BALTIMORE CONVENTION CENTER

RENOVATION / EXPANSION

Clark Construction Group, LLC
July 2018

CLARK CONSTRUCTION

CONTENTS

1.

EXECUTIVE SUMMARY

1. EXECUTIVE SUMMARY

PROJECT BACKGROUND

Opened in 1979, the Baltimore Convention Center (BCC) has long been an integral part of the downtown Baltimore experience, drawing attendees of conventions, meetings, tradeshows, and expositions from around the nation to the Inner Harbor and its surrounding communities. The facility was expanded in 1997 to its current size and capacity, which includes approximately 300,000 square feet of exhibit hall space, a large feature ballroom, and roughly 85,000 square feet of flexible meeting space. The BCC is owned and operated by Baltimore City.

Immediately adjacent to the BCC is the privately-owned Sheraton Inner Harbor Hotel. The hotel serves many customer bases, including that of the BCC, with its 337 guestrooms and attached parking structure.

Two blocks north of the BCC is the Royal Farms Arena, also owned by Baltimore City. The Arena was opened in 1962 as the Baltimore Civic Center and can accommodate 12,000 to 14,000 spectators for sports, concerts, and a variety of other shows and events. It has undergone limited renovations in its lifetime.

Given their prominent locations and roles in the economic, civic, and social landscape of Baltimore City, the respective futures of the BCC, Hotel, and Arena have been the subject of numerous studies, reports, and public conversations in the Greater Baltimore community for many years.

PURPOSE OF FEASIBILITY STUDY

To further address the findings of the Baltimore Convention Center Expansion Market & Economic Analysis Report prepared by Crossroads Consulting Services (Crossroads) that was issued in February of 2012, the Maryland Stadium Authority (MSA) is conducting a multi-phase Feasibility Study (the Study) to include program development, conceptual design, and phasing/logistical evaluation for the renovation/expansion of the BCC. The Crossroads report largely

concluded that an expansion to the BCC is required to keep pace with market demand and maintain Baltimore's relevance as a convention destination. A potential expansion would allow the BCC to accommodate larger events with more frequency and concurrency, and would carry with it additional economic and fiscal benefits.

Because of the proximity and interdependencies between the BCC, Hotel, and Arena, as well as the age and existing conditions of the Hotel and Arena facilities, the Phase 1 scope of the Study focuses on determining the feasibility of integrating these auxiliary components with a renovated/expanded convention center.

MSA has retained the design team of Ayers Saint Gross / LMN Architects / Populous / Perkins Eastman to assess programming requirements and develop conceptual design options for the following development scenarios:

- Development Scenario 1: BCC Renovation/ Expansion (DS1)
- Development Scenario 2: BCC Renovation/ Expansion AND New Hotel (DS2)
- Development Scenario 3: BCC Renovation/ Expansion AND New Arena (DS3)
- Development Scenario 4: BCC Renovation/ Expansion AND New Hotel AND New Arena (DS4)

To supplement this preliminary design effort, Maryland-based Clark Construction Group has been retained by MSA as Construction Manager (CM) for Preconstruction Services to allow each of the development scenarios to be analyzed for viability. For Phase 1 of the Study, the preconstruction effort consists of preliminary construction scheduling, project phasing and site logistics planning, and constructability analysis.

Refinement of the preliminary schedules, phasing/ logistics plans, and construction approach, in addition to the development of early-stage conceptual cost estimates, will be undertaken in future phases for some or all of the Development Scenarios, pending the outcome of the Phase 1 effort.

PRELIMINARY FINDINGS

A renovated/expanded BCC by itself (DS1) is a complex urban construction project with challenges far exceeding that of a single block redevelopment. With intensive utility relocations/ upgrades, structural demolition, traffic impacts, and provisions for keeping the existing BCC open during construction, significant time and cost will precede new construction in any Development Scenario. After 10-12 months of up front enabling work to unencumber the site, the expansion can be constructed on the East side and potentially augmented to include a new Hotel and/or a new Arena – each of which has implications on the baseline Convention Center program, a few high-level cost indicators, and anticipated construction schedule.

