ 22,362.67	$ 22,362.67	23.00%
BCS-02-002-TI	T&I - Fairmount Harford Bldg.	3/7/2018	5/2/2018	ECS Mid-Atlantic, LLC	$ 74,503.20	10.00%	10.00%	$ 7,450.32	$ 7,450.32	10.00%
	Bill of Materials - FFE - Fairmount Harford Bldg	6/10/2016	5/7/2019	School Specialty, Inc.	$ 1,187,038.86	10.00%	15.00%	$ 178,055.83	$ 178,055.83	15.00%
GOVANS ES										
BCS-02-008-AE	AE - Govans ES	12/15/2017	3/21/2018	USA Architects, Planners + Interior Designers PA	$ 1,657,139.17	31.00%	36.30%	$ 601,541.52	$ 601,541.52	36.30%
BCS-02-008-CM	CM - Preconstruction - Govans ES	12/15/2017	3/21/2018	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	8/10/2018	10/3/2018	Wright Commissioning, LLC	$ 94,980.00	10.00%	10.00%	$ 9,498.00	$ 9,498.00	10.00%
BCS-02-008-SS	SS - Govans ES	5/2/2019	6/18/2019	Tito Contractors, Inc.**	$ 238,960.00	0.00%	0.00%	$ -	$ 238,960.00	100.00%
HARFORD HEIGHTS/SHARP-LEADENHALL ELEMENTARY										
BCS-02-009-AE	AE - Harford Heights ES	3/1/2018	8/1/2018	Crabtree, Rohrbaugh & Associates	$ 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	3/1/2018	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	9/19/2018	11/8/2018	Wright Commissioning, LLC	$ 98,515.00	10.00%	10.00%	$ 9,851.50	$ 9,851.50	10.00%
BCS-02-009-TI	TI - Harford Heights ES	7/25/2019	10/8/2019	ECS Mid-Atlantic, LLC	$ 107,304.00	10.00%	10.00%	$ 10,730.40	$ 10,730.40	10.00%
JAMES MOSHER ELEMENTARY SCHOOL										
BCS-02-011-AE	AE - James Mosher ES	9/7/2018	1/24/2019	Waldon Studio/Hughes Group Architects JV**	$ 979,035.28	31.00%	45.51%	$ 445,558.96	$ 979,035.28	100.00%
BCS-02-011-CM	CM - Preconstruction - James Mosher ES	9/7/2018	1/24/2019	Dustin Construction, Inc.	$ 169,007.00	29.00%	29.00%	$ 49,012.03	$ 49,012.03	29.00%
BCS-02-011-CX	CX - James Mosher ES	1/18/2019	4/4/2019	Setty & Associates Intl.**	$ 90,948.00	10.00%	10.00%	$ 9,094.80	$ 90,948.00	100.00%
BCS-02-011-SS	SS - James Mosher ES	4/10/2019	6/18/2019	Tito Contractors, Inc.**	$ 168,611.00	0.00%	0.00%	$ -	$ 168,611.00	100.00%
JOHN RUHRAH ELEMENTARY/MIDDLE										
BCS-02-001 AE	AE - John Ruhrah E/M	2/8/2017	6/7/2017	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	2/10/2017	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	N/A	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	11/8/2017	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	4/30/2018	6/6/2018	Tito Contractors, Inc.**	$ 263,967.00	0.00%	0.00%	$ -	$ 263,967.00	100.00%
BC-02-001-TI	TI - John Ruhrah E/M	8/15/2018	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	1/4/2018	9/5/2018	Modular Genius, Inc.	$ 1,307,998.00	12.00%	12.00%	$ 156,959.76	$ 156,959.76	12.00%
	Bill of Materials - FFE - John Ruhrah E/M	6/10/2016	5/7/2019	School Specialty, Inc.	$ 1,424,034.25	10.00%	15.00%	$ 213,605.14	$ 213,605.14	15.00%
MARY E. RODMAN ELEMENTARY/MIDDLE										
BCS-02-012-AE	AE - Mary E. Rodman	10/11/2017	1/24/2018	Smolen Emr Ilkovitch (SEI) Architects	$ 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	10/11/2017	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-GMP	GMP - Mary E. Rodman	N/A	7/9/2019	MCN Build/Southway Builders, LLC	$ 25,533,719.00	30.00%	30.10%	$ 7,685,649.42	$ 7,685,649.42	30.10%
BCS-02-012-CX	CX - Mary E. Rodman	5/16/2018	7/12/2018	Kibart, Inc.	$ 95,751.00	10.00%	28.00%	$ 26,810.28	$ 26,810.28	28.00%
