



Larry Hogan
Governor

Michael J. Frenz
Executive Director

Members

Thomas E. Kelso
Chairman

Leonard J. Attman
Joseph C. Bryce
Gary L. Mangum
Manervia W. Riddick
James T. Smith, Jr.
Jodi C. Stanalonis

February 6, 2108

The Honorable Larry Hogan
Governor
State House, 100 State Circle
Annapolis, MD 21401

**Re: 21st Century Schools Construction Program: Annual Report Request
for Extension**

Dear Governor Hogan,

Pursuant to the Baltimore City Public Schools Construction and Revitalization Act of 2013 ("the Act"), the Maryland Stadium Authority, Baltimore City, the Baltimore City Board of School Commissioners, and the Interagency Committee on School Construction formed an Executive Committee comprising representatives of each of the parties under the Memorandum of Understanding required by the Act. Additionally, the parties are required to submit an annual report on October 1, which was subsequently extended to January 15 of each calendar year, outlining actions taken during the previous fiscal year and planned for the current fiscal year.

The parties are diligently finalizing this report and expect completion by mid-February. Upon approval by all four parties' Boards and Commissions, we will transmit the report.

Sincerely,

Michael J. Frenz
Executive Director
Executive Committee Term Chairman

cc: The Honorable Thomas V. "Mike" Miller, Jr., Senate President
The Honorable Michael E. Busch, Speaker of the House
The Honorable Nancy K. Kopp, Treasurer
The Honorable Peter V.R. Franchot, Comptroller
The Honorable Edward J. Kasemeyer, Chair, Senate Budget & Taxation
Committee
The Honorable Maggie McIntosh, Chair, House Appropriations Committee
The Honorable Catherine Pugh, Mayor, City of Baltimore
Dr. Sonja Santelises and the Baltimore City Board of School Commissioners
Mr. Thomas E. Kelso and the Maryland Stadium Authority Board
Members, Interagency Committee on School Construction
Ms. Rachel Hise, Department of Legislative Services

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March 29, 2017

The Honorable Lawrence J. Hogan, Jr., Governor
State House
100 State Circle
Annapolis, MD 21401

The Honorable Peter V.R. Franchot, Comptroller
Louis L. Goldstein Treasury Building
80 Calvert Street
Annapolis, MD 21401

The Honorable Nancy K. Kopp, Treasurer
Louis L. Goldstein Treasury Building
80 Calvert Street
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Senate Budget and Taxation Committee Chair
3W Miller Senate Office Building
11 Bladen Street
Annapolis, MD 21401

Appropriations Committee Chair
House Office Building
6 Bladen Street, Room 121
Annapolis, MD 21401

RE: Baltimore City Public Schools 2017 Annual Report

Dear Governor Hogan, Comptroller Franchot, Treasurer Kopp, Senator Kasemeyer and Delegate McIntosh,

The law enacted in the 2013 legislative session requires that an annual report be submitted each year.

The Maryland Stadium Authority (MSA), the Interagency Committee on School Construction (IAC), the Baltimore City Board of School Commissioners (City School), and the Mayor and City Council of Baltimore (City) are pleased to provide the enclosed 2017 annual report.

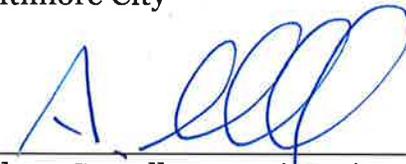
Please contact Gary McGuigan, Senior Vice President of the MSA, if you require further information with respects to this report.

Sincerely,

X 
Michael J. Frenz, Executive Director
MSA

X 
Mayor Catherine Pugh
Baltimore City

X 
Dr. Sonja B. Santelises, CEO
City School

X 
Robert Gorrell, Executive Director
IAC

MJF/gs
Enclosure

cc: The Honorable Thomas V. "Mike" Miller, Jr
The Honorable Michael E. Busch
The Honorable James E. DeGrange, Sr.
The Honorable Adrienne A. Jones
The Honorable David R. Brinkley
Mr. R. Michael Gill
Ms. Susanne Brogan
Ms. Teresa A. Garraty
Ms. Victoria L. Gruber
Mr. Matthew Klein
Ms. Rachel Hise
Ms. Jody Sprinkle
IAC Members
MSA Chairman and Board Members
Baltimore City Board of School Commissioner
Mr. Gary A. McGuigan
Mr. Eric P. Johnson
Mr. David Raith
Ms. Cheri Vincent

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

21st Century School Buildings Program March 2018



**BALTIMORE CITY
PUBLIC SCHOOLS**



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EXECUTIVE SUMMARY

In 2017, progress in the execution of the 21st Century School Buildings Program continued in a successful manner. The Maryland Stadium Authority (“MSA”) and Baltimore City Schools (“City Schools”) are jointly responsible for effective delivery of this complex program.

The original goal of the 21st Century School Buildings Program was to deliver a projected 23-28 replacement and/or renovated schools by 2020. Due to efficient project management and financial transactions on the bond issuances, we now project that this program will deliver 26-28 schools. The program is currently projected to be substantially complete by 2021. Concurrent with this mission is the planned reduction of twenty-six (26) school facilities from the inventory in order to right size the portfolio, thereby increasing district-wide utilization to 86% by the end of the program.

Currently, of the 11 Year 1 schools, two (2) opened in the summer of 2017, two (2) are substantially complete, five (5) are in construction, one (1) is in bidding, and one (1) is on hold for budget reasons.

Of the 17 Year 2 schools, five (5) are in design and the rest are in procurement for design or in the feasibility study phase.

MSA issued the second series of revenue bonds for the Baltimore City Public Schools Construction and Revitalization program. The bond sale was for \$426 million and successfully generated an additional \$73 million in premium.

With regard to Local Hiring, there have been 257 position commitments for hiring Baltimore City residents for nine (9) construction sites to date and a student internship initiative has been recently incorporated into the program.

MSA also entered into an Owners Controlled Insurance Program (OCIP). MSA not only expects cost savings from this initiative but also a greater pool of trade contractors and safer project sites. Currently, the nine (9) schools in construction are approximately 5% under budget.

INTRODUCTION

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

PROGRAM UPDATE

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

Plan Year 1 Schools: Progress Update

Plan-Year 1 school projects progressed significantly during 2017. As of the time of this report, two (2) schools have already opened in the summer of 2017, two (2) schools are substantially complete with a move scheduled this spring. Five (5) schools are scheduled to be completed this summer. One (1) project is in bidding and one (1) is on hold for budget reasons.

Table 1: Year 1 Program Summary

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

Plan Year 1 Project Budget Status Details

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

Plan Year 1 Schools Updates

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



Figure 1: Frederick Rendering

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



Figure 2: Fort Worthington Rendering

Lyndhurst P-K-8 – This 110,355 sq. ft. renovation with addition project will absorb a closing school (Rognel Heights). Students are currently in temporary swing space at the West Baltimore Building. Construction is substantially complete and on schedule to receive students April of 2018.



Figure 3: Lyndhurst Rendering

Dorothy I. Height Elementary School (formerly John Eager Howard Elementary School) – This 91,346 sq. ft. renovation with addition project will absorb a closing school (Westside). Students are currently in temporary swing space at Westside ES. Construction is substantially complete and on schedule to receive students April of 2018.



Figure 4: John Eager Howard Rendering

Robert Poole Building – This 135,896 sq. ft. renovation with addition project is scheduled for substantial completion in the summer of 2018 and opening for students in September 2018. The Poole Building will house two school programs, the Academy for College and Career Exploration (ACCE) and Independence School Local 1 High (Independence). ACCE serves grades 6-12 and is currently in temporary swing space at the Lake Clifton Building. Independence serves grades 9-12 and is currently in swing space at the Lemmel Building.



Figure 5: Robert Poole Building Rendering

Cherry Hill 3-8 – This 129,509 sq. ft. renovation with addition project, along with the Arundel PK-2 School project, supports a set of programs that meets the needs of a closing school (Dr. Carter G. Woodson). Students are currently in temporary swing space at Patapsco ES. The project is scheduled for substantial completion in the summer of 2018 and opening for students September 2018.



Figure 9: Cherry Hill Rendering

Arundel P-K-2 – This 113,647 sq. ft. replacement school project, along with the Cherry Hill 3-8 School project, supports a set of programs that meets the needs of a closing school (Dr. Carter G. Woodson). Construction is substantially complete and is on schedule to receive students September 2018.



Figure 6: Arundel Rendering

Forest Park High School – This 199,785 sq. ft. renovation with addition project will absorb students from a closing school (Northwestern). Students are currently in temporary swing space at the Northwestern Building. The project is scheduled for substantial completion summer of 2018 and opening for students September 2018.



Figure 7: Forest Park Rendering

Pimlico PK-8 – This 119,015 sq. ft. renovation with addition project will absorb students from a closing school (Langston Hughes) and a reconfigured school (Arlington). Students are currently in temporary swing space at the Garrison MS. The project is scheduled for substantial completion in the summer of 2018 and opening for students September 2018.



Figure 8: Pimlico Rendering

Arlington PK-5 – This 102,300 sq. ft. renovation with addition project is in the GMP Negotiation Phase. Students will be relocated to temporary swing space at Garrison MS in June 2018. The project is scheduled for substantial completion in the summer of 2019 and opening for students September 2019.



Figure 10: Arlington Rendering

Patterson-Clairemont High School – This 242,019 sq. ft. replacement school will ultimately co-locate two school programs, Patterson, a traditional high school, and Clairemont, a separate public day school program. The design of this high school is complete and the project is currently on hold. During the design process, it came to our attention that there is a superfund site adjacent to the high school property. The partners are discussing next steps on how to fund additional costs associated with this issue.



Figure 11: Patterson Rendering

Swing Space

During 2017, the program implemented a plan to prepare four (4) Year 1 schools to relocate from their swing space into their newly completed permanent school buildings. In addition, planning was implemented in preparation for six (6) Year 1 schools to relocate from current swing space back into their newly completed buildings during the summer of 2018.

Also during 2017, initial planning was initiated for five (5) Year 2 schools entering their construction phases in 2018. This effort will require all facilities to be completely emptied of furnishings, academic materials, students, and administrative programs relocated to a temporary and completely different school location and environment. Renovations for the temporary (swing space) locations will be procured and completed for each project to accommodate the educational program of each school during construction. These efforts require closely coordinated sub-projects to be managed concurrent with the larger scale design, construction and procurement activities ongoing for the 21st Century School Buildings Program.

In one (1) swing space school case, the school program will be relocated to an existing school facility where students would co-locate with another school over the next few years. Additionally, there are three (3) school programs that are closing and will be merging with Year 2 schools that will be going into swing space at the end of 2017/2018 school year.

The planning effort entails significant and complex matrix planning, professional logistics, project management focus, and transition services facilitation for each school and set of schools. See [Exhibit 8](#) and refer to the Public Relation section for more detail.

Plan Year 2 Schools: Progress Update

Plan Year 2 currently includes 17 proposed projects including one (1) PK-2 school, one (1) grade 3-8 school, seven (7) PK-5 schools, seven (7) PK-8 schools, and one (1) high school program as shown in Table 2. Additionally, one (1) PK-8 and one (1) PK-5 special education programs will be co-located at two of the 17 facilities. Adjustments in the order of execution for Year 2 Schools, originally established in 2014, were necessary to respond to changing school enrollments and facility conditions as well as uncertain market conditions for the program. Revised Year 2 School schedules provided in [Exhibit 2](#).

Table 2: Year 2 Program Summary

Year 2 Program Summary			
School	Project Type	Program Phase	Expected Phase Completion
Govans Elementary	Replacement	Architect Procurement	March 2018
John Ruhrah Elementary/Middle	Renovation & Addition	Design	March 2018
Medfield Heights Elementary	Replacement	Architect Procurement	March 2018
Harford Heights Elementary and Sharp-Leadenhall Elementary	Renovation & Addition	Feasibility Study	April 2018
Calverton Grades 3-8	Replacement	Feasibility Study	May 2018
Cross Country Elementary/Middle	Renovation	Feasibility Study	May 2018
Fairmount-Harford High School	Renovation & Addition	Design	May 2018

Year 2 Program Summary (Cont.)

School	Project Type	Program Phase	Expected Phase Completion
Robert W. Coleman Elementary	Renovation	Feasibility Study	May 2018
Bay-Brook Elementary	Replacement	Design	June 2018
Calvin M. Rodwell Elementary/Middle	Replacement	Design	June 2018
Commodore John Rodgers Elementary/Middle	Addition	Feasibility Study	June 2018
Highlandtown (#237) Elementary/Middle	Addition	Feasibility Study	June 2018
James Mosher PK-2	Renovation & Addition	Feasibility Study	June 2018
Montebello Elementary/Middle	Renovation	Feasibility Study	June 2018
Northwood Elementary	TBD	Feasibility Study	June 2018
Mary E. Rodman Elementary	Renovation & Addition	Design	January 2019
Walter P. Carter Elementary/Middle and Lois T. Murray Elementary/Middle	Replacement	Design	January 2019

Plan Year 2 Schools Updates

John Ruhrah PK-8 – This 108,090 sq. ft. renovation with addition project necessitated by enrollment growth in East Baltimore, is currently in the Design Phase. Design is expected to be complete in late March 2018 with construction beginning in late June 2018. Substantial completion is scheduled for November 2019 and opening for students January 2020.



Figure 12: John-Ruhrah Rendering

Fairmount-Harford Building – This 183,638 sq.ft. renovation with addition project is providing a renovated facility for the REACH! Partnership School, currently located in the Lake Clifton Building, allowing City Schools to close and surplus the Lake Clifton Building. Design is expected to be complete in May 2018 with construction beginning in late June 2018. This project is utilizing a Design/Build delivery approach. Substantial completion is scheduled for August of 2019 with the opening for students September 2019.



Figure 13: Fairmount-Harford Rendering

Bay-Brook PK-8 – This 118,094 sq. ft. replacement school project is necessitated by enrollment growth in the Curtis Bay/Brooklyn area of the City. Design is expected to be complete in late May 2018 with construction beginning in late June 2018. Substantial completion is scheduled for November 2019 and opening for students January 2020.



Figure 14: Bay-Brook Rendering

Calvin M. Rodwell PK-8 – This 107,527 sq. ft. replacement school project is currently at the Design Phase. Design is expected to be complete in late June 2018 with construction beginning in July 2018. It is anticipated that the existing student population will swing offsite to Grove Park Elementary/Middle School in June 2018. Substantial completion is scheduled for November 2019 and opening for students January 2020.



Figure 15: Calvin Rodwell Rendering

21ST CENTURY ACADEMIC PLANNING

City Schools has developed an academic planning process to support its schools with creating inspiring education environments. The 21st Century Schools collaborates with the broader school community to reimagine 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.