As outlined in the design team's Phase 1 report, each Development Scenario was determined to be feasible with respect to site capacity and achieving the minimum programmatic requirements. Given that each potential project can be made to fit on the site, several programmatic ratios were explored to better understand how each additional component affects the baseline. At this early stage of study, the key indicators found to be most relevant to the initial determination of feasibility were:

- **Core/Service Area Efficiency** – The ratio of Core/ Service Area to Component Area
- **Loading Dock Size and Efficiency** – The size of the Loading Dock and ratio of Loading Dock Area to building Gross Area
- **Structural Makeup and Efficiency** – The structural systems assumed and ratio of Long Span Truss areas to building Gross Area
- **Exterior Skin Quantity and Efficiency** – The amount of Exterior Enclosure and the ratio of Exterior Enclosure to Component Area and Gross Area

As compared to the baseline Convention Center project (DS1), the addition of an Arena has a much greater degree of impact to these indicators than the addition of a Hotel. The Arena is more invasive to the Convention Center program and creates greater potential for cost premiums – as well as a prolonged construction schedule.

A comparative summary of Phase 1 cost/constructability analysis is included in the Evaluation Matrix below.

Baltimore Convention Center Renovation/Expansion

Clark Construction Group

Feasibility Review and Due Diligence Study
Development Scenario Evaluation Matrix with Comparitive Analysis

		Phase 1 Development Scenario Characteristics	DS1 Convention Center Renovation/Expansion	DS2 Convention Center Renovation/Expansion with Hotel	DS3 Convention Center Renovation/Expansion with Arena	DS4 Convention Center Renovation/Expansion with Arena and Hotel
COST/CONSTRUCTABILITY		Cost by Component				
	1	Convention Center	TBD (Future Phase)	TBD (Future Phase)	TBD (Future Phase)	TBD (Future Phase)
	2	Hotel	TBD (Future Phase)	TBD (Future Phase)	TBD (Future Phase)	TBD (Future Phase)
	3	Arena	TBD (Future Phase)	TBD (Future Phase)	TBD (Future Phase)	TBD (Future Phase)
		Cost Premiums by Component				
	4	Convention Center (compared to Baseline)	Baseline	5% to 15%	10% to 20%	10% to 20%
	5	Hotel (compared to Standalone)	N/A	5% to 15%	N/A	5% to 15%
	6	Arena (compared to Standalone)	N/A	N/A	15% to 25%	15% to 25%
	7	Possibility for Synergistic Cost Savings	Baseline	Low	Low	Low
	8	Schedule - Anticipated Construction Duration (months)	49-55 months	52-58 months	60-66 months	63-69 months
		Enabling Work (Utility Relocations & Demolition)	10-12 months*	10-12 months*	10-12 months*	10-12 months*
		Convention Center - East Expansion	42-47 months	45-50 months	45-48 months	48-51 months
		Convention Center - West Renovation/Addition	7-10 months	7-10 months	15-18 months	15-18 months
		Hotel	N/A	18-24 months*	N/A	18-24 months*
		Arena	N/A	N/A	21-27 months*	21-27 months*
	9	Relative Difficulty of Constructability	Medium	Medium	High	High
			*in overall duration	*in overall duration	*in overall duration	*in overall duration

2.

PROGRAMMATIC COMPARISON

2. PROGRAMMATIC COMPARISON

Throughout 2017, the Study team worked with project stakeholders from BCC, Baltimore Development Corporation (BDC), Visit Baltimore, MSA, and others to revisit and update the 2012 Crossroads recommendations into specific building program requirements for each operational component. A set of baseline programmatic criteria was established as summarized in the design team Phase 1 report and restated below.

- Convention Center Renovation/Expansion
  - Total Exhibit Hall Space – 500,000 SF
    - Contiguous Exhibit Hall Space – 400,000 SF
  - Main Ballroom – 60,000 SF
  - Jr. Ballroom – 16,200 SF
  - Meeting Rooms – 108,800 SF
  - Adjacent Primary Functions
  - Internal Service Access
  - Integration with Existing Convention Center
  - Potential for On-Site Parking
  - High Number/Efficiency of Loading Bays
- Hotel
  - Guestrooms – 500 keys, Full Service
  - Dedicated Lobby, Food & Beverage
  - Jr. Ballroom – 2x 9,600 SF
  - Meeting Rooms – 12,000 SF
  - Adjacent Primary Functions
  - Internal Service Access
  - On-Site Parking – 250 spaces
  - Dedicated Loading Bay(s)
- Arena
  - Capacity for Basketball – 15,000 seats
  - Capacity for Ice – 13,000 seats
  - Capacity for Concerts – 17,500 seats
  - Luxury Suites – 6-8 suites
  - Loge Club Box – 4,000 SF
  - Adjacent Primary Functions
  - Internal Service Access
  - Dedicated Loading Bays – At Event Level