BCS-02-012-TI	TI - Mary E. Rodman	5/30/2019	7/9/2019	ATC Group Services, LLC	$ 82,492.00	10.00%	10.00%	$ 8,249.20	$ 8,249.20	10.00%
MEDFIELD ELEMENTARY/SCHOOL										
BCS-02-013-AE	AE - Medfield ES	12/22/2017	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	12/22/2017	3/21/2018	Turner Construction Company	$ 141,310.00	29.00%	29.40%	$ 41,545.14	$ 41,545.14	29.40%
BCS-02-013-GMP	GMP - Medfield ES	N/A	7/8/2019	Turner Construction Company	$ 32,320,710.00	30.00%	30.18%	$ 9,754,390.28	$ 9,754,390.28	30.18%
BCS-02-013-CX	CX - Medfield ES	7/18/2018	9/5/2018	Kibart, Inc.	$ 95,751.00	10.00%	33.00%	$ 31,597.83	$ 31,597.83	33.00%
BCS-02-013-TI	TI - Medfield ES	4/12/2019	6/18/2019	ATC Group Services, LLC	$ 93,884.00	10.00%	10.00%	$ 9,388.40	$ 9,388.40	10.00%
BCS-02-013-SS	SS - Medfield ES	5/2/2019	6/18/2019	Tito Contractors, Inc.**	$ 193,773.00	0.00%	0.00%	$ -	$ 193,773.00	100.00%
MONTEBELLO ELEMENTARY/MIDDLE SCHOOL										
BCS-02-014-AE	AE - Montebello EMS	8/22/2019	11/21/2019	Crabtree, Rohrbaugh & Associates	$ 1,351,508.53	31.00%	42.00%	$ 567,633.58	$ 567,633.58	42.00%
NORTHWOOD ELEMENTARY SCHOOL										
BCS-02-015-AE	AE- Northwood ES	1/2/2019	4/4/2019	Smolen Emr Ilkovitch (SEI) Architects	$ 2,097,733.00	31.00%	42.02%	$ 881,467.41	$ 881,467.41	42.02%
BCS-02-015-CM	CM - Preconstruction - Northwood ES	1/2/2019	4/4/2019	James G. Davis Construction Corportation	$ 179,216.00	29.00%	29.00%	$ 51,972.64	$ 51,972.64	29.00%
BCS-02-015-CX	CX - Northwood ES	4/30/2019	7/9/2019	Kibart, Inc.	$ 89,895.00	10.00%	28.00%	$ 25,170.60	$ 25,170.60	28.00%
ROBERT W. COLEMAN ELEMENTARY SCHOOL										
BCS-02-016-AE	AE - Robert W. Coleman ES	10/1/2018	1/24/2019	RRMM Architects, PC dba RRMM Lukmkire Architects	$ 886,399.00	31.00%	57.00%	$ 505,247.43	$ 505,247.43	57.00%
BCS-02-016-CM	CM - Preconstruction - Robert W. Coleman ES	4/5/2019	7/8/2019	MCN Build/Southway Builders, LLC	$ 113,561.00	29.00%	29.00%	$ 32,932.69	$ 32,932.69	29.00%
BCS-02-016-CX	CX - Robert W. Coleman ES	3/13/2019	5/7/2019	Decon Engineering, Inc. dba DEI Consulting	$ 84,940.21	10.00%	10.00%	$ 8,494.02	$ 8,494.02	10.00%
BCS-02-016-SS	SS - Robert W. Coleman ES	4/26/2019	6/18/2019	Centennial Contractors Enterprises, Inc.	$ 264,236.62	0.00%	0.00%	$ -	$ -	0.00%
WALTER P. CARTER/LOIS T. MURRAY ELEMENTARY/MIDDLE										
BCS-02-017-AE	AE - Walter P. Carter E/M	10/20/2017	1/24/2018	Penza Bailey/Newman 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 E/M	10/20/2017	1/24/2018	Whiting Turner Contracting Co.	$ 258,574.31	29.00%	29.00%	$ 74,986.55	$ 74,986.55	29.00%
BCS-02-017-GMP	GMP - Walter P. Carter E/M	N/A	4/3/2019	Whiting Turner Contracting Co.	$ 54,923,438.00	30.00%	31.24%	$ 17,158,082.03	$ 17,158,082.03	31.24%
BCS-02-017-CX	CX - Walter P. Carter E/M	5/16/2018	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 E/M	10/16/2018	12/6/2018	ECS Mid-Atlantic, LLC	$ 202,316.50	10.00%	10.00%	$ 20,231.65	$ 20,231.65	10.00%
BCS-02-017-SS	SS - Walter P. Carter E/M	5/1/2019	6/18/2019	Tito Contractors, Inc.**	$ 218,741.00	0.00%	0.00%	$ -	$ 218,741.00	100.00%
TOTAL (YEAR 2)					$ 335,374,219.29		33.68%	$ 112,948,256.99	$ 116,558,096.76	34.75%
TOTAL (YR 1 & YR 2)					$ 861,832,090.97		32.01%	$ 275,887,912.48	$ 289,550,143.23	33.60%