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

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

Table 3: Academic Focus Areas

School
Frederick Elementary School <i>Note: This school is a conversion charter school.</i>
Fort Worthington Elementary/Middle School
Lyndhurst Elementary/Middle School
Forest Park High School
Pimlico Elementary/Middle School
Independence High School <i>Note: This is a charter school.</i>

Professional Learning was provided in summer 2017 and during the fall of 2018 for Fort Worthington, Lyndhurst, and Forest Park in their respective academic focus areas. Fort Worthington also received additional training in the use of technology to engage students and differentiate instruction. Lyndhurst and Dorothy I. Height (formerly John Eager Howard) will receive technology training in winter and spring 2018. During the summer of 2018, Forest Park, Pimlico, Dorothy I. Height, Cherry Hill, Arundel, and ACCE will receive training in their identified academic focus area and in the use of technology to enhance instruction. Training will continue in the fall of 2018.

Updated Enrollment Projection Process

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

City Schools prepares program-level 10-year enrollment projections for grades Pre-Kindergarten (PK) through 12. The projections are updated annually to include the latest official September 30 enrollment, changes to the district’s portfolio of schools, and the most recent long-term facilities plans. The projections are included in the CEFMP, in CIP requests, and are used for 21st Century School Buildings Plan planning and review.

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

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

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

The final projections model was adjusted to account for several sets of special circumstances including schools adding grades, recruitment efforts, schools planned to close, and planned reconfigurations under the 21st Century School Buildings Program.

Ten-Year Plan Amendments and School Closing Updates

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

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

The proposed amendments to the 10-Year Plan were included in the Annual Portfolio Review and shared with the public on November 9, 2017. The overall recommendations, including those not directly impacting the 21st Century Schools, were presented to the City Schools' Board of School Commissioners (School Board) for approval on December 12, 2017. This year there were two (2) amendments and three (3) surplus schools to the Exhibit 6 related to the 21st Century School Buildings Program. Below are 10-Year Plan changes:

- Close Rognel Heights Elementary/Middle School effective summer 2018 and surplus its building to the City of Baltimore in summer 2018; students will be zoned to the newly renovated Lyndhurst Elementary/Middle School.
- Close William Pinderhughes Elementary/Middle School. Note: Prior to the School Board vote, this recommendation was deferred to allow time for the district and stakeholders to develop plans for one school to serve both the Pinderhughes and Gilmore Elementary School communities.
- Surplus the Patapsco building to the City of Baltimore in summer 2018, as it will no longer house a school program and is not required for educational use.
- Surplus the Westside buildings to the City of Baltimore in summer 2018, as it will no longer house a school program and is not required for educational use.

The School Board actions on closing programs and surplus facilities will be reflected in the amended Exhibit 6 of the Memorandum of Understanding (MOU), upon MSA's acceptance. These amendments include:

- Northwestern High School Surplus in 2021
- Carter G. Woodson Elementary/Middle 2020

District-wide Utilization Plan

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

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

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

In addition to the projected utilization rates, the program schedule currently identifies substantial completion in 2021. Using a range of 23 to 28 schools for completion acknowledged a measure of uncertainty earlier in the program with respect to the bond market and the dollars that would be needed to complete the renovation and/or replacement of each school as identified in its feasibility study. Certain feasibility studies were delayed to allow other more critical schools that were necessary to relieve overcrowding and/or accommodate combined schools resulting from portfolio actions to rise in priority. Additionally, if the program had adhered to the original schedule, at some point, there would have been 15 schools under construction at one time in conjunction with their associated swing schools. As a result of these factors, the district will request partners revisit the utilization targets and revise the School Board resolution.

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

PROGRAM MANAGEMENT

The administration and management of this multi-faceted and multidisciplinary program requires that MSA and City Schools continue to work as seamlessly as possible to execute and manage the rigor required for each school project in the 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 2017. Important associated program initiatives and collaborations, such as workforce development and minority participation, community engagement efforts, school-based teams, and co-location and facility use collaborations are discussed.

Program Staffing Update and Program Procedures

The MOU clearly defines the roles and responsibilities for high level of programmatic and school project coordination and execution for MSA, City Schools, the City, and the IAC. MSA and City Schools decided in the fall of 2016 that it would be beneficial to the program to have MSA procure and manage all projects under this program. It will be more efficient utilizing all the policies and procedures of one agency. It also allows for both MSA and City Schools to focus on their core strength areas of expertise. Although MSA is the primary party responsible for financial, procurement, contract, and administration of the program, City Schools' 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 hired an internal auditor whose primary function is to review policies, procedures, and compliance on this program. MSA also hired a compliance officer who reviews and approves transactions in high-risk areas of the program.

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

PROCUREMENT

As of December 31, 2017, there have been 100 procurements totaling \$395,275,186 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, and CM pre-construction/construction services.

MBE Participation

Maximizing MBE participation and inclusion is a goal of the 21st Century School Buildings Program. Each contract is evaluated to determine appropriate MBE goals depending on many factors, including type of service, scope, market availability, and schedule. To date, total MBE participation is 33.9 percent or \$134,043,161.²

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 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
- City Schools Report
- MSA Report

Typical reports to the Committee include status updates on the program including schedule, project and budget updates. The Committee is charged with reviewing and approving items presented during these sessions. Meeting minutes are available for review on the Executive Committee page of the 21st Century Schools website³.

¹ Reference Exhibit 4 for Change Orders

² Reference Exhibit 7a for Procurements and 7b for MBE Participation

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

Coordinating Committee

The Coordinating Committee comprising representatives of the City (Mayor's Office), City Schools, MSA, Baltimore City Department of Planning (DOP), Baltimore City Department of Recreation and Parks, and Baltimore City Department of Housing and Community Development – works to maximize investments around the 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 Baltimore City Public Schools' annual plan and the potential reuse of surplus or vacated school buildings and facilities by the City.
- Input on each Feasibility Study for all projects during each study's preparation phase, and the opportunity for review and comment before each Feasibility Study is finalized.
- Proposed changes and amendments to the 21st Century School Buildings Plan.
- Development of funding strategies to implement improvements that are otherwise not eligible for financing under the bond proceeds or cash on hand.

STAT Committee

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

Collaborative Committee

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

- Workforce Development – Section II-B: The City, the School Board, and the Authority agreed to establish and participate in a collaborative group (the "Collaborative") to work together to maximize the opportunities for the City Schools' students and City residents to be informed about, prepared for and connected to work-based learning and employment opportunities created by the Plan.
- 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 21st Century Program is to contribute to the pipeline of qualified small, local, minority and woman-owned contractors with the capacity to participate as prime contractors and subcontractors. With this goal in mind and pursuant to the terms of the MOU, the Collaborative and MWBD developed an outreach and inclusion plan (“MBE Plan”)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 subgoals based on the specific circumstances of the project. The Program has been very successful in achieving MBE participation, both at the prime and subcontractor levels. [Exhibit 7a](#) reflects a summary of all Program awards and the level of MBE participation. As set forth therein, to date, the Program achieved 33.9% in MBE participation. Further, in order to enhance MBE participation monitoring and reporting, MSA implemented a web-based system whereby awards and payments will be verified electronically. This system provides up-to-date information regarding MBE participation commitments and actual achievement.

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

MSA will continue to promote the objectives of the MBE Plan and to implement strategies to ensure that these objectives are met.

Workforce Development

Local Hiring

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

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

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

⁴ The plan is available on the 21st Century Schools' website

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

Calendar year 2017 closes with commitments for hiring Baltimore City residents from nine (9) Plan Year 1 projects totaling 257 new local hires. Please reference Exhibit 7c for breakdown.

Work-Based Learning Program

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

Urban Alliance High School Internship Program, managed by UA, provides professional development training, program management, and support to high school seniors participating in a certificate Career Technical Education program (CTE) in City Schools. CTE students receive four weeks of pre-work soft skills training, internship placement support (in coordination with MSA), case management, post high school planning support and ongoing professional development training throughout the school year. The UA manages the recruitment of CTE students, pre-work training, student selection and placement, weekly internship, professional development training and supports the jobsite placement mentor. The UA model includes support of each jobsite that includes coordinating the student intern training, interviews, and placement, providing mentor training and an Idea Bank for mentors, and assigning a case manager (Program Coordinator) to assist the student interns in their professional development and providing weekly case management services for the design or construction management mentors.

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

PUBLIC RELATIONS

In the early stages of implementation of the 21st Century School Buildings Program, school communities were excited yet skeptical and hopeful yet doubtful that the promise of modernized school buildings with innovative learning spaces, technology to prepare students for the future, and basic needs like heat would ever come to fruition. Across several schools and communities, staff, parents, students, school partners, and neighborhood residents hesitantly envisioned a school building that demonstrated students matter

and equity is critical. As the first set of schools went under construction, skepticism lessened. When another seven began construction, doubt turned into trust. Now, that two (2) school buildings have opened under the program, engagement of school communities again shifts, both good and challenging.

The opening of Frederick Elementary and Fort Worthington Elementary/Middle represents a concrete investment in students and an example of what is to come for children, school, and community. These two schools give other school stakeholders a visual example of what they get in return for the short-term sacrifice of temporarily relocating children to swing space. Now, school leaders, staff, and parents are ready and awaiting their turn. This excitement makes engagement of school communities like Medfield easier.

Engagement Post Frederick and Fort Worthington

While several schools are excited, other school communities look at Frederick and Fort Worthington as the minimum standard. Those communities want at least the same thing as Frederick and Fort Worthington for their school community. For schools that show a decline in student population and shifts in geographic trends, the building square footage reflects the projected enrollment. To maintain trust and consistent participation, engagement of those communities requires a balance of transparency and management of expectations while instilling hope for the changes that will come.

In addition to these two new nuances, the public relations team continues to work through multifaceted components noted in last year's Annual Report and required under the MOU, closing and combining school programs as well as absorbing recreation programs in schools. Although both remain a challenge, movement in the right direction is occurring.

Closing, Combining and Co-Locating Schools Programs

Under the direction of City Schools, the 21st Century School Buildings Program developed and started implementation of a process to bring school programs—students, families and communities—together with shared experiences prior to the one school program closing and combining with the other. Students and families participate in activities such as introductory student videos leading to school wide pen-pal campaigns and other joint engagement opportunities across impacted schools. The purpose of this process, known as the 21st Century Transition process, is to break down barriers that might exist before students come together in one building. Students and families learn where they share common goals, values, and interests so their difference does not drive their first interactions. This work is just getting started using lessons learned from John Eager Howard and Westside, schools that combined as the new Dorothy I. Height Elementary School.

School/Recreation Centers/Community Schools Shared Space

As noted in the 2015 & 2016 Annual Report, fulfilling the vision to make schools hubs of the community continues to be one of the greatest challenges. Four months after the opening of the first schools under 21st Century School Buildings Program, City Schools and Baltimore City Recreation and Parks (BCRP) sharing operating space in these schools is not yet a reality. The difference between policies of City Schools and the BCRP proved to be a significant hurdle to the Department of Recreation and Parks operating programs and other services in schools in a similar way they would operate in its stand-alone facility. In the final weeks of 2017, City Schools and BCRP moved closer to mutually agreed upon language in their agreement so that recreation programming could start in Fort Worthington and Frederick could begin to serve as a satellite program.

INSPIRE

INSPIRE, which stands for Investing in Neighborhoods and Schools to Promote Improvement, Revitalization, and Excellence, focuses on the quarter-mile surrounding the schools being modernized through the 21st Century School Buildings Program.

INSPIRE is a planning and community engagement process that results in a plan that is presented to the Baltimore City Planning Commission. The plans include a range of recommendations for short- and long-term activities and investments that focus on improving the quality of life for residents around the schools, and that guide the community's long-term vision in an actionable way.

One principal goal of INSPIRE is to improve conditions along primary walking routes to the 21st Century Schools. At Frederick and Fort Worthington, students traveled to school on opening day along sidewalks that were safer and more enjoyable because of sidewalk, crosswalk, and other pedestrian improvements and new street trees. The DOP staff worked with many City agencies to make these improvements, which were highlighted with school faculty and parents at a back-to-school event at Frederick. These same improvements will be made before the other schools open.

21st Century's goal to help revitalize neighborhoods and communities takes more than a modernized school. To help achieve this outcome, the DOP's INSPIRE program is using the investment to generate improvements in housing, transportation, green land reuse, healthy food, and more.

The following activities highlight a variety of other recommendations from the INSPIRE plans that are starting to be implemented:

Housing

Baltimore's Housing and Community Development department is rehabbing city-owned properties in the 4800-block of Pimlico Road, directly facing Pimlico Elementary/Middle.

Transportation and Safety

The Departments of Planning and Transportation applied for – and received – a \$257,000 state Safe Routes to School grant to significantly improve safety for people to “walk, bike, and roll” around Pimlico.

The Department of Transportation repaved Lehman Street, directly behind Frederick Elementary. The Community School Coordinator worked with the Baltimore Curriculum Project, Bon Secours Community Works, and the Safe Routes to School National Partnership to develop a walking school bus to provide adult leaders to guide children to and from school safely every day.

MTA installed four new bus shelters near Lyndhurst Elementary/Middle.

Health and Wellness

The Arlington Elementary Community School Coordinator adopted a city-owned lot for the creation of a community garden near the school, where students will be able to grow food.

A master plan was completed for German Park, near Dorothy I. Height Elementary (formerly John Eager Howard), and over the summer, youth artists installed a mural in the park through Art @ Work.

Seven INSPIRE plans have been adopted by the Planning Commission: Fort Worthington Elementary/Middle, Frederick Elementary, Dorothy I. Height Elementary, Lyndhurst Elementary, Arundel Elementary and Cherry Hill Elementary/Middle, Robert Poole Building, and Pimlico Elementary/Middle.

The plans are available on the INSPIRE web site at <https://planning.baltimorecity.gov/planning-inspire>.

PROGRAM COMMUNICATIONS

Communications Plan

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

Program Website

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

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

Social Media

21st Century School Buildings Program's social media channels (Facebook, Twitter, and Instagram) continue to raise awareness of the program and related activities. During the last quarter of the year, a social media plan was developed with goals and measurable objectives. Due to limited capacity to devote more time to social media efforts previously, activity had been somewhat sporadic at times. The new social media plan includes a considerable increase in posts and online activity—including more engagement and interaction with our audience—with the goal of increasing our following across all networks in order to strengthen brand awareness, increase engagement, and drive more traffic to the 21st Century School Buildings Program website. The 21st Century website and social media channels in their entirety are owned by the Program and managed by the in-house Community and Public Relations communications specialist team.

PROGRAM FINANCIAL REPORT

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

Revenues

Revenues for the year ending June 2017 were \$67.6 million. This consists of \$20.0 million from lottery for FY2017, \$10.0 million from Baltimore City for the bottle tax, facility rental fee and table games revenues, \$5.2 million from additional revenues collected in excess of the \$10.0 million paid by Baltimore City, \$10.0 million from Baltimore City for the shifted retirees health insurance, \$20.0 million from Baltimore City Public Schools and investment income of \$2.4, which includes investment income on bond proceeds and funds held by the State Treasurer.

Expenditures

Overall, expenses through June 2017 are \$135.9 million under budget. Below are some of the major variances:

Salaries, Wages and Benefits

This category is \$212,000 under budget for the year ending June 30, 2017. The primary reasons are the budget allocations for attorneys and accounting are less than the amount budgeted and vacant positions not filled for \$280,000 but offset by \$78,500 for higher personnel costs.