Once these baseline criteria were defined, the team worked through multiple iterations and combinations of the primary component spaces, along with their associated back of house service/support areas, to right-size the overall space needs for each component as a fully-functioning facility. The complete building programs developed for each component were compiled for each of the four Development Scenarios, in conjunction with detailed analysis of the site footprint and capacity, to create a conceptual design option for each Development Scenario. Additional

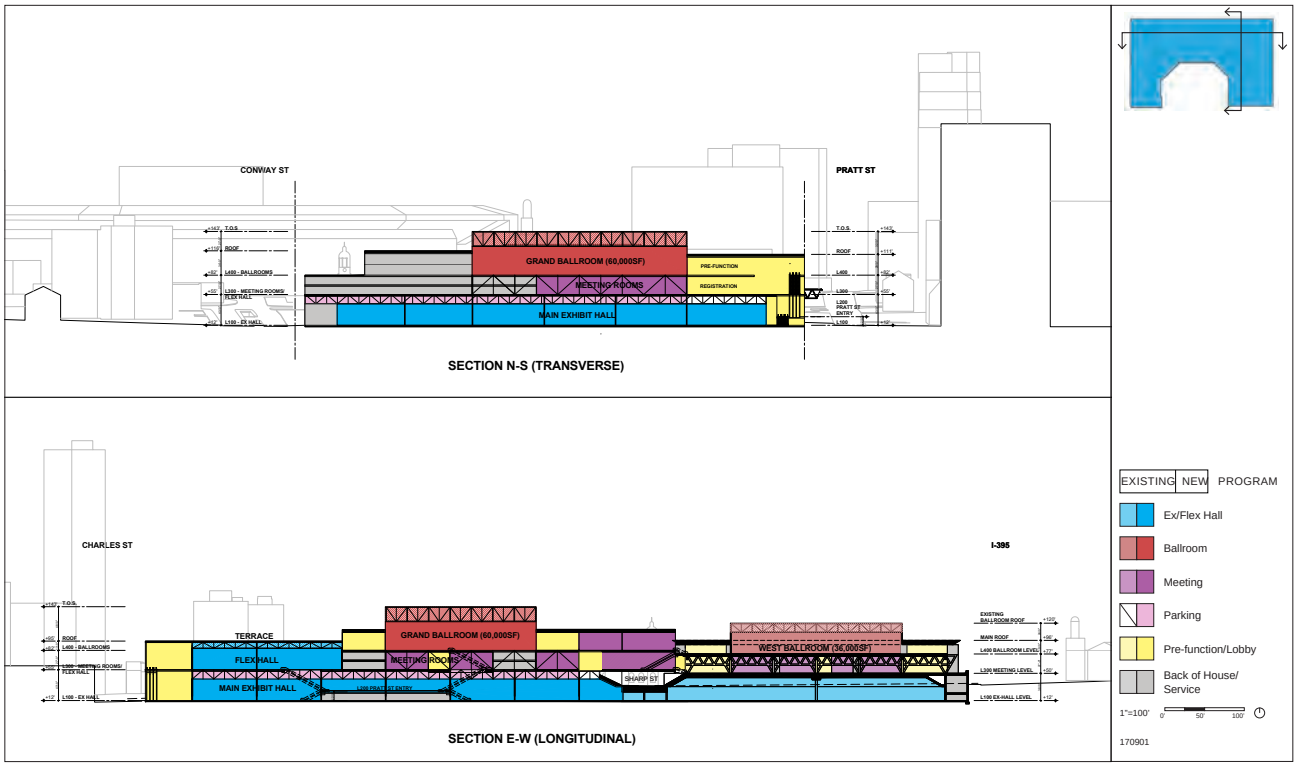
detail on the existing site conditions and how site constraints were defined can be found in the design team's Phase 1 report.

For each Development Scenario, Clark Construction performed a preliminary program analysis to further evaluate the impacts of adding a Hotel, an Arena, or a Hotel and Arena to the base Convention Center Renovation/Expansion project. The CM program analysis consisted of the following:

- **Quantity takeoff of conceptual plan areas, grouped by component (Floor Area Summaries)**
- **Comparison of areas surveyed via quantity takeoff to design program areas**
  - **Plan Area vs. Program**
  - **Built Area vs. Program (i.e. converting loading bays and parking spaces to SF)**
- **Structural Area Summaries, grouped by component**
- **Quantity takeoff of exterior enclosure ("skin"), grouped by component (Skin Summaries)**
- **Comparison of area and skin ratios to determine potential premiums and/or potential for synergistic construction cost savings**

All areas referenced herein are based on the results of these plan takeoffs and summaries. The program analysis data can be found in the attached **Appendix A**.