** MBE Prime

*** MDOT MBE Certified at Time of Award

City Schools Procurement/Contract

MSA Procurement/City Schools Contracts

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Exhibit 7b: MBE Outreach Inclusion Plan and Commitments

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

Background

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

Purpose

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

Process

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

Conclusion

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

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PLAN DETAILS

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

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	

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

Definitions of Terms in the Plan

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

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

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

Executive Committee means the Executive Committee defined in the MOU.

GOMA means the Governor's Office of Minority Affairs.

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

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

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

STAT Committee means the STAT Committee defined in the MOU.

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

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

Exhibit 7c: Local Hiring Commitments for New Hires (Year 1 Schools)

Local Hiring Commitments for New Hires

Year 1 Schools

**As of July 2019*

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 Contruction, 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
	Total	**26**
	Verified/ Final	**N/A**

Arundel

Trade	Contractors	Local New Hires
02A - Demolition/Hazmat	Engineered Demolition	3
03A - Concrete	Premier Concrete	5
04A - Masonry	Karon Masonry	5
05A - Structural Steel	Strait Steel	3
06A - Gen Trades/Rough Carp.	Engineered Demolition	4
07B - Roofing	Chu Contracting	6
08C - Glass and Glazing	Glass Industries	1
09A - Painting	JA Argetakis Contracting	1
09C - Flooring	Allstate Floors	1
23A - Plumbing and HVAC	Pro-Air	6
26A - Electrical	Freestate Electric	2
31A - Earthwork & Utilities	Cotton Construction	1
	Total	**38**
	Verified/ Final	**59**

Cherry Hill

Trade	Contractors	Local New Hires
02A- Selective Demolition	ISI	1
03A- Concrete	Canvon	2
04A-Masonry	Karon	3
05A-Metals	Stewart Amos	4
06A - Carpentry & General Trades	JP Construction	(Incl'd 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
	Total	**26**
	Verified/ Final	**76**

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
	Total	**18**
	Verified/ Final	**68**

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
	Total	**22**
	Verified/ Final	**140**

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	Cindoll Construction, Inc.	2
9C - Tile	Allstate Floors	1
15A - Plumbing & HVAC	W.G. Tomko, Inc.	4
16A - Electrical	Brown and Heim, Inc.	3
	Total	**24**
	Verified/ Final	**70**

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
	Total	**28**
	Verified/Final	**52**

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 Mile	Allstate	1
22 Flooring	Allstate Flooring	1
36 Plumbing/HVAC/Controls	Heffron Company	10
38 Telecom. Security, AV&Proi Screen	Commerical Cabling & Sound	1
	Total	**47**
	Verified/ Final	**66**

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- Mechincal	Towson Mechanical	3
15B- Sprinkler	Fire-Mark Inc	1
	Total	**29**
	Verified/ Final	**85**

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	Corner Construction	3
9F - Resinous Flooring	Durex Coverings	2
9G - Painting	Elite Painting	2
	Total	**25**
	Verified/ Final	**95**

Total Commitments **283**

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Exhibit 7c: Local Hiring Commitments for New Hires (Year 2 Schools)

Local Hiring Commitments for New Hires

Year II Schools

**As of October 2019*

Bay-Brook		
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	Compudata System	4
	Total	**9**

Calvin M. Rodwell		
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
	Total	23

Fairmount-Harford		
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
	Total	**21**