Telephone

This category is \$1,200 over budget for the year ending June 30, 2017. There were additional cell phones added for new employees.

Travel

This category is on budget for the year ending June 30, 2017.

Contractual Services

This category is \$138.8 million under budget for the year ending June 30, 2017. Construction payments were budgeted for much more than the actual payments. Construction payments were budgeted for \$290.0 million and the actual was only \$145.8 million. This year also included \$11.0 million in payments for the OCIP. This was not budgeted for at the beginning of the year. This category also included the budget of expenditures for Baltimore City Public Schools. There were no actual expenditures in the Equipment Additional category, the budget was for \$4.0 million.

Office Supplies and Equipment

This category is \$27,200 over budget for the year ending June 30, 2017. Additional computer equipment was needed for new employees.

Equipment Additional and BCPS Reimbursement

This category is \$3.1 million over budget. The reimbursement to Baltimore City Public Schools for the three quarters in 2016 and the 1st and 2nd quarters of FY 2017 is included in this category but is budgeted in Contractual Services.

Fixed Charges

This category is \$24,000 under budget for the year ending June 30, 2017. Interest expense was less than the budget.

Baltimore City Public Schools Construction and Revitalization Revenue Bond,

Series 2017

MSA is looking to issue additional debt in February. This will be the second series with a projected par amount of \$426.44 million with expectation of generating bond premium that will produce \$500.0 million in construction proceeds.

COMPREHENSIVE MAINTENANCE PLAN UPDATE

The IAC requires each Local Education Agency (LEA) to submit annually an updated Comprehensive Maintenance Plan (CMP) for approval. The CMP details the District's strategies and goals for preventive and ongoing maintenance of all public school buildings and the sufficient funding needed to implement the CMP. Additionally, per the MOU resulting from the passage of HB860 in FY2013 for the Construction and Revitalization of Baltimore City Public Schools, City Schools must provide a plan for maintaining school buildings and demonstrate progress towards achievement to be measured through a set of 13 metrics approved by the IAC.

Per the MOU, the IAC is required to assess progress toward attainment of the maintenance metrics in the Annual Report submitted by the Parties.

In FY2017 City Schools faced a budget shortfall that impacted all departments, and reported that a reduction in funds for Operations cost centers forced the elimination of 25 full-time maintenance and operations staff positions. At the same time, City Schools reported an increase of \$2M (instead of the planned increase of \$3M) to the 21st Century Schools cost center — which, the IAC notes, does not seem consistent with the elimination of staff. In FY2018 City Schools again faces an overall budget shortfall yet the CMP states that City Schools will increase the 21st Century Schools cost center of \$3M to support continued maintenance improvement.

The current CMP notes that Operations continues to plan to be more effective and more efficient. City Schools have started tracking key performance indicators to drive this change and to attain the maintenance metrics required by the MOU. Work order metrics indicate that there has been a reduction in the average time required to complete work orders. This maintenance work reporting is the result of the phased implementation of a Computerized Maintenance Management System (CMMS), School Dude. The current CMP indicates a soon-to-be-implemented component of their CMMS that will automatically generate and track all preventive maintenance work orders. A strong CMP and CMMS are foundational to continuously improving maintenance. City Schools is showing both good effort and results.

However, the IAC notes that maintenance staff levels have increased less than planned for in previous versions of the CMP, first published in 2014. A stated goal of the CMP is for each staffer, or full-time equivalent (FTE), to operate no more than 157,617 square feet (SF), yet each operates an average of 177,000 sf. The Association of Physical Plant Administrators' (APPA) provides benchmark staffing standards for maintenance, and the IAC note that City Schools' maintenance staffing appears to be critically insufficient. However, this may not be accurate as City School's supplements its staffing with contract maintenance, and the equivalent FTE comparison is not currently available. The IAC plans to work, in close coordination with City Schools, to develop more comparable staff-level data.

For an overview of the maintenance and operations budget, see Table 4.

Table 4: Maintenance and Operations Budget

Maintenance and Operations Budget				
Fiscal Year	2015	2016	2017	2018
School Buildings	162	162	159	158
Square Feet (SF)	17,464,692	17,464,692	17,768,033	17,704,828
Adopted Budget	\$23,952,833	\$27,758,948	\$26,653,618	\$25,742,526
Actual Expenditures	\$35,423,460	\$30,247,312	\$32,083,517	TBD
Approved Staff (FTEs)	110	104	176	172
Actual Staff (FTEs)	92	84	100	TBD
SF / staff (FTEs)	189,833	207,913	177,680	TBD

The School Board, the Chief Executive Officer (CEO), and Facilities Maintenance & Operations (FM&O) strive to provide a safe and healthy learning environment for students, faculty, and the community while operating our school buildings in an efficient manner. The District’s maintenance and preventive maintenance programs are the cornerstones necessary to support these educational programs.

Operations seeks to accomplish this main goal by providing work with in-house quality staff, obtaining outside supplemental requirement vendors with fixed labor rates and markups, energy conservation, and alternative funding resources.

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

Organizational Structure and Staffing

To continue improvement, the following initiatives have been included for SY2017/2018 to address higher levels of efficiency and accountability in the Departments’ organizational structure and staffing:

- Incorporation of strategies to two (2) new 21st Century Schools: Fort Worthington and Frederick during summer of 2017 and the proposed acceptance of John E. Howard and Lyndhurst the following school year.
- Review of staffing plan of both current and future positions related to an increase in FM&O budget allowing for the creation of additional positions for Repair, Engineering and Maintenance offices.
- Train staff, implement and populate data utilizing using the web-based CMMS software (SchoolDude).

Approved FY2018 Budget and Implications

Declines in enrollment, and decreases in state contributions due to the existing state formula to determine the City School funding calculation resulted in fewer dollars for City Schools. This decline in funding has impacted the budget along with other district-wide financial commitments (i.e. 21st Century program

contributions and retirement and benefit funds) which resulted in a Reduction in Force (RIF) throughout the district.

The past year has been challenging as district leaders worked through the difficult implications of budgets for next year. City Schools announced the District’s \$130 million budget shortfall in December 2016 and has worked to identify cuts and savings to close the gap to balance the budget, including a contribution of \$30 million from District office staff reductions, spending and hiring restrictions, and a withdrawal from the District’s fund balance. Operations has had to make real time economic decisions that reduced the most cost-effective types of maintenance, both preventive and predicative, based on actual allocations within the fiscal budget year.

Listed in Table 5 is an overview of the progress achieved on the strategies and outstanding elements that were reported in last year’s CMP documents:

Table 5: Comprehensive Maintenance Plan Strategy and Status

Strategy		Status
1	Asset Management	For FY2017, City Schools continued to utilize SchoolDude software solution for work processing and asset management. The department is in Phase 2 of a 4-Year Phase Facilities Asset Assessment conducted by EMG. The field data collection and condition assessment is meant to capture information of all major building systems to the individual component level, including all components considered capital repair items (as opposed to maintenance level items). This includes site paving, HVAC, roofing, electrical, plumbing, vertical transportation systems, building envelope and structural systems. This year, Phase 2, will consist of compiling assets within 3,741,465 sq. ft. of facilities capturing building-system assets. Preventive maintenance schedules are now being initialized and will be started to go August 1, 2018.
2	Computerized Maintenance Management System	SchoolDude is a web-based maintenance management software used by over 7,000 K-12 and higher education clients. In FY2018, our focus will be concentrated on Standard Operating Procedures (SOPs) and continued training to improve efficiency and accuracy of our data. Improved accuracy and better maintenance requests and services will support data-driven decision making through custom, ad hoc, and dashboard capabilities. The CMMS continues to allow staff the ability to better manage maintenance requests and service our school buildings to support data driven decision-making. Operations continues to review other components of the system to improve and build upon a more complete and comprehensive approach toward facility management.
3	Modernize the Fleet	Operational funds are identified and allocated for minimal replacement of needed vehicles within the work force teams. Further discussion with Finance to provide a funding plan that will be used to determine the replacement of the BCPS fleet to include Facilities, Food & Nutrition, Police, and Information Technology Department. This will require a Master Lease as our current evaluation of our fleet replacement is \$7.5M.
4	Allocate funds to Contract Maintenance and Mechanical Services for preventive maintenance	In FY2017, \$6.9M against a target of \$6.7M was spent for preventive maintenance.

Metrics

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

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

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

Domains are organized by the following:

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

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

Fiscal 2017 Actual Data: PM activities will increase in FY2017 because resources will be dedicated to these activities; new processes will be implemented; physical plant assets will be inventoried; and the CMMS implementation will continue. As these initiatives continue and data is captured in FY2018, there should be no impact to proposed budget allocations.

Fiscal 2017 Actual/Baseline: Data was and continues to be developed as objectives in process to be accomplished this year. From past history, fiscal data has risen and fallen due to the continuation of three initiatives. The CMMS implementation requires a redesign of many processes which affect work flows throughout the system. The inventory of physical plant assets increased preventive maintenance work orders and lead to additional deferred repairs to plant and equipment, and the expectations of staff to discover and log more repair requests.

Fiscal 2017 Targets: These serve as an indicator of progress and accomplishment of the objectives. The new initiatives will challenge FM&O to meet these targets.

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

Domains, Goals, Objectives and Metrics

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

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

Goals:

- Hire qualified FM&O staff (Objective SD 1).
- Reduce the maintenance burden for each FM&O FTE (Objective SD 2).
- Implement training program (Objective SD 3).
- Plan evaluation metrics and system for FY2016 (Objective SD 3).

Objective SD 1: Reduce the number of vacancies in FM&O.

Metric SD 1: Fill the ten (10) FM&O vacant and eight (8) newly created positions by June 30, 2017, as presented in the CMP, and approved by the Schools Board on August 12, 2014. In 2016, City Schools faced severe fiscal challenges and the vacant positions were eliminated to meet budget targets and not result in layoffs. For FY2018, funding has been identified in Operation’s budget for additional positions.

3 Year Plan: Facility and Maintenance			
<u>Primary Initiatives</u>	FY2017	FY2018	FY2019
4) Increase FM&O Staffing			
	FTEs	FTEs	FTEs
Maintenance and Repairs	156	152	155
Support	7	7	8
Management	13	13	13
Total FTEs	176	172	176
FTE increase	*	**	4
Square Footage	17,464,692	17,401,487	16,757,207
Square footage per FTE	99,231	101,171	95,211
*abolished vacancies to meet budget **abolished 13 positions and added 8 positions			

SM Facility, Maintenance and Operations Core Outcomes: FY2017	
Goals: Staffing	
1) Reduce the number of vacancies in FM&O. 2) Reduce the square footage per FTE to 157,617 sq. ft. by FY2016. 3) Implement training program. 4) Plan evaluation metrics and system for FY2017.	

SM 1 Reduce the number of vacancies in FM&O			
Cost Center/Job Title: as of 7/5/2017	Vacant	Filled	Total
0730 - DIRECTOR FACILITIES	2	4	5
Contract Administrator II		1	1
Director - Building Maintenance	1		1
Director - Facilities Maintenance & Operations		1	1
Energy Manager	1		
Energy Specialist		1	1
Supervisor - Logistics		1	1
Cost Center/Job Title: as of 7/5/2017	Vacant	Filled	Total
0752 - REPAIR SHOP	3	54	57
Building Maintenance Worker I		9	9
Building Maintenance Worker II	1	6	7
Building Repairer	1	15	16
Carpenter I		1	1
Glazier		1	1
Laborer		1	1
Locksmith		3	3
Maintenance Coordinator		1	1
Painter I		4	4
Painter II		1	1
Pipefitter I		1	1
Pipefitter II		1	1

Cost Center/Job Title: as of 7/5/2017 (Cont.)	Vacant	Filled	Total
Plumber		3	3
Secretary		0	0
Storekeeper I		1	1
Lead Technicians		6	6
Supervisor - Stores	1	0	1
Welder		0	0

Cost Center/Job Title: as of 7/5/2017	Vacant	Filled	Total
0753 - CONTRACT MAINTENANCE	1	11	12
Manager - Contract Building Maintenance		1	1
Manager - Facilities Construction Projects		0	0
Mechanic II - Electrical		2	2
Secretary		1	1
Supervisor - Education Building		0	0
Supervisor - School Project	1	7	8

Cost Center/Job Title: as of 7/5/2017	Vacant	Filled	Total
0754 - MECHANICAL SERVICES	0	4	4
Assistant II - Accounting		1	1
Construction Mechanical Inspector		1	1
Manager		1	1
Supervisor - School Project		1	1

Cost Center/Job Title: as of 7/5/2017	Vacant	Filled	Total
0784 - FACILITIES - SE CLUSTER 4	1	25	28
Engineering Manager		1	1
Driver I - Motor Vehicle		1	1
Office Assistant		1	1

Cost Center/Job Title: as of 7/5/2017 (Cont.)	Vacant	Filled	Total
Operator I - Vehicle Equipment		1	1
Stationary Boiler Maintenance Worker	1	2	3
Stationary Engineer - HP		4	4
Stationary Engineer I - HVAC		1	1
Stationary Engineer I - Low Pressure		5	5
Stationary Engineer II - Low Pressure		4	4
Manager-Engineering Operations		1	1
Supervisor - HVAC		1	1
Technician II - HVAC		2	4
Technician III - HVAC		1	1
Grand Total	7	98	106

5 Year Plan: Facility and Maintenance			
<u>Primary Initiatives</u>	FY2017	FY2018	FY2019
4) Increase FM&O Staffing			
Increase FM&O Staffing	FY2017	FY2018	FY2019
	FTEs	FTEs	FTEs
Maintenance and Repairs	156	152	155
Support	7	7	8
Management	13	13	13
Total FTEs	176	172	176
FTE increase			4
Square footage per FTE	99,231	101,171	95,211
Maintenance and repairs	111,953	114,486	108,111

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

Objective SD 2: Reduce the square footage per FTE to 157,617 sq. ft. The CMP projects a square footage per FTE of 86,885 by FY2019. Due to District’s budget constraints,

FY2017 plans eliminated vacant positions. For FY2018, funding has been identified in Operation’s budget for additional positions.

Metric SD 2: Portfolio review of the current and anticipated needs for charter/transformation schools that request space from the District pose challenges for Facilities in achieving our proposed goals in the future. Facilities’ highly recommends not retaining additional vacant buildings that are not to be used as swing space but to transfer these vacant school buildings back to the City to lease directly to the new school operators. This process would decrease overall square footage of inventory so funds can be reallocated to currently operating schools and buildings.

The current practice is to use these vacant buildings for start-up operations with leasing agreements as administered through our Real Estate Office. However, the monthly lease does not sufficiently compensate Facilities’ true cost of the building’s operating budget.