DEVELOPMENT SCENARIO 1: BCC RENOVATION/EXPANSION (DS1)



Core / Service Area Efficiency

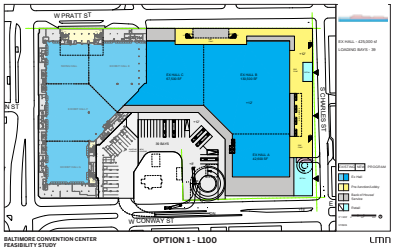
The baseline project contemplated by the Study is a fundamentally different construction project than a new ground-up convention center. Approximately 695,000 SF, or roughly 30%, of the overall gross area is contained in the renovated West side of the facility, leaving approximately 1,562,000 SF of new construction on the East to achieve the expanded program. Back of house service areas in both renovated (West) and new (East) facilities are accommodated by 35% of the Convention Center component area, which is within the expected range when compared to other venues of similar size. 39 loading bays, also spanning both the West and East sides, are accommodated in approximately 138,000 SF of the L100 level, roughly 6% of the total facility gross area. These figures will become more relevant as additional components (Hotel and Arena) are added to the mix in subsequent Development Scenarios.

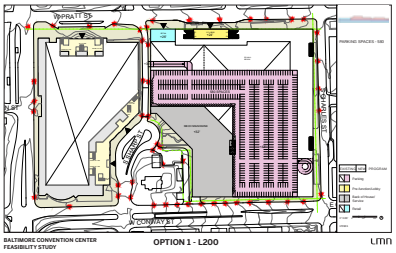
Structural Makeup & Efficiency

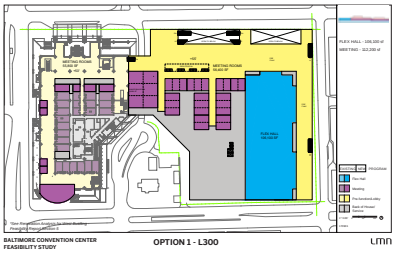
Structural area for DS1 is comprised of approximately 30% existing structure (composite decks and long-span trusses), corresponding with the above-mentioned renovation area on the West side. In addition to conventional composite decks supported by structural steel columns and beams, the new facility requires 510,000 SF of new long-span steel trusses to achieve the intended column-free areas. These new trusses make up 21% of the overall structural area for the expanded facility. In general, the presence of long-span truss structure is directly proportional to construction cost due to the high volume of raw material (i.e. tonnage of steel) and the complexities of fabrication and erection on an active and congested construction site. The quantity and proportion of truss structure will therefore be relevant in the comparative evaluation of DS2, DS3, and DS4.

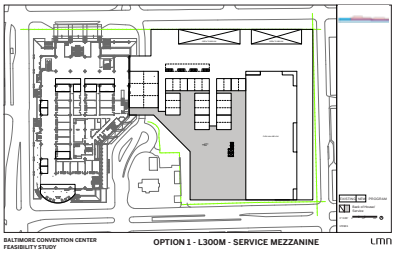
Please refer to the Appendix: Program Analysis Matrix (Attachment A) for supporting data to stated percentages.

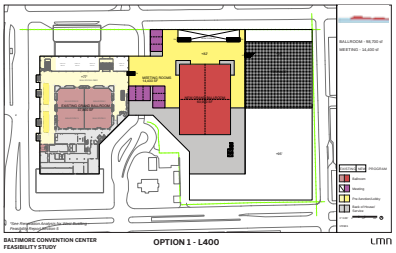
DEVELOPMENT SCENARIO 1: BCC RENOVATION/EXPANSION (DS1)

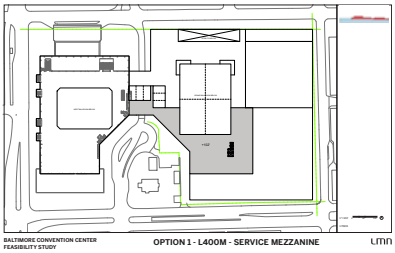






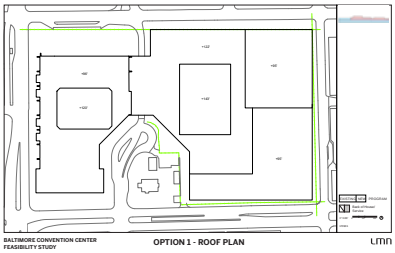






Exterior Skin Quantity & Efficiency