John Ruhrah		
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
	Total	33

Total Commitments: **166**

Mary E Rodman		
TRADE	CONTRACTORS	LOCAL NEW HIRES
02A Demolition & Abatement	Rath Enterprises, Inc.	3
03A Cast-in-place Concrete	Dance Brothers, Inc.	1
04A Masonry	Tricord Masonry, LLC	3
06A General Trades	MSN/SBI	2
07B Roofing	Autumn Contracting, Inc.	2
09A Drywall & Acoustical	Barnes and Associates	1
09C Resilient & Tile	Churchvile Tile and Marble, Inc.	1
09E Painting	J.A. Argetakis Contracting Compar	1
23A Plumbing & HVAC	W.G. Tomko, Inc	2
26A Electrical	BoMark Electric	1
31A Earthwork	Cotton Construction Company	2
	Total	**19**

Medfield Heights		
TRADE	CONTRACTORS	LOCAL NEW HIRES
04 Masonry & Sprayed Insulation	First Choice Masonry	12
07 Millwork & Casework	Cabinets by Design	2
12 Roofing	Kalkreuth Roofing	1
14 Drywall, ACT & Rough Carpentry	P&D Contractors	5
15 Painting & Wall Coverings	NLP Enterprises Inc.	1
16/19 Ceramic Tiles & Flooring	Allstate Floors & Construction, Inc.	4
33 Plumbing/HVAC/Controls	Denver-Elek	2
34 Electrical	Action Electric	1
35 Telecom & Security	Life Safty Solutions, Inc.	1
38 Site Utilities	Stella May Contracting, Inc.	1
	Total	**30**

Patterson		
TRADE	CONTRACTORS	LOCAL NEW HIRES
03A CIP Concrete	Canyon Contracting	2
04A Masonry	Karon Masonry	1
07B Roofing, Metals Panels, Louvers, Grilles & Mechanical Screen Wall	East Coast Exterior	1
09D Painting	NLP Enterprises	2
31A Earthwor, Site Demo	P&J Contracting	1
31A Utilites	P&J Contracting	1
32A Asphalt Paving, Markings	P Flanigan & Sons	1
	Total	**9**

Walter P. Carter		
TRADE	CONTRACTORS	LOCAL NEW HIRES
02A Demolition & Abatement	The Berg Corporation	1
03A Building Concrete	Bay County Concrete	1
04A- Masonry	Karon Masonry	4
05A Metals	Formit Steel Co	1
O6A General Trades	Brawner	1
07A Roofing/ Metals Panels & Soffit	Tecta America Inc.	1
09A Drywall/Framing	P&D Contracting	8
22A Mechanical/Plumbing	GE Tignall	1
26A Electrical	BoMark Electric	2
31A Earthwork	Stella May Contracting	1
32A Landscaping	William T. King Landscaping	1
	Total	**22**

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Exhibit 8: Swing Space Schools

SWING LOCATIONS

PROGRESS TO-DATE

Permanent School	Permanent Address	Swing School	Current Address (in Swing)	Move Date
Mary E. Rodman	3510 W. Mulberry Street Baltimore, MD 21229	West Baltimore Building	201 North Bend Baltimore, MD 21229	July 9 – 13, 2018
Calverton	1100 Whitmore Baltimore, MD 21216	West Baltimore Building	201 North Bend Baltimore, MD 21229	Jan. 24 – 27, 2019
John Ruhrah	701 Rappolla Street Baltimore, MD 21224	Baltimore Community/SE	6820 Fait Avenue Baltimore, MD 21224	December 23-27, 2019
Bay-Brook	4301 10th Street Baltimore, MD 21225	Carter G. Woodson	2501 Seabury Road Baltimore, MD 21225	December 23-27, 2019
Calvin Rodwell	3501 Hillsdale Road Baltimore, MD 21207	Grove Park	5545 Kennison Avenue Baltimore, MD 21215	December 26 - 30, 2019
Harford Heights	1919 N. Broadway Baltimore, MD 21213	William C. March	2050 N. Wolfe Street Baltimore, MD 21213	1st Phase June 28, 2019; Phase 2 July 1,2019
Cross Country	6100 Cross Country Blvd. Baltimore, MD 21215	Northwestern Building	6900 Park Heights Ave Baltimore, MD 21215	July 26, 2019
Walter P. Carter	820 E. 32nd Street Baltimore, MD 21212	Winston Building	1101 Winston Ave Baltimore, MD 21212	1st Phase: July 3, 2019 2nd Phase: Aug. 15, 2019
Medfield	4300 Buchanan Avenue Baltimore, MD 21211	Chinquapin	900 Woodbourne Ave Baltimore, MD 21212	1st Phase: July 3, 2019 2nd Phase: Aug. 16, 2019
Govans	5801 York Road Baltimore, MD 21212	Chinquapin	900 Woodbourne Ave Baltimore, MD 21212	August 16, 2019
Robert Coleman	2400 Windsor Avenue Baltimore, MD 21216	Harriet Tubman	1807 Harlem Ave Baltimore, MD 21217	August 16, 2019
James Mosher	2400 W. Mosher Street Baltimore, MD 21216	Garrison	3910 Barrington Road Baltimore, MD 21207	August 25, 2019