5 Year Plan: Facility and Maintenance			
Primary Initiatives	FY2017	FY2018	FY2019
4) Increase FM&O Staffing			
Increase FM&O Staffing	FY2017	FY2018	FY2019
	FTEs	FTEs	FTEs
Maintenance and Repairs	156	152	155
Support	7	7	8
Management	13	13	13
Total FTEs	176	172	176
FTE increase			4
Square footage per FTE	99,231	101,171	95,211
Maintenance and repairs	111,953	114,486	108,111

Objective SD 3: Implement training program and plan evaluation system for FY2017 implementation. Contract specifications for the 21st Century School Buildings Program coming on-line include formal offsite training for mechanical or electrical systems, automated building monitoring system and further additional training opportunities.

SM 3 Implement Training program Plan evaluation metrics and system for FY 2017			
5) Staff Development			FY2017
	Training	\$10,000	\$10,000
	Accountability: Facility Stat Measures Added to Employee Evaluations	Plan	Provided

Metric SD 3:

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

Preventive Maintenance Goal Overview (PM): Counteract the reactive response by FM&O to emergencies and repairs by increasing scheduled preventive maintenance. It is important to note that as new and renovated buildings become available, life-cycle equipment will require time to calibrate to standard operation; therefore, work orders will increase for a period of time. It is also important to note that in October 2016, Operations rolled out its new CMMS, SchoolDude. This resulted in changes in how we define terms and carry out certain tasks. As a result, there are significant differences in much of the data from previous years. As we continue to monitor use of the system and quality of the data and develop and refine processes and procedures, the data will normalize and trends will be more easily identified.

Goals:

- Reduce the number of unscheduled and emergency work orders leading to the reduction of lost instructional time (Objective PM 4).
- Increase planned and scheduled preventive maintenance (Objective PM 2).
- Establish preventive maintenance baseline measures in FY2018.
- Establish preventive maintenance targets for FY2018.
- Actual preventive maintenance measures to meet or exceed FY2018.

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

Metrics PM 1: For FY2018, funding has been identified in Operation’s budget for two additional positions.

PM 1 Establish staff* whose primary work is preventive maintenance.					
	Measure Name	Category	FY2016 Actual	FY2017 Actual	FY2018 Target
PM 1.1	Number of FTEs planned for preventive maintenance	Input	0	3	5
PM 1.2	Number of FTEs actually performing preventive maintenance	Output	0	3	5
PM 1.3	Percentage of FTEs performing preventive maintenance: Plan vs. Actual	Outcome		100%	100%

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

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

Metrics PM 2: ***Scheduled preventative maintenance labor hours will be captured starting October 2017 with the implementation of our PM program through the new CMMS, SchoolDude.

PM2 Effectively schedule time for preventative maintenance activities					
	Measure Name	Category	FY2016 Actual	FY2017 Actual	FY2018 Target
PM 2.1	Total number of preventive maintenance labor hours scheduled	Input	12,480	***	***
PM 2.2	Total number of preventive maintenance actual labor hours	Input	3,873	***	***
M 2.3	Percentage of actual preventive maintenance labor hours scheduled	Outcome	31%	100%	100%

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

MetricsPM 3:

PM3 Plan and direct contractor resources to preventative maintenance activities					
	Measure Name	Category	FY16 Actual	FY17 Actual	FY18 Target
PM 3.1	Total contractor costs for preventative maintenance	Input	\$4,000,000	\$6,970,892	\$9,016,777
PM 3.2	Total number of open emergency and repair orders	Input		3,545	-2%
PM 3.3	Percentage of open emergency and repair orders	Outcome		97.7%	15%

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

Metrics PM 4:

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

Goals:

- Efficient response to emergencies and repairs (Objective RM 1).
- Timely response to emergencies and repairs (Objective RM 2).
- Establish emergency and repair work order baseline measures in FY2018.
- Establish emergency and repair work order completion targets for FY2018.
- Actual emergency and repair measures to meet or exceed FY2018 targets.

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

Metrics RM 1:

RM 1 Improve the average hours to complete an emergency and repair work orders.					
	Measure Name	Category	FY2016 Actual	FY2017 Actual	FY2018 Target
RM 1.1	Total number of completed emergency and repair work orders	Input	47,905	41,891	-50%
RM 1.2	Total number of labor hours to complete emergency and repair work orders	Output	122,496	95,517.1	-50%
RM 1.3	Average hours to complete emergency and repair work orders	Outcome	2.6	2.0	1.5

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

Metrics RM 2:

RM 2 Improve response time to complete emergency and repair work orders.					
	Measure Name	Category	FY2016 Actual	FY2017 Actual/Baseline	FY2018 Target
RM 2.1	Total number of completed emergency and repair work orders	Input	47,905	41,891	-50%
RM 2.2	Total number of emergency and repair work orders completed in 15 days or less	Output	35,827	31,153	85%
RM 2.3	Total number of emergency and repair work orders completed in greater than 15 days and less than 30 days	Output	4,110	3,990	-50%
RM 2.4	Total number of emergency and repair work orders completed in 30 days or less	Output	39,937	35,143	90%
RM 2.5	Percentage of emergency and repair work orders completed in 15 days or less	Outcome	75%	74.4%	85%
RM 2.6	Percentage of emergency and repair work orders completed in greater than 15 days and less than 30 days	Outcome	9%	9.5%	90%
RM 2.7	Percentage of emergency and repair work orders completed in 30 days or less	Outcome	83%	84%	90%

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

Metrics RM 3:

RM3 Reduce the percentage of open emergency and repair work orders					
	Measure Name	Category	FY2016 Actual	FY2017 Actual	FY2017 Target
RM 3.1	Total number of open and completed emergency and repair work orders	Input	47,905	45,436	-50%
RM 3.2	Total number of open emergency and repair work orders	Input	3,319	3,545	-2%
RM 3.3	Percentage of open emergency and repair work orders	Outcome	6%	97.7%	15%

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

Metrics RM 4:

RM4 Reduce the average days of open emergency and repair work orders					
	Measure Name	Category	FY2016 Actual	FY2017 Actual	FY2018 Target
RM 4.1	Total number of open and completed emergency and repair work orders	Input		45,436	
RM 4.2	Total age in days of open emergency and repair work orders	Input	380,519	298,093	
RM 4.3	Average age in days of open emergency and repair work orders	Outcome	114.65	105.4	

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

Goal:

- Complete City, State and Federal mandated inspections.

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

During FY2017, additional \$2M dollars was provided to perform further preventive maintenance and repairs. Fire alarm inspections are one of many preventive maintenance efforts. Inspections and testing during the school year in occupied buildings disrupted classroom teaching. Therefore, a determination was made that first testing would be Fire Department-noted violations and requirements. Testing would be scheduled with vendor(s) after school hours and on Saturdays.

Metrics ID 4:

PM4 Decrease the number of unscheduled and emergency work orders					
Measure Name		Category	FY16 Actual	FY17 Actual	FY18 Target
PM4.1	Total number of work orders completed	Output	47,905	57,895	95%
PM4.1	Total number of unscheduled work orders completed	Output	17,686	41,891*	80%
PM4.1	Percentage of unscheduled work orders completed	Outcome	37%	92.2%	95%

**There is a 136.9% increase in the number of unscheduled completed work orders because between FY16 and FY17 the new CMMS, SchoolDude, was purchased. Old work orders were verified and closed and new work orders could be created and closed immediately while onsite.*

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

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

Goals:

- Implement a CMMS in schools’ buildings replaced or renovated with the 21st Century School Buildings Program financing and in school buildings that are not renovated with this financing. The implementation will be rolling out over a period of time as building maintenance plans are developed and physical plant assets are identified for preventive maintenance schedules (Objective CMMS 2).
- Reduce the number of unscheduled and emergency work orders leading to the reduction of loss instructional time (Objective CMMS 1).
- Increase planned and scheduled preventive maintenance (CMMS 1).
- Create a deferred maintenance backlog (Objective CMMS 3).
- Establish preventive maintenance baseline measures in FY2018.
- Establish preventive maintenance targets for FY2018.

CMMS was obtained at the end of FY2016 and implementation of data and inventory continues in FY2018.

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

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

CMMS 1 <i>Plan, schedule and complete preventive maintenance work orders.</i>					
	Measure Name	Category	FY2016Actual/ Baseline	FY2017Actual/ Baseline	FY2018 Target
CMMS 1.1	Total number of preventive maintenance work orders scheduled	Input	1806	16,072	100%
CMMS 1.2	Total number of scheduled preventive maintenance work orders completed	Output	1782	16,004	100%
CMMS 1.3	Total number of preventive maintenance work orders completed	Output	1969	16,004	100%
CMMS 1.4	Percentage of preventive maintenance work orders scheduled	Outcome	92%	100%	100%
CMMS 1.5	Percentage of scheduled preventive maintenance work orders completed	Outcome	99%	96%	100%

Objective CMMS 2: Inventory of physical plant assets in buildings that will not be a part of the 21st Century School Buildings Program financing. As the CMMS system is implemented, the asset inventory data will integrate into the CMMS at a rate of approximately 35 schools per year. This four-year process is in its second year and will continue until all schools are inventoried.

Metrics CMMS 2: The CMMS will be a rolling implementation over the next five years; therefore, data will be developed over this schedule.

CMMS 2 Plan and direct contractor resources to preventative maintenance activities					
	Measure Name	Category	FY2017 Actual	FY2018 Target	FY2019 Target
CMMS 2.1	Total number of major building assets planned to be inventoried (systems x schools)	Input	35	37	35
CMMS 2.2	Total number of actual major building systems to be inventoried (systems x schools)	Input	420	396	420
CMMS 2.3	Percentage of plan completed of major building systems inventoried	Outcome	25%	25%	25%

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

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

CMMS 3 Create a deferred maintenance backlog for all schools where CMMS is implemented					
	Measure Name	Category	FY2016 Actual	FY2017 Actual	FY2018 Target
CMMS 3.1	Total number of CMMS work orders identified as deferred maintenance	Input	501	369	
CMMS 3.2	Total physical plant value	Input	0		
CMMS 3.3	Percentage of scheduled preventive maintenance work orders completed	Outcome	0%	96%	100%

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Exhibit 1 – Summary Table

Building Name	Enrollment Projection (1)	SRC	Square Feet	SQFT/Student	EAP Estimates	Construction Cost Estimate	Construction Bids	Construction Savings	\$/SF Construction
Arlington #234	430	471	102,300	217	\$ 41,260,642	\$ -	-	\$ -	\$ -
Arundel #164	473	636	113,647	179	\$ 44,253,516	\$ 37,800,000	\$ 36,859,523	\$ (940,477)	\$ 324
Cherry Hill #159	645	932	129,509	139	\$ 48,281,839	\$ 42,000,000	\$ 42,085,788	\$ 85,788	\$ 325
Forest Park #406	778	927	199,785	216	\$ 70,122,898	\$ 60,400,000	\$ 56,193,983	\$ (4,206,017)	\$ 281
Fort Worthington #085	467	700	103,351	148	\$ 42,187,379	\$ 34,300,000	\$ 33,080,646	\$ (1,219,354)	\$ 320
Frederick #260	461	605	84,961	140	\$ 30,855,997	\$ 25,100,000	\$ 25,135,322	\$ 35,322	\$ 296
John Eager Howard #061	351	531	91,346	172	\$ 33,539,978	\$ 28,600,000	\$ 28,359,808	\$ (240,192)	\$ 310
Lyndhurst #088	598	714	110,355	155	\$ 39,938,364	\$ 35,300,000	\$ 35,204,180	\$ (95,820)	\$ 319
Patterson #405	1,283	1512	242,019	160	\$ 95,000,000	\$ -	-	\$ -	\$ -
Pimlico #223	395	761	119,015	156	\$ 45,279,387	\$ 38,700,000	\$ 37,836,910	\$ (863,090)	\$ 318
Robert Poole #333/#427	707	989	135,896	137	\$ 55,056,540	\$ 45,200,000	\$ 38,507,745	\$ (6,692,255)	\$ 283
Plan Year 1 Schools	6,588	8,778	1,432,184	163	\$ 545,776,540	\$ 347,400,000	\$ 333,263,905	\$ (14,136,095)	\$ 299
John Ruhrah #228	898	976	108,090	111	\$ 45,103,799	-	-		
Calvin M. Rodwell #256	618	760	107,527	141	\$ 39,832,554	-	-		
Bay-Brook #124	607	787	118,094	150	\$ 45,765,213	-	-		
Walter P. Carter #134/#313	646	868	151,112	174	\$ 59,502,105	-	-		
Mary E. Rodman #204	489	537	83,386	155	\$ 27,017,126	-	-		
Fairmont Harford	586	734	183,638	250	\$ 52,235,466	-	-		
Govans #213	460	590	100,800	171	\$ 37,291,776	-	-		
Medfield Heights #249	355	491	78,699	160	\$ 34,916,396	-	-		
Commodore John Rodgers	-	-	-	-	-	-	-		
Highlandtown #237	-	-	-	-	-	-	-		
Harford Heights #36/#314	-	-	-	-	-	-	-		
Calverton #75	-	-	-	-	-	-	-		
James Mosher #144	-	-	-	-	-	-	-		
Montebello #44	-	-	-	-	-	-	-		
Cross Country #247	-	-	-	-	-	-	-		
Northwood #242	-	-	-	-	-	-	-		
Robert W. Coleman #142	-	-	-	-	-	-	-		
Plan Year 2 Schools	4,659	5,743	931,346	162	\$ 341,664,435	\$ -	\$ -	\$ -	
Projections shown 3 years after opening based on 2017 CEFMP dated 7/17/17 in approval stage									
in feasibility study stage									

Exhibit 2 – Schedules

MSA BALTIMORE CITY SCHOOLS MASTER PROGRAM SCHEDULE - DECEMBER 2017 UPDATE		MONTHLY REPORT SCHOOL SUMMARY - ANNUAL												DATE PRINTED: 30-Sep-18 14:41	
Project ID	Project Name	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030
MSA BALTIMORE CITY SCHOOLS MASTER PROGRAM SCHEDULE - DECEMBER 2017 UPDATE	MSA BALTIMORE CITY SCHOOLS MASTER PROGRAM SCHEDULE - DECEMBER 2017 UPDATE														
ROBERT POOLE	ROBERT POOLE														
S05-STK-300	FEASIBILITY STUDY - ROBERT POOLE	19-Dec-13 A	16-Mar-15 A												
S05-STK-300	APPROVAL - ROBERT POOLE	16-Dec-14 A	19-May-15 A												
S05-STK-300	CONSTRUCTION - ROBERT POOLE	16-Dec-14 A	19-May-15 A												
S05-STK-300	PLANNING / DESIGN - ROBERT POOLE	01-Apr-15 A	15-Sep-16 A												
S05-STK-300	CONSTRUCTION - ROBERT POOLE	31-Mar-16 A	20-Jul-16 A												
S05-STK-300	CLOSEOUT / MOVE-IN / START OF SCHOOL - ROBERT POOLE	27-Jun-16 A	25-May-18												
S13-STK-300	FEASIBILITY STUDY - FOREST PARK	16-Dec-13 A	14-Feb-15 A												
S13-STK-300	APPROVAL - FOREST PARK	14-Feb-15 A	26-Jul-15 A												
S13-STK-300	CONSTRUCTION - FOREST PARK	29-Feb-15 A	26-Jul-15 A												
S13-STK-300	PLANNING / DESIGN - FOREST PARK	21-Mar-15 A	31-Mar-15 A												
S13-STK-300	CONSTRUCTION - FOREST PARK	16-Mar-15 A	25-Aug-16 A												
S13-STK-300	CLOSEOUT / MOVE-IN / START OF SCHOOL - FOREST PARK	25-Feb-17 A	10-Jun-17 A												
S13-STK-300	CLOSEOUT / MOVE-IN / START OF SCHOOL - FOREST PARK	03-Jul-18	04-Sep-18												
S15-STK-300	FEASIBILITY STUDY - FMALICO	17-Dec-13 A	15-Mar-15 A												
S15-STK-300	APPROVAL - FMALICO	26-Mar-15 A	20-Jul-15 A												
S15-STK-300	CONSTRUCTION - FMALICO	20-Jul-15 A	08-Dec-16 A												
S15-STK-300	PLANNING / DESIGN - FMALICO	20-Jul-15 A	19-Dec-16 A												
S15-STK-300	CONSTRUCTION - FMALICO	13-Oct-16 A	31-May-18												
S15-STK-300	CLOSEOUT / MOVE-IN / START OF SCHOOL - FMALICO	01-Jul-18	04-Sep-18												
S11-STK-300	FEASIBILITY STUDY - ARUNDEL	31-Oct-14 A	16-Mar-15 A												
S11-STK-300	APPROVAL - ARUNDEL	16-Feb-15 A	29-Apr-15 A												
S11-STK-300	CONSTRUCTION - ARUNDEL	16-Feb-15 A	17-Apr-15 A												
S11-STK-300	PLANNING / DESIGN - ARUNDEL	26-May-15 A	23-May-16 A												
S11-STK-300	CONSTRUCTION - ARUNDEL	22-Apr-16 A	13-Jul-16 A												
S11-STK-300	CLOSEOUT / MOVE-IN / START OF SCHOOL - ARUNDEL	27-Jul-16 A	05-Mar-18												
S07-STK-300	FEASIBILITY STUDY - CHERRY HILL	31-Oct-14 A	16-Mar-15 A												
S07-STK-300	APPROVAL - CHERRY HILL	16-Feb-15 A	26-Aug-15 A												
S07-STK-300	CONSTRUCTION - CHERRY HILL	16-Feb-15 A	08-Sep-15 A												
S07-STK-300	PLANNING / DESIGN - CHERRY HILL	13-Jul-15 A	30-Sep-16 A												
S07-STK-300	CONSTRUCTION - CHERRY HILL	15-Oct-16 A	07-Feb-17 A												
S07-STK-300	CLOSEOUT / MOVE-IN / START OF SCHOOL - CHERRY HILL	19-Feb-17 A	27-Jul-18												
S06-STK-300	FEASIBILITY STUDY - ASHLINGTON	17-Dec-13 A	15-Mar-15 A												
S06-STK-300	APPROVAL - ASHLINGTON	16-Mar-15 A	20-Jul-15 A												
S06-STK-300	CONSTRUCTION - ASHLINGTON	30-Apr-15 A	26-Aug-15 A												
S06-STK-300	PLANNING / DESIGN - ASHLINGTON	29-Jul-15 A	30-Mar-17 A												
S06-STK-300	CONSTRUCTION - ASHLINGTON	01-Dec-17 A	30-Mar-18												
S06-STK-300	CLOSEOUT / MOVE-IN / START OF SCHOOL - ASHLINGTON	02-Apr-18	31-Jul-19												
S09-STK-300	FEASIBILITY STUDY - PATTERSON	18-Mar-14 A	15-Nov-16 A												
S09-STK-300	APPROVAL - PATTERSON	28-Feb-16 A	27-Jul-16 A												
S09-STK-300	CONSTRUCTION - PATTERSON	28-Feb-16 A	27-Jul-16 A												
S09-STK-300	PLANNING / DESIGN - PATTERSON	28-Aug-16 A	31-Mar-18												
S09-STK-300	CLOSEOUT / MOVE-IN / START OF SCHOOL - PATTERSON	TBD	TBD												
S09-STK-300	CONSTRUCTION - PATTERSON	TBD	TBD												



BALTIMORE CITY PUBLIC SCHOOLS

1 of 1

PROJECT ID: MSA SUMM
DATA DATE: 01-Jan-18

FOR ISSUANCE

Exhibit 2 – Schedules (Cont.)

MSA BALTIMORE CITY SCHOOLS MASTER PROGRAM SCHEDULE - DECEMBER 2017 UPDATE		MONTHLY REPORT - SCHOOL SUMMARY - ANNUAL												DATE PRINTED: 30-Jan-18 15:49								
Activity ID	Activity Name	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50
MSA BALTIMORE CITY SCHOOLS MASTER PROGRAM SCHEDULE - DECEMBER 2017 UPDATE																						
EXECUTIVE PROGRAM SUMMARY																						
PLANNING / DESIGN / HARFORD																						
517-SUM-300	FEASIBILITY STUDY - HARFORD	01-Mar-17	31-Oct-17																			
517-SUM-300	AE PROCEEDMENT - HARFORD	01-May-17	31-Aug-17																			
517-SUM-300	CM PROCEEDMENT - HARFORD	01-May-17	31-Aug-17																			
517-SUM-400	PLANNING / DESIGN - HARFORD	01-Sep-17	31-May-18																			
517-SUM-500	CEP DEVELOPMENT & APPROVAL - HARFORD	01-Nov-18	29-Nov-18																			
517-SUM-600	CONSTRUCTION - HARFORD	02-Nov-18	31-Nov-19																			
517-SUM-700	CLOSEOUT / MOVE-IN/START OF SCHOOL - HARFORD	01-Aug-19	30-Aug-19																			
JOPHIMVILLE																						
518-SUM-300	FEASIBILITY STUDY - JOPHIMVILLE	01-Nov-16	31-Aug-16																			
518-SUM-300	CEP DEVELOPMENT - JOPHIMVILLE	01-Feb-17	05-Nov-17																			
518-SUM-300	AE PROCEEDMENT - JOPHIMVILLE	04-Apr-17	30-Nov-17																			
518-SUM-400	PLANNING / DESIGN - JOPHIMVILLE	01-Nov-17	30-Mar-18																			
518-SUM-500	CEP DEVELOPMENT & APPROVAL - JOPHIMVILLE	02-Apr-18	01-May-18																			
518-SUM-600	CONSTRUCTION - JOPHIMVILLE	04-Nov-18	29-Nov-19																			
518-SUM-700	CLOSEOUT / MOVE-IN/START OF SCHOOL - JOPHIMVILLE	02-Dec-19	31-Dec-19																			
BAY BROOK																						
516-SUM-300	FEASIBILITY STUDY - BAY BROOK	01-Oct-16	31-Nov-16																			
516-SUM-300	AE PROCEEDMENT - BAY BROOK	01-Nov-17	31-Aug-17																			
516-SUM-300	CM PROCEEDMENT - BAY BROOK	01-Nov-17	31-Aug-17																			
516-SUM-400	PLANNING / DESIGN - BAY BROOK	01-Sep-17	01-Nov-18																			
516-SUM-500	CEP DEVELOPMENT & APPROVAL - BAY BROOK	01-May-18	29-Nov-18																			
516-SUM-600	CONSTRUCTION - BAY BROOK	02-Nov-18	29-Nov-19																			
516-SUM-700	CLOSEOUT / MOVE-IN/START OF SCHOOL - BAY BROOK	02-Dec-19	30-Dec-19																			
CAUTION RIDGEMOUNT																						
515-SUM-300	FEASIBILITY STUDY - CAUTION RIDGEMOUNT	01-Nov-16	31-Nov-16																			
515-SUM-300	AE PROCEEDMENT - CAUTION RIDGEMOUNT	01-May-17	31-Aug-17																			
515-SUM-300	CM PROCEEDMENT - CAUTION RIDGEMOUNT	01-Sep-17	31-Aug-17																			
515-SUM-400	PLANNING / DESIGN - CAUTION RIDGEMOUNT	01-Sep-17	29-Nov-18																			
515-SUM-500	CEP DEVELOPMENT & APPROVAL - CAUTION RIDGEMOUNT	01-Nov-18	31-Nov-18																			
515-SUM-600	CONSTRUCTION - CAUTION RIDGEMOUNT	01-Aug-18	29-Nov-19																			
515-SUM-700	CLOSEOUT / MOVE-IN/START OF SCHOOL - CAUTION RIDGEMOUNT	02-Dec-19	31-Dec-19																			
COMMODORE																						
517-SUM-720	FEASIBILITY STUDY - COMMODORE	01-Mar-18	30-Mar-18																			
517-SUM-720	AE PROCEEDMENT - COMMODORE	02-Apr-18	29-Nov-18																			
517-SUM-720	CM PROCEEDMENT - COMMODORE	02-Apr-18	29-Nov-18																			
517-SUM-720	PLANNING / DESIGN - COMMODORE	02-Nov-18	30-Apr-19																			
517-SUM-720	CEP DEVELOPMENT & APPROVAL - COMMODORE	01-May-19	29-Nov-19																			
517-SUM-720	CONSTRUCTION - COMMODORE	01-Nov-19	31-Nov-20																			
517-SUM-720	CLOSEOUT / MOVE-IN/START OF SCHOOL - COMMODORE	02-Aug-20	31-Aug-20																			
HIGHLANDTOWN																						
518-SUM-620	FEASIBILITY STUDY - HIGHLANDTOWN	01-Nov-17	30-Mar-18																			
518-SUM-620	AE PROCEEDMENT - HIGHLANDTOWN	02-Apr-18	29-Nov-18																			
518-SUM-620	CM PROCEEDMENT - HIGHLANDTOWN	02-Apr-18	29-Nov-18																			
518-SUM-620	PLANNING / DESIGN - HIGHLANDTOWN	02-Nov-18	30-Apr-19																			
518-SUM-620	CEP DEVELOPMENT & APPROVAL - HIGHLANDTOWN	01-May-19	29-Nov-19																			
518-SUM-620	CONSTRUCTION - HIGHLANDTOWN	01-Nov-19	31-Nov-20																			
518-SUM-620	CLOSEOUT / MOVE-IN/START OF SCHOOL - HIGHLANDTOWN	02-Aug-20	31-Aug-20																			
RODMAN																						
519-SUM-720	FEASIBILITY STUDY - RODMAN	01-Mar-16	31-Nov-17																			
519-SUM-620	AE PROCEEDMENT - RODMAN	01-Oct-17	31-Nov-18																			
519-SUM-620	CM PROCEEDMENT - RODMAN	01-Oct-17	31-Nov-18																			
519-SUM-620	PLANNING / DESIGN - RODMAN	03-Feb-19	31-Nov-19																			
519-SUM-620	CEP DEVELOPMENT & APPROVAL - RODMAN	01-Feb-19	29-Nov-19																			
519-SUM-620	CONSTRUCTION - RODMAN	01-Apr-19	31-Nov-20																			
519-SUM-620	CLOSEOUT / MOVE-IN/START OF SCHOOL - RODMAN	02-Aug-20	31-Aug-20																			
NEEDFIELD																						
520-SUM-300	FEASIBILITY STUDY - NEEDFIELD	01-Nov-16	30-Sep-17																			

FOR ISSUANCE

PROJECT ID: MSA SUMM
DATA DATE: 01-Jan-18

1 of 3



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

Exhibit 2 – Schedules (Cont.)

MSA BALTIMORE CITY SCHOOLS MASTER PROGRAM SCHEDULE - DECEMBER 2017 UPDATE		MONTHLY REPORT SCHOOL SUMMARY - ANNUAL												DATE PRINTED: 30-Jan-18 15:45		
Activity ID	Activity Name	Start	End	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	
S2-SUM1940	CLOSURE/ MOVE-IN/ START OF SCHOOL - NORSEH	01-Dec-21	31-Dec-21													
S2-SUM1940	FEASIBILITY STUDY - NORSEH	01-Mar-16 A	05-Feb-18													FEASIBILITY STUDY - NORSEH
S2-SUM1900	ACQUISITION - NORSEH	04-Feb-18	29-Feb-18													ACQUISITION - NORSEH
S2-SUM1900	CONSTRUCTION - NORSEH	04-Feb-18	29-Feb-18													CONSTRUCTION - NORSEH
S2-SUM1920	PLANNING/DESIGN - NORSEH	03-Feb-18	28-Feb-19													PLANNING/DESIGN - NORSEH
S2-SUM1930	DEVELOPMENT & APPROVAL - NORSEH	03-Feb-19	30-Aug-19													DEVELOPMENT & APPROVAL - NORSEH
S2-SUM1940	CLOSURE/ MOVE-IN/ START OF SCHOOL - NORSEH	01-Dec-21	31-Dec-21													
S2-SUM1940	FEASIBILITY STUDY - COLEMAN	01-Jul-17 A	31-Dec-17 A													FEASIBILITY STUDY - COLEMAN
S2-SUM1970	ACQUISITION - COLEMAN	01-Feb-18	31-May-18													ACQUISITION - COLEMAN
S2-SUM1980	CONSTRUCTION - COLEMAN	01-Feb-18	31-May-18													CONSTRUCTION - COLEMAN
S2-SUM1990	PLANNING/DESIGN - COLEMAN	01-Feb-18	31-May-19													PLANNING/DESIGN - COLEMAN
S2-SUM2000	DEVELOPMENT & APPROVAL - COLEMAN	03-Feb-19	30-Feb-21													DEVELOPMENT & APPROVAL - COLEMAN
S2-SUM2010	CLOSURE/ MOVE-IN/ START OF SCHOOL - COLEMAN	01-Aug-21	31-Aug-21													

Exhibit 3 – Statement of Revenues and Expenses

**Maryland Stadium Authority
Baltimore City Public Schools
Statement of Revenues and Expenses
12 Periods Ended 6/30/2017**

(Unaudited)

	CURRENT QUARTER	BUDGET QUARTER	CURRENT YTD	BUDGET YTD	ANNUAL BUDGET
REVENUES:					
Total Revenues	\$21,434,266	\$20,200,000	\$67,602,311	\$60,800,000	\$60,800,000
EXPENSES:					
Subtotal-Salaries, Wages & Fringe Benefits (Object .01)	\$766,200	\$624,199	\$2,116,291	\$2,317,810	\$2,317,810
Subtotal-Technical and Special Fees (Object .02)	(\$7,685)	\$11,054	\$32,662	\$43,172	\$43,172
Subtotal-Communications (Object .03)	\$4,653	\$2,500	\$12,100	\$10,000	\$10,000
Subtotal-Travel (Object .04)	\$3,272	\$6,000	\$14,857	\$15,000	\$15,000
Subtotal-Contractual Services (Object .08)	\$80,426,216	\$118,876,579	\$163,734,535	\$302,529,669	\$302,529,669
Subtotal-Supplies and Materials (Object .09)	\$17,413	\$6,000	\$51,193	\$24,000	\$24,000
Subtotal-Equipment Additional (Object .11)	\$1,739,899	\$15,000	\$3,113,544	\$15,000	\$15,000
Subtotal-Fixed Charges (Object .13)	\$13,061,190	\$13,545,744	\$20,937,383	\$20,961,311	\$20,961,311
Total Expenses	\$96,011,158	\$133,087,076	\$190,012,565	\$325,915,962	\$325,915,962