- **The total number of schools currently in swing spaces for SY 2019/2020 is 12**

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Exhibit 9: Building Engagement Process

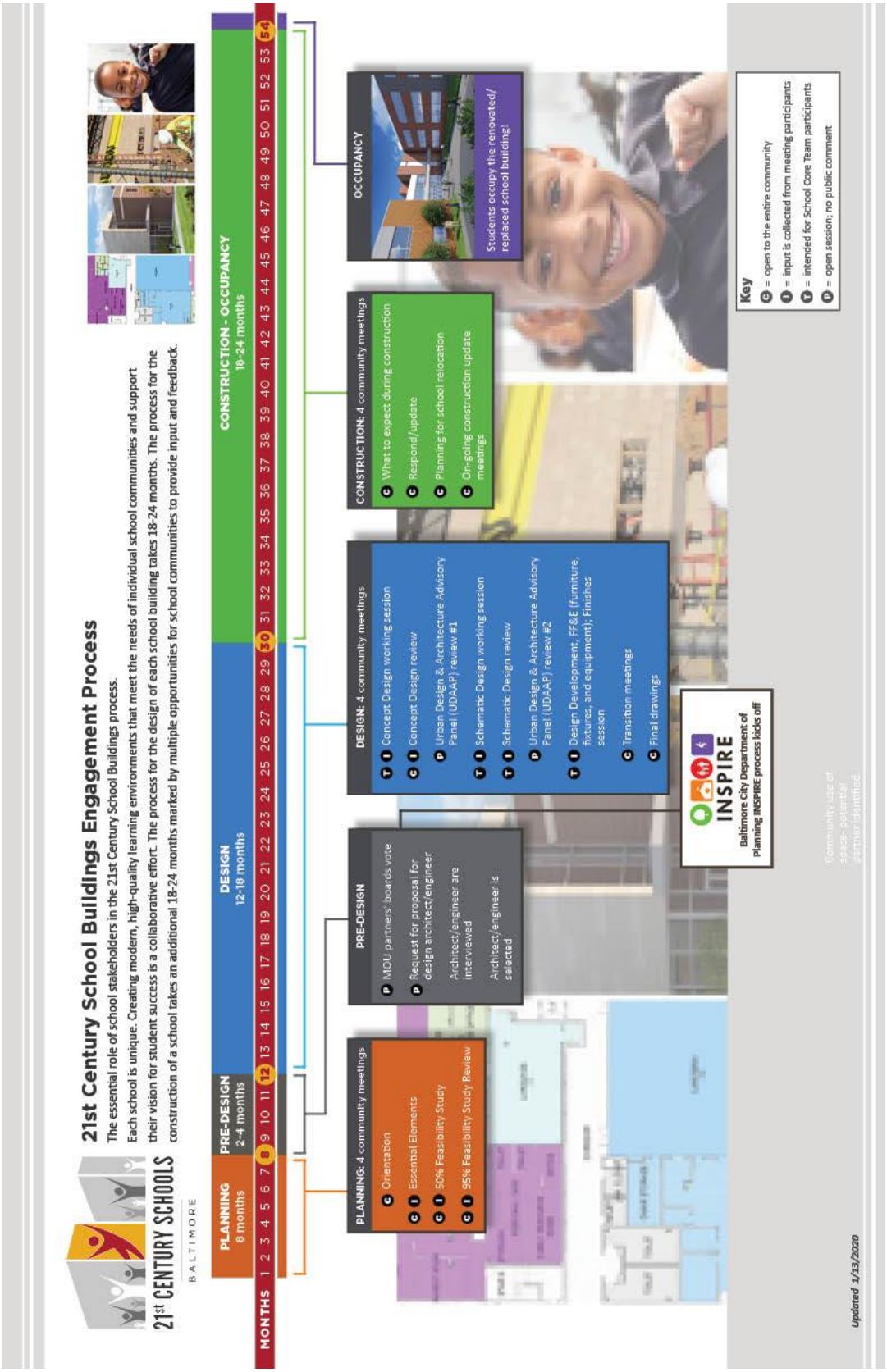
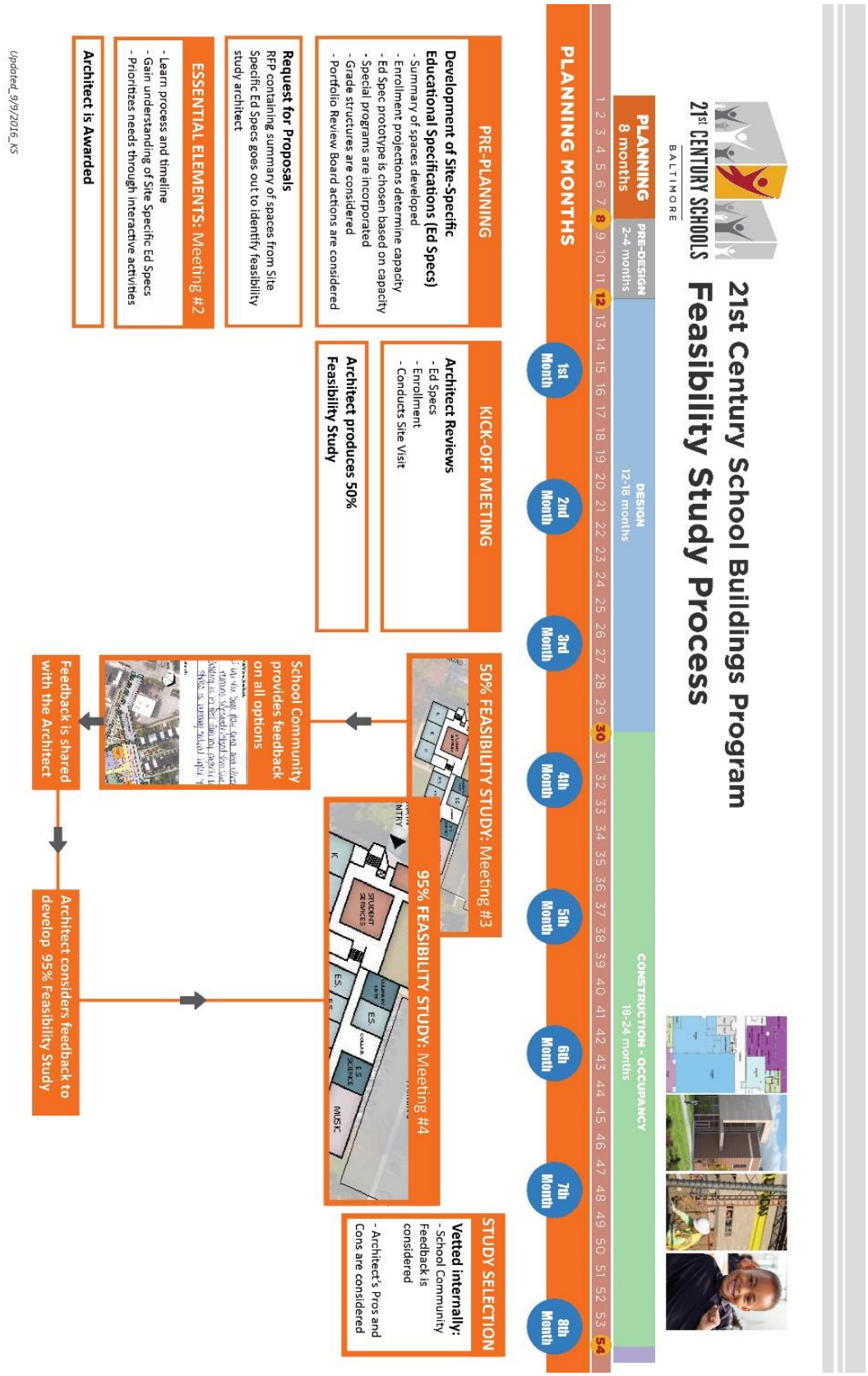
Exhibit 10: Feasibility Study Process Map