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

**Maryland Stadium Authority
Baltimore City Public Schools Program
Revenues and Expenditures not Paid for by Bond Proceeds
As of June 30, 2017**

	Fiscal Year 2014	Fiscal Year 2015	Fiscal Year 2016	Fiscal Year 2017	Totals
Beginning Cash Balance	\$0	\$16,982,264	\$31,834,852	\$53,908,210	\$0
Revenues					
Baltimore City	\$18,000,000	\$20,363,971	\$11,447,803	\$25,234,993	\$75,046,767
Investment Income/Misc	\$0	\$0	\$856,133	\$1,269,435	\$2,125,568
Lottery	\$0	\$0	\$20,000,000	\$20,000,000	\$40,000,000
Baltimore City Public Schools	\$0	\$0	\$0	\$20,000,000	\$20,000,000
Miscellaneous	\$0	\$0	\$14	\$0	\$14
Total Revenues	\$18,000,000	\$20,363,971	\$32,303,950	\$66,504,428	\$137,172,349
Available Funds	\$18,000,000	\$37,346,235	\$64,138,802	\$120,412,638	\$137,172,349
Expenditures					
Debt Service	\$0	\$0	-\$2,666,667	-\$20,764,943	-\$23,431,610
Operating Expenses	-\$1,017,736	-\$5,511,383	-\$7,563,925	-\$23,472,758	-\$37,565,802
Ending Cash Balance	\$16,982,264	\$31,834,852	\$53,908,210	\$76,174,937	\$76,174,937

(Note: \$7.5 million of excess revenues received by Baltimore City is reserved in accordance with the MOU)

Exhibit 4 – Change Orders w/Contract Amounts

Change Orders with Contract Amount (All Active Projects)						
Project	Company Name	Contract Title	Base Contract Amt	Number of Change Orders	Total Amount of Changes	Contract Including This Change Amt
Arlington PK-5	Design Collective	Design Collective Inc_A/E Design Services	\$1,731,984.00	9	\$98,900.00	\$1,830,884.00
Arlington PK-5			\$1,731,984.00	9	\$98,900.00	\$1,830,884.00
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	1	\$1,604,389.00	\$38,463,912.00
Arundel PK-2			\$38,738,323.00	6	\$1,660,851.00	\$40,399,174.00
Cherry Hill 3-8	JRS Architects, Inc.	JRS_A/E Services	\$1,930,840.00	8	\$156,072.60	\$2,086,912.60
Cherry Hill 3-8			\$1,930,840.00	8	\$156,072.60	\$2,086,912.60
Forest Park High School	Hess Construction	Hess_Pre-Construction Services	\$112,991.80	1	\$11,214.00	\$124,205.80
	SEI Architects	Smolen Emr Ilkovitch Architects_A/E Services	\$2,638,274.00	8	\$153,921.81	\$2,792,195.81
Forest Park High School			\$2,751,265.80	9	\$165,135.81	\$2,916,401.61
Frederick Elementary School	Gilbane Building Company	Gilbane_Construction Services	\$25,135,322.00	3	\$107,722.00	\$25,243,044.00
	Gilbane Building Company	Gilbane_Pre-Construction Services	\$118,323.00	7	\$36,560.02	\$154,883.02
	USA Architects	USA Architects_A/E Services	\$1,527,000.00	8	\$59,636.50	\$1,586,636.50
Frederick Elementary School			\$26,780,645.00	18	\$203,918.52	\$26,984,563.52
Ft Worthington Elementary School	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
Ft Worthington Elementary School			\$2,062,188.00	8	\$138,428.00	\$2,200,616.00
John Eager Howard Elementary School	Cho Benn Holback & Associates	Cho Benn Holback_A/E Services	\$1,519,446.00	8	\$79,110.00	\$1,598,556.00
	J. Vinton Schafer	J. Vinton Schafer_Pre-Construction Services	\$141,501.00	2	\$27,401.84	\$168,902.84
	J. Vinton Schafer	J. Vinton Schafer_CM Services GMP	\$28,359,808.00	1	\$1,943,509.00	\$30,303,317.00
John Eager Howard Elementary School			\$30,020,755.00	11	\$2,050,020.84	\$32,070,775.84
Lyndhurst PK-8	STV Inc.	STV Incorporated_A/E Services	\$1,432,800.00	3	\$158,597.26	\$1,591,397.26
	Turner Construction Company	Turner/JLN_GMP Construction Services	\$35,204,180.00	2	\$130,931.00	\$35,335,111.00
	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	3	\$33,179.00	\$2,254,179.00
Lyndhurst PK-8			\$38,965,995.00	10	\$324,321.76	\$39,290,316.76
Pimlico PK-8	Design Collective	Design Collective Inc_A/E Design Services	\$1,820,000.00	14	\$83,180.00	\$1,903,180.00
	Dustin Construction, Inc.	Dustin Construction Inc_Pre-Construction CM Services	\$117,253.50	1	(\$5,850.09)	\$111,403.41
Pimlico PK-8			\$1,937,253.50	15	\$77,329.91	\$2,014,583.41
Robert Poole Building	CAM Construction Company, Inc	CAM Construction_Pre-Construction Services	\$105,266.00	1	(\$1,674.00)	\$103,592.00
	JRS Architects, Inc.	JRS_A/E Services	\$2,466,870.00	15	\$122,080.23	\$2,588,950.23
Robert Poole Building			\$2,572,136.00	16	\$120,406.23	\$2,692,542.23
Overall - Calculated			\$147,491,385.30	110	\$4,995,384.67	\$152,486,769.97
AV/IT & Telecom Scope Amendments Included Above (All Active Projects)						
Project	Company Name	Contract Title	Base Contract Amt	Number of Change Orders	Total Amount of Changes	Contract Including This Change Amt
Arundel PK-2	MCN Build/Southway	MCN Build/Southway_Construction	\$36,859,523.00	1	\$1,604,389.00	\$38,463,912.00
John Eager Howard Elementary School	J. Vinton Schafer	J. Vinton Schafer_CM Services GMP	\$28,359,808.00	1	\$1,943,509.00	\$30,303,317.00
Lyndhurst PK-8	Turner Construction Company	Turner/JLN_GMP Construction Services	\$35,335,111.00	1	\$2,424,780.00	\$37,759,891.00
Overall - Calculated			\$100,554,442.00	3	\$5,972,678.00	\$106,527,120.00

Exhibit 5 – Map of Year 1 and 2 Schools

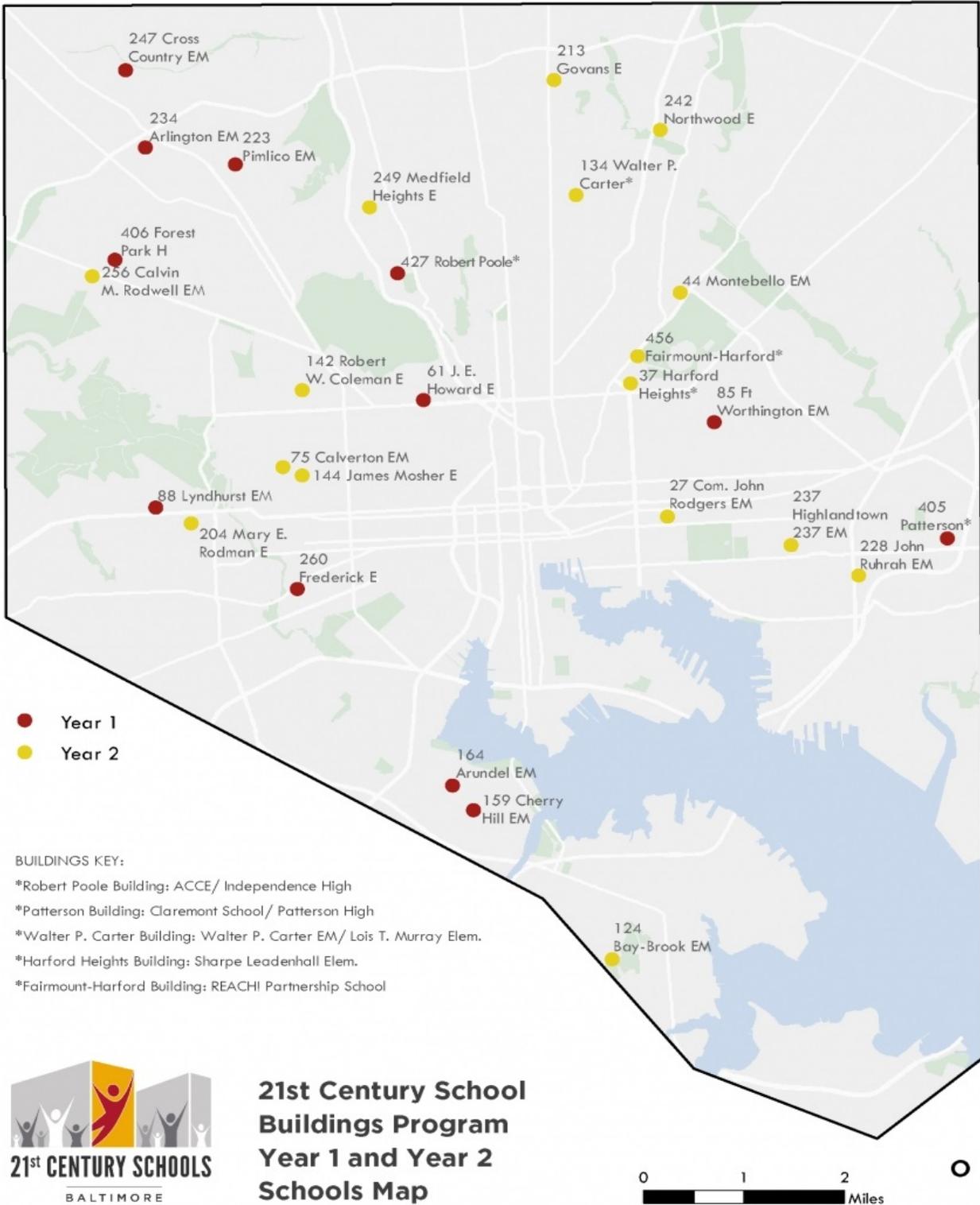


Exhibit 6 – School Building Surplus List

Revised List of Surplus School Facilities
(MOU Exhibit 6)

	School Building	Building Number	Building Address	School Program Closure as of July 15, 2015 Exhibit 6*	New Anticipated School Program Closure*	Program Relocation Date	Building Surplus as of July 15, 2015 Exhibit 6*	New Building Surplus Date *	Swing Space	Sq. Footage	SRC	Status/ Explanation of Change
1	Garrison Middle	42	3910 Barrington Road, 21207	2013			2023		Designated Swing Space	149,627	920	No Change
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	Surplus vote occurred December 14, 2016.
5	Thurgood Marshall	170	5001 Sinclair Lane, 21206	2020	N/A	2020	2023		Designated Swing Space	269,975	1473	Clarifying plans for the program. Vanguard program will relocate to the Northeast Building.
6	Patapsco	163	844 Roundview Road, 21225	2013			2018			73,620	433	Surplused
7	Alexander Hamilton	145	800 Poplar Grove Street, 21216	2020			2020			53,304	314	No Change
8	Claremont Special Education High	307	5301 Erdman Avenue, 21205	2019	N/A	2019	2019			18,780	80	Clarifying plans for program. Claremont program relocating to Patterson building, a Year 1 project.
9	Rognell Heights	89	4300 Sidehill Road, 21229	2018			2018			78,988	359	No Change

Exhibit 6 – School Building Surplus List (cont.)

Revised List of Surplus School Facilities
(MOU Exhibit 6)

	School Building	Building Number	Building Address	School Program Closure as of July 15, 2015 Exhibit 6*	New Anticipated School Program Closure*	Program Relocation Date	Building Surplus as of July 15, 2015 Exhibit 6*	New Building Surplus Date	Swing Space	Sq. Footage	SRC	Status/ Explanation of Change
10	Lois T. Murray	313	1600 E. Arlington Avenue, 21239	2019	N/A	2019	2019			20,725	60	Clarifying plans for program. Lois T. Murray program is relocating to Walter P. Carter facility, a year 2 project.
11	Sarah M. Roach	73	3434 Old Frederick Road, 21229	2020		2020				44,874	258	No Change
12	Sharp Leadenhall	314	150 West Street, 21230	2020	N/A	2020	2020			20,725	20	Clarifying plans for program. Sharp Leadenhall program is relocating to Harford Heights facility, a Year 2 project.
13	Westside Elementary	24	2235 N. Fulton Avenue, 21217	2016			2018		Temporary Swing Space	73,740	541	No Change
14	Independence Charter	333	1250 W. 36th Street, 21211	2017	N/A	2018	2015			9,280		Surplused. Clarifying plans for program. Independence is collocated in the Robert Poole Building, a Year 1 project.
15	Southeast Building	255	6820 Fait Avenue, 21224	2016			2019		Temporary Swing Space	95,000	319	No Change
16	Langston Hughes	5	5011 Arbutus Avenue, 21215	2015			2015			40,920	305	Surplused
17	Northwestern High	401	6900 Park Heights Avenue, 21215	2017			2020	2019	Temporary Swing Space	307,200	1535	Program closure vote occurred on December 14, 2016. Swing space usage anticipated to be completed by Summer 2019
18	William Pinderhughes	28	1200 N. Fremont Avenue, 21217	2013			2015			34,757	460	Surplused

Revised List of Surplus School Facilities
(MOU Exhibit 6)

	School Building	Building Number	Building Address	School Program Closure as of July 15, 2015 Exhibit 6*	New Anticipated School Program Closure*	Program Relocation Date	Building Surplus as of July 15, 2015 Exhibit 6*	New Building Surplus Date	Swing Space	Sq. Footage	SRC	Status/ Explanation of Change
19	William C. March	263	2050 N. Wolfe St., 21213	2013			2024		Designated Swing Space	97,809	714	No Change
20	Dr. Carter G. Woodson	160	2501 Seabury Road, 21225	2018			2018			110,732	286	No Change
21	Lake Clifton Building	40	2801 Saint Lo Drive, 21213	2019	N/A	2019	2019		Temporary Swing Space	485,622	2540	Clarifying plan for program. REACH1 will relocate from Lake Clifton to Fairmont Harford building, a Year 2 project.
22	Dr. Rayner Browne	25	1000 North Montford Avenue, 21205	2015			2015			40,920	229	Surplused
23	West Baltimore Bldg.	80	201 North Bend Road, 21229	2015			2024		Designated Swing Space	244,681	1460	No Change
	Westside (Edmondson Westside Skill Center)	4008	4501 Edmondson Avenue, 21229	2023	REMOVE		2023	REMOVE		219,525	655	The District has a long-term educational use for this facility.
24	Chinquapin Building	46	900 Woodbourne Ave, 21212		2017			2021	Temporary Swing Space	176,407	1070	Program closure vote occurred December 14, 2016. The District will use this facility as temporary swing space after the closure of the program in Summer 2017.
	Joseph C. Briscoe	451	900 Druid Hill Avenue, 21201	2021	REMOVE		2021	REMOVE		91,774	174	The District has a long-term educational use for this facility.

Exhibit 6 – School Building Surplus List (cont.)

Revised List of Surplus School Facilities
(MOU Exhibit 6)

	School Building	Building Number	Building Address	School Program Closure as of July 15, 2015 Exhibit 6*	New Anticipated School Program Closure*	Program Relocation Date	Building Surplus as of July 15, 2015 Exhibit 6*	New Building Surplus Date	Swing Space	Sq. Footage	SRC	Status/ Explanation of Change	
25	Guilford	214	4520 York Road, 21212		2019			2019		65,851	407	The District will surplus the facility after the closure of the program and merger with the Walter P. Carter program, a Year 2 project.	
26	Corps Building	866	5000 Gwynn Oak Avenue, 21207				2014			10,206		Surplused	
										Total Proposed Exhibit 6	2,685,478	14,913	
										Total Original Exhibit 6	2,384,844		
										Total July 2015 Exhibit 6	2,732,620	14,265	

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

Exhibit 7 – Contract Administration

Exhibit 7a – Procurements

Project Number & Contract No.	Project Name	Award Date	Vendor	Original Contract Amount	MBE Contract Goal	MBE Contract Commitment	MBE Contract Participation	MBE Total Participation (\$ spent)	MBE Total Commitment (\$ spent)
YEAR 1 SCHOOLS									
21st CENTURY SCHOOL BUILDINGS PROGRAM									
BCS-001	Program Manager Services	5/7/14	City School Partners	\$6,257,816.30	29.00%	29.00%	\$1,814,766.73	\$1,814,766.73	29.00%
BCS-002	LEED/Green Building Consulting Services	8/13/14	Lorax Partners	\$905,358.00	10.00%	11.18%	\$101,219.02	\$101,219.02	11.18%
BCS-024	Code Consultant - Year 1	6/4/15	IBIS	\$924,934.73	10.00%	11.00%	\$101,742.82	\$101,742.82	11.00%
BCS-049	Risk Management Consulting Services	6/8/16	Bickmore Corporation	\$672,954.00	0.00%	0.00%	\$0.00	\$0.00	0.00%
N/A	Oce Color Wave 300 Wide Format Printer	n/a	Cannon	\$36,732.00	0.00%	0.00%	\$0.00	\$0.00	0.00%
BCS-057	OCIP - Insurance Brokerage and Administration Services	10/31/16	Alliant Insurance Services, Inc.	\$650,000.00	20.00%	20.00%	\$130,000.00	\$130,000.00	20.00%
ARLINGTON									
BCS-026	A/E - Arlington	8/17/15 PO	Design Collective	\$1,731,984.00	29.00%	29.20%	\$505,739.33	\$505,739.33	29.20%
BCS-025	CM - Preconstruction - Arlington	9/9/15 PO	Dustin Construction	\$117,253.50	29.00%	29.43%	\$34,507.71	\$34,507.71	29.43%
BCS-058	Commissioning Agent - Arlington	11/9/16	Kihart, Inc.	\$88,815.95	10.00%	14.00%	\$12,574.23	\$12,574.23	14.00%
ARUNDEL									
BCS-020	A/E - Arundel	4/17/15	GWCO	\$1,878,800.00	29.00%	29.00%	\$544,852.00	\$544,852.00	29.00%
BCS-021	CM - Arundel	4/17/15	MCN Build/Southway Builders JV	\$85,274.00	29.00%	29.00%	\$24,729.46	\$24,729.46	29.00%
021-A1	Arundel GMP Amendment	7/27/16	MCN Build/Southway Builders JV	\$36,859,523.00	30.00%	36.18%	\$13,335,775.42	\$13,335,775.42	36.18%
IT/AV Amendment				\$1,604,389.00					
BCS-029	Commissioning Agent - Arundel	9/3/15	RMF Engineering	\$10,942.00	10.00%	18.00%	\$19,969.56	\$19,969.56	18.00%
BCS-053	Arundel - T & I	7/14/16	Specialized Engineering	\$69,905.00	10.00%	10.00%	\$6,990.60	\$6,990.60	10.00%
CHERRY HILL									
BCS-018	A/E - Cherry Hill EM School	8/21/15 PO	JRS Architects, Inc.**	\$1,930,840.00	29.00%	30.24%	\$583,886.02	\$1,930,840.00	100.00%
BCS-019	CM - Cherry Hill EM School	8/21/15 PO	HESS	\$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	5/24/17	HESS	\$42,085,788.00	30.00%	33.55%	\$14,119,781.87	\$14,119,781.87	33.55%
BCS-090	Commissioning Agent - Cherry Hill	4/15/16 PO	Advanced Building Performance (ABP)**	\$101,945.25	10.00%	10.00%	\$10,194.53	\$10,194.53	10.00%
BCS-050	Swing Space Reno. - Cherry Hill	6/24/16	Tito Contractors, Inc. **	\$757,361.00	0.00%	0.00%	\$0.00	\$757,361.00	100.00%
BCS-048	Moving & Relocation Svcs. - Cherry Hill	6/8/16	District Moving Companies, Inc.	\$89,197.50	0.00%	0.00%	\$0.00	\$0.00	0.00%
BCS-060	Cherry Hill EM School - T & I	2/14/17	ECS Mid-Atlantic, LLC	\$126,845.00	10.00%	10.00%	\$12,684.50	\$12,684.50	10.00%
FOREST PARK									
BCS-022	A/E - Forest Park HS	8/7/15 PO	SFI	\$2,638,274.00	29.00%	29.01%	\$765,363.29	\$765,363.29	29.01%
BCS-023	CM - Forest Park HS	7/15/15	HESS	\$112,991.80	29.00%	29.11%	\$32,891.91	\$32,891.91	29.11%
023-A1	Forest Park HS GMP Amendment	1/11/17	HESS	\$56,193,983.00	30.00%	33.79%	\$18,987,946.86	\$18,987,946.86	33.79%
BCS-081	Commissioning Agent - Forest Park	3/24/16	Advanced Building Performance (ABP)**	\$100,288.65	10.00%	10.00%	\$10,028.87	\$10,028.87	10.00%
BCS-052	Swing Space Reno. - Forest Park	6/24/16	Tito Contractors, Inc.**	\$724,120.00	0.00%	0.00%	\$0.00	\$724,120.00	100.00%
BCS-047	Moving & Relocation Svcs. - Forest Park	6/8/16	Walters Relocations, Inc.**	\$114,306.15	0.00%	0.00%	\$0.00	\$114,306.15	100.00%
BCS-051	Forest Park HS - T & I	2/14/17	Hillis-Carnes Engineering Associates, Inc.	\$86,526.00	10.00%	10.00%	\$8,652.60	\$8,652.60	10.00%
FREDERICK									
BCS-004	A/E - Frederick Elementary	9/17/14	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	1/5/15	Gilbane	\$118,323.00	29.00%	29.00%	\$34,313.67	\$34,313.67	29.00%
004-A1-A2	Frederick GMP Amendment Total	4/6/16	Gilbane	\$25,135,322.00	32.00%	31.87%	\$8,010,627.12	\$8,010,627.12	31.87%
BCS-007	Commissioning Agent - Frederick	12/10/14	Reynolds Consulting Engineers	\$68,383.00	10.00%	10.00%	\$6,838.30	\$6,838.30	10.00%
BCS-092	Frederick - T & I	2/11/16	Froehling & Robertson, Inc.	\$95,030.40	10.00%	12.00%	\$11,403.65	\$11,403.65	12.00%
BCS-062	Frederick - Design, Furnish, and Install AV, Network, & Telecom	3/21/17	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	4/11/17	District Moving Companies, Inc.	\$26,411.00	0.00%	0.00%	\$0.00	\$0.00	0.00%
	Bill of Materials - FFE - Frederick	3/8/17	School Specialty, Inc.	\$857,558.87	15.00%	15.00%	\$128,633.83	\$128,633.83	15.00%
FT WORTHINGTON									
BCS-003	A/E - Fort Worthington Elementary	9/17/14	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	1/5/15	Gilbane	\$120,851.00	29.00%	29.00%	\$35,040.99	\$35,040.99	29.00%
006-A1-A2	Fort Worthington GMP Total	3/26/16	Gilbane	\$33,080,646.00	32.00%	31.95%	\$10,569,266.40	\$10,569,266.40	31.95%
BCS-005	Commissioning Agent - Ft. Worthington	12/10/14	Reynolds Consulting Engineers	\$82,517.00	10.00%	10.00%	\$8,251.70	\$8,251.70	10.00%
BCS-093	Fort Worthington - T & I	2/11/16	Froehling & Robertson, Inc.	\$96,452.40	10.00%	12.00%	\$11,574.29	\$11,574.29	12.00%
BCS-063	Ft. Worth - Design, Furnish, and Install AV, Network, & Telecom	3/21/17	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	4/11/17	District Moving Companies, Inc.	\$37,400.00	0.00%	0.00%	\$0.00	\$0.00	0.00%
	Bill of Materials - FFE - Ft. Worthington	3/8/17	Douron, Inc.	\$986,857.52	15.00%	15.00%	\$148,028.69	\$148,028.69	15.00%
JOHN E HOWARD									
BCS-012	A/E - John E. Howard Elementary	1/30/15	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	2/18/15	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	7/27/16	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		11/7/17		\$1,943,509.00					
BCS-016	Commissioning Agent - John E. Howard	8/12/15	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	4/22/16	J.A.K. Construction	\$138,500.00	0.00%	0.00%	\$0.00	\$0.00	0.00%
BCS-045	Moving & Relocation Svcs. (Pre-Con) - John Eager Howard	5/5/16	The Kane Company/Officer Movers, Inc.	\$67,613.10	0.00%	0.00%	\$0.00	\$0.00	0.00%
BCS-056	John Eager Howard - T & I	7/14/16	Hillis-Carnes Engineering Associates, Inc.	\$89,181.60	10.00%	10.00%	\$8,918.16	\$8,918.16	10.00%
BCS-067	Moving & Relocation Svcs. (Post-Con) - John Eager Howard	5/3/17	Hoffberger Moving Companies	\$49,803.50	0.00%	0.00%	\$0.00	\$0.00	0.00%
	Bill of Materials - FFE - John Eager Howard	7/18/17	Douron, Inc.	\$827,967.65			\$0.00	\$0.00	0.00%

Exhibit 7a – Procurements (Cont.)

Project Number & Contract No.	Project Name	Award Date	Vendor	Original Contract Amount	MBE Contract Goal	MBE Contract Commitment	MBE Contract Participation	MBE Total Participation (spend)	MBE Total Commitment (spend)
YEAR 1 SCHOOLS									
LYNDHURST									
BCS-009	A/E - Lyndhurst Elementary	1/30/15	STV, Inc.	\$1,432,800.00	29.00%	33.00%	\$472,824.00	\$472,824.00	33.00%
BCS-010	CM - Lyndhurst Elementary	2/18/15	Turner Construction Company	\$108,015.00	29.00%	29.00%	\$31,324.35	\$31,324.35	29.00%
	010-A1 Lyndhurst GMP Amendment	5/16/16	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	8/12/15	Setty**	\$99,615.00	10.00%	18.17%	\$18,100.05	\$99,615.00	100.00%
BCS-042	Swing Space Reno. - Lyndhurst	4/22/16	Tito Contractors, Inc.**	\$92,222.00	0.00%	0.00%	\$0.00	\$92,222.00	100.00%
BCS-044	Moving & Relocation Svcs. (Pre Con) - Lyndhurst	5/5/16	The Kane Company/Officer Movers, Inc	\$50,274.00	0.00%	0.00%	\$0.00	\$0.00	0.00%
BCS-054	Lyndhurst - T & I	7/14/16	Hillis-Carnes Engineering Associates, Inc.	\$96,114.00	10.00%	10.00%	\$9,611.40	\$9,611.40	10.00%
BCS-068	Moving & Relocation Svcs. (Post Con) - Lyndhurst	5/3/17	Hoffberger Moving Companies	\$41,640.50	0.00%	0.00%	\$0.00	\$0.00	0.00%
	Bill of Materials - FFE - Lyndhurst	7/18/17	School Specialty, Inc.	\$1,085,640.60	15.00%	15.00%	\$162,846.09	\$162,846.09	15.00%
PATTERSON/CLAREMONT									
BCS-036	A/E - Patterson/Claremont	7/27/16	Stantec	\$2,799,892.00	29.00%	52.00%	\$1,455,943.84	\$1,455,943.84	52.00%
BCS-037	CM - Preconstruction - Patterson/Claremont	7/27/16	Skanska	\$125,061.83	29.00%	29.00%	\$36,267.93	\$36,267.93	29.00%
BCS-039	Commissioning Agent - Patterson/Claremont	4/6/17	Advanced Building Performance (ABP)**	\$129,074.40	10.00%	10.00%	\$12,907.44	\$12,907.44	10.00%
PIMILICO									
BCS-028	A/E - Pimlico	8/21/15	Design Collective	\$1,820,000.00	29.00%	29.50%	\$538,720.00	\$538,720.00	29.60%
BCS-027	CM - Pimlico	9/9/15	Dustin Construction	\$117,253.50	29.00%	29.43%	\$34,507.71	\$34,507.71	29.43%
	027-A1-A2 Pimlico GMP Total	3/10/17	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	3/24/16	Brinjac Engineering, Inc.	\$100,164.75	10.00%	10.00%	\$10,016.48	\$10,016.48	10.00%
BCS-051	Swing Space Reno. - Pimlico	6/24/16	Tito Contractors, Inc. **	\$688,767.40	0.00%	0.00%	\$0.00	\$688,767.40	100.00%
BCS-046	Moving & Relocation Svcs. - Pimlico	6/8/16	The Kane Company/Officer Movers, Inc	\$108,425.10	0.00%	0.00%	\$0.00	\$0.00	0.00%
BCS-059	Pimlico - Testing and Inspection	11/9/16	Hillis-Carnes Engineering Associates, Inc.	\$180,370.60	10.00%	10.00%	\$18,037.06	\$18,037.06	10.00%
ROBERT POOLE									
BCS-013	A/E Robert Poole Building	3/19/15	JRS Architects, Inc.**	\$2,466,870.00	29.00%	29.52%	\$728,220.02	\$2,466,870.00	100.00%
BCS-014	CM - Robert Poole Building	3/19/15	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	7/27/16	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	9/3/15	BMF Engineering	\$97,565.00	10.00%	17.00%	\$16,586.05	\$16,586.05	17.00%
BCS-040	Swing Space Reno. - Robert Poole	4/22/16	J.A.K. Construction	\$353,500.00	0.00%	0.00%	\$0.00	\$0.00	0.00%
BCS-043	Moving & Relocation Svcs. - Robert Poole	5/5/16	District Moving Companies, Inc.	\$78,477.00	0.00%	0.00%	\$0.00	\$0.00	0.00%
BCS-055	Robert Poole - T & I	7/14/16	Specialized Engineering	\$127,548.00	10.00%	10.00%	\$12,754.80	\$12,754.80	10.00%
TOTAL (YEAR 1)				\$385,027,979.42		31.53%	\$121,394,618.78	\$131,230,254.40	34.08%
YEAR 2 SCHOOLS									
21st CENTURY SCHOOL BUILDINGS PROGRAM									
BCS-02-100	Code Consultant - Year 2	11/7/17	IBTS	\$1,528,504.00	10.00%	10.00%	\$152,850.40	\$152,850.40	10.00%
FEASIBILITY STUDIES									
BCS-201	FS - Medfield Heights Elementary School	7/15/15	Mimar McKissick**	\$40,477.00	25.00%	40.47%	\$16,381.04	\$40,477.00	100.00%
BCS-202	FS - Cross Country	7/15/15	Design Collective (DC)	\$47,500.00	29.00%	35.80%	\$17,005.00	\$17,005.00	35.80%
BCS-203	FS - John Ruhrah	7/15/15	Design Collective (DC)	\$45,500.00	29.00%	35.70%	\$16,243.50	\$16,243.50	35.70%
BCS-204	FS - Calvin M. Rodwell	7/15/15	Design Collective (DC)	\$46,500.00	29.00%	36.15%	\$16,809.75	\$16,809.75	36.15%
BCS-205	FS - Govans	11/3/15	Crabtree, Rohrbaugh & Associates Architects	\$61,291.00	29.00%	36.79%	\$22,548.96	\$22,548.96	36.79%
BCS-206	FS - Bay Brook	11/3/15	JRS Architects**	\$57,000.00	29.00%	31.50%	\$17,955.00	\$57,000.00	100.00%
BCS-207	FS - Calverton	11/3/15	JRS Architects**	\$57,000.00	29.00%	31.50%	\$17,955.00	\$57,000.00	100.00%
BCS-208	FS - Walter P. Carter	11/3/15	Penza Bailey/Newman JV	\$53,350.00	29.00%	51.40%	\$27,421.90	\$27,421.90	51.40%
BCS-209	FS Harford Heights Elementary School	4/5/16	Grimm + Parker Architects	\$62,648.30	29.00%	39.94%	\$25,021.73	\$25,021.73	39.94%
BCS-210	FS - Montebello	4/5/16	Thomas, Marks Architects**	\$58,830.53	29.00%	49.20%	\$28,944.62	\$58,830.53	100.00%
BCS-211	FS - Mary Rodman	4/5/16	Stantec	\$54,793.60	29.00%	52.00%	\$28,492.67	\$28,492.67	52.00%
BCS-214	FS - James Mosher	7/12/17	Collmore Architects, Inc.	\$66,500.00	29.00%	44.00%	\$29,260.00	\$29,260.00	44.00%
BCS-212	FS - Northwood	5/3/17	RRMM Architects, PC	\$60,881.80	29.00%	36.00%	\$21,917.45	\$21,917.45	36.00%
BCS-213	FS - Robert W. Colemar	8/27/17	RRMM Architects, PC	\$62,242.60	29.00%	32.00%	\$19,917.63	\$19,917.63	32.00%
BCS-215	FS - Highlandtown Elementary/Middle	11/7/17	GWWO, Inc./Architects	\$62,358.00	29.00%	34.50%	\$21,575.87	\$21,575.87	34.60%
BCS-216	FS - Commodore John Rodgers Elementary/Middle	11/7/17	GWWO, Inc./Architects	\$62,358.00	29.00%	34.50%	\$21,575.87	\$21,575.87	34.60%
BAY-BROOK ELEMENTARY/MIDDLE									
BCS-02-004-AE	AE - Bay-Brook E/M	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	8/16/2017	CAM Construction	\$90,527.00	29.00%	30.00%	\$27,156.60	\$27,156.60	30.00%
CALVIN M. RODWELL ELEMENTARY/MIDDLE									
BCS-02-003-AE	AE - Calvin M. Rodwell E/M	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	8/16/2017	Skanska USA Building, Inc.	\$75,063.19	29.00%	29.00%	\$21,768.33	\$21,768.33	29.00%
FAIRMOUNT HARFORD BUILDING									
BCS-02-002-0B	Design Build - Fairmount Harford Bldg.	8/16/2017	MCN Build/Southway Builders JV	\$192,743.00	20.00%	37.00%	\$71,314.91	\$71,314.91	37.00%
JOHN RUHRAH ELEMENTARY/MIDDLE									
BCS-02-001-AE	AE - John Ruhrah E/M	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	7/5/2017	MCN Build/Southway Builders JV	\$56,619.20	29.00%	29.00%	\$16,419.57	\$16,419.57	29.00%
TOTAL (YEAR 2)				\$10,252,206.72		26.15%	\$2,680,834.82	\$2,612,906.69	27.44%
TOTAL (YR 1 & YR 2)				\$395,279,186.14		31.39%	\$124,075,453.60	\$134,043,161.09	33.91%
** MBE Prime									
City Schools Procurement/Contract									
MSA Procurement/City Schools Contracts									

Exhibit 7b – MBE Outreach Inclusion Plan/Commitments

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

Background

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

Purpose

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

Process

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

Conclusion

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

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

PLAN DETAILS

OBJECTIVES	STRATEGIES	WHO'S RESPONSIBL	ACHIEVEMENT TO DATE
<p>1. Actively seek and conduct outreach to Local MBEs.</p>	<p>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.</p>	<p>MSA City Schools</p>	
	<p>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.</p>	<p>MSA City Schools</p>	
	<p>A.2 Attend and provide presentations at MBE open house events, and outreach events to subcontractors and consultants, to raise awareness for Local MBEs.</p>	<p>MSA City Schools MWBD</p>	
	<p>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.</p>	<p>MSA City Schools MWBD</p>	
	<p>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.</p>	<p>MSA City Schools MWBD Supplier Diversity Sub-group</p>	

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

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

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

OBJECTIVES	STRATEGIES	WHO'S RESPONSIBLE	ACHIEVEMENT TO DATE
<p>4. Reporting. A reporting of transactions will be performed to monitor the success of efforts to increase participation of Local MBEs.</p>	<p>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).</p>	<p>MSA City Schools STAT Committee</p>	
	<p>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.</p>	<p>MSA City Schools STAT Committee</p>	
<p>5. MSA and MWBD will oversee administration of this Plan and report to the Executive Committee on its status.</p>	<p>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.</p>	<p>MSA City Schools MWBD</p>	
	<p>B. Provide a timeline of opportunities for MBEs to learn about upcoming bid packages and important deadlines.</p>	<p>MSA City Schools</p>	
<p>6. Commit to an effort to utilize Local MBEs beyond the construction phase of the Projects, specifically in professional services.</p>	<p>A. Create a plan that will identify potential contracting opportunities in the ongoing operation of the schools.</p>	<p>City Schools</p>	

Definitions of Terms in the Plan

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

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

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

Executive Committee means the Executive Committee defined in the MOU.

GOMA means the Governor's Office of Minority Affairs.

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

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

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

STAT Committee means the STAT Committee defined in the MOU.

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

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

Exhibit 7c – Local Hiring Plan

Local Hiring Plan For New Hires

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

Cherry Hill		
TRADE	CONTRACTORS	LOCAL NEW HIRES
02A- Selective Demolition	ISI	1
03A- Concrete	Canyon	2
04A-Masonry	Karon	3
05A-Metals	Stewart Amos	4
31A- Earthwork & Utilities	Stella May	1
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
Total		26

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
26A- Electrical	Enterprise Electric	TBD
31A- Earthwork	P&J	1
Total		22

FT. WORTHINGTON		
TRADE	CONTRACTORS	LOCAL NEW HIRES
2A - Demolition/Hazmat	Ritter & Paratore	2
2B - Earthwork & Utilities	P&J Contracting	1
2C - Sitework & Utilities	P&J Contracting	1
2E - Landscaping	Warren H. Boyer, II	1
3A - Concrete	GLB Concrete	2
4A - Masonry	KaRon Masonry	6
6A - Gen Trades/Rough Carp.	Homewood Gen'l C	1
9A - Drywall & Ceilings	Cindell Constructio	2
9C - Tile	Allstate Floors	1
15A - Plumbing & HVAC	W.G. Tomko, Inc.	4
16A - Electrical	Brown and Heim, II	3
Total		24

FREDERICK		
TRADE	CONTRACTORS	LOCAL NEW HIRES
2A - Demolition	Barco	2
2B - Site Work/Site Utilities	JLN	2
2C - Landscaping	W.T. King, Inc.	1
3A - Concrete	Dance Brothers	3
4A - Masonry	KaRon Masonry	4
6B - Finish Carpentry	Fallston Supply, Inc	1
7A - Roofing	Kalkrueth	2
8A - Glass & Glazing	Brawner Builders, I	2
9B - Drywall & Ceilings	J&G Acoustical Co.	5
15A - Plumbing & HVAC	Heffron Company	6
Total		28

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&Proj Screen	Commerical Cabling & Sound	1
Total		47

Robert Poole		
TRADE	CONTRACTORS	LOCAL NEW HIRES
2B- Demolition & Abatement	Asbestos Specialists	2
31A - Earthwork, Paving, Utilities	Comer Construction	3
3A - Building Concrete	GLB Concrete Const	2
4A - Masonry	Karon Masonry	4
5A - Metals	Steel Fab	2
9A - Drywall & Acoustical	Avena Contracting	5
9F - Resinous Flooring	Durex Coverings	2
9G - Painting	Elite Painting	2
21A - Fire Protection	Judd Fire Protection	1
26A - Electrical	Grounded Electrical	2
Total		25

Pimlico		
TRADE	CONTRACTORS	LOCAL NEW HIRES
CM Allowance	Dustin Construction	2
01A-	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

JOHN EAGER HOWARD		
TRADE	CONTRACTORS	LOCAL NEW HIRES
2B- LANDSCAPING	William T. King	1
2D- Demolition and Abatement	Rubble Bee	2
4A-Masonry	KaRon Masonry	3
5A- Structural & Misc Steel	Kinsley Construction	2
8A- Curtainwall	Glass Industries	1
9A- Drywall, Framing, & Ceilings	J.A. Argetakis	1
15A - Plumbing & HVAC	Heer Brothers	5
15B- Sprinklers	Reliance	1
16A- Electrical	Grounded	2
Total		18

Total Commitment: 257

Exhibit 8 – Swing Space Schools

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

Exhibit 9 – Building Engagement Process



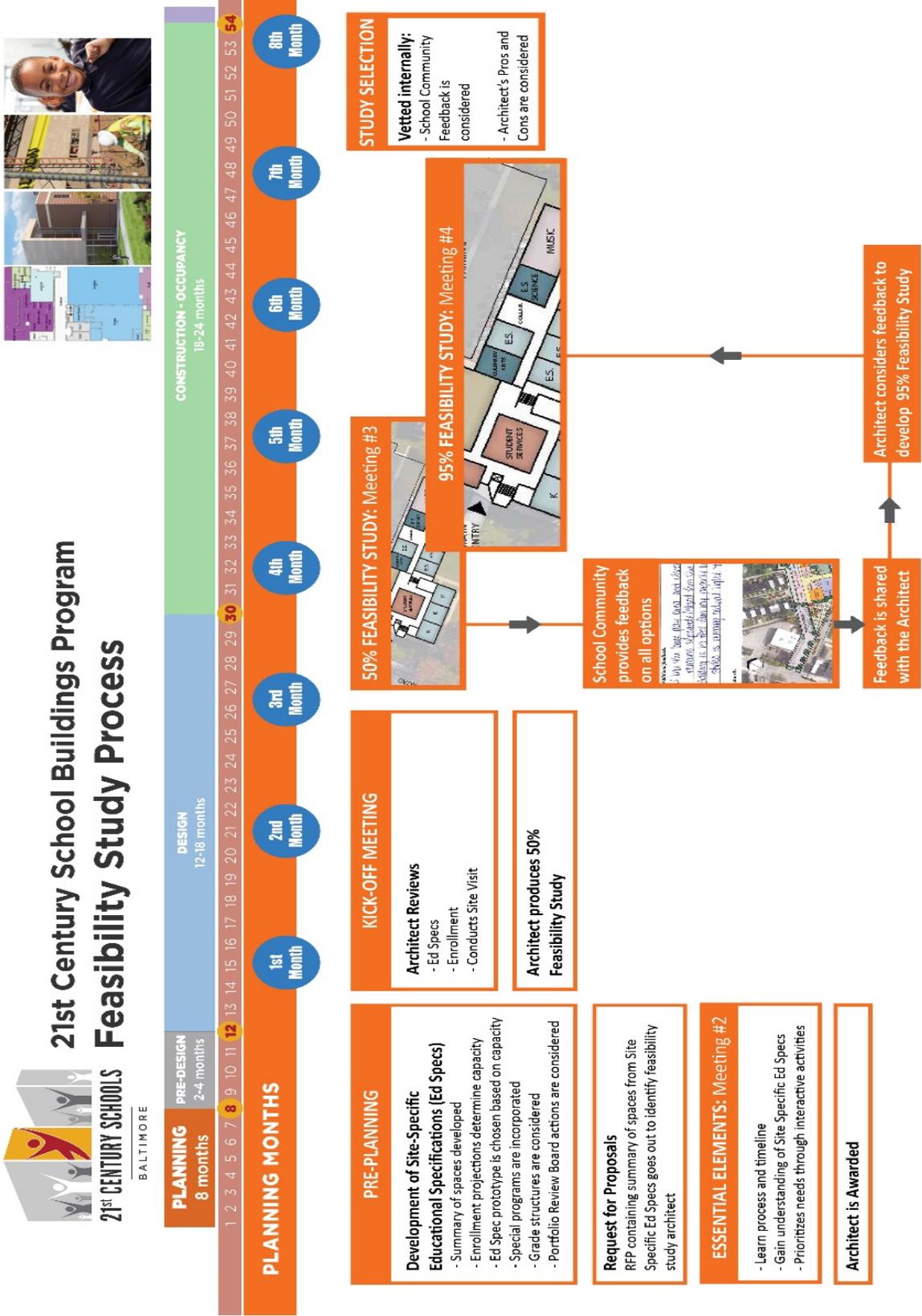
21st Century School Buildings Engagement Process

The essential role of school stakeholders in the 21st Century School Buildings process.

Each school is unique. Creating modern, high-quality learning environments that meet the needs of individual school communities and support their vision for student success is a collaborative effort. The process for the design of each school building takes 18-24 months. The process for the construction of a school takes an additional 18-24 months marked by multiple opportunities for school communities to provide input and feedback.



Exhibit 10 – Feasibility Study Process Map



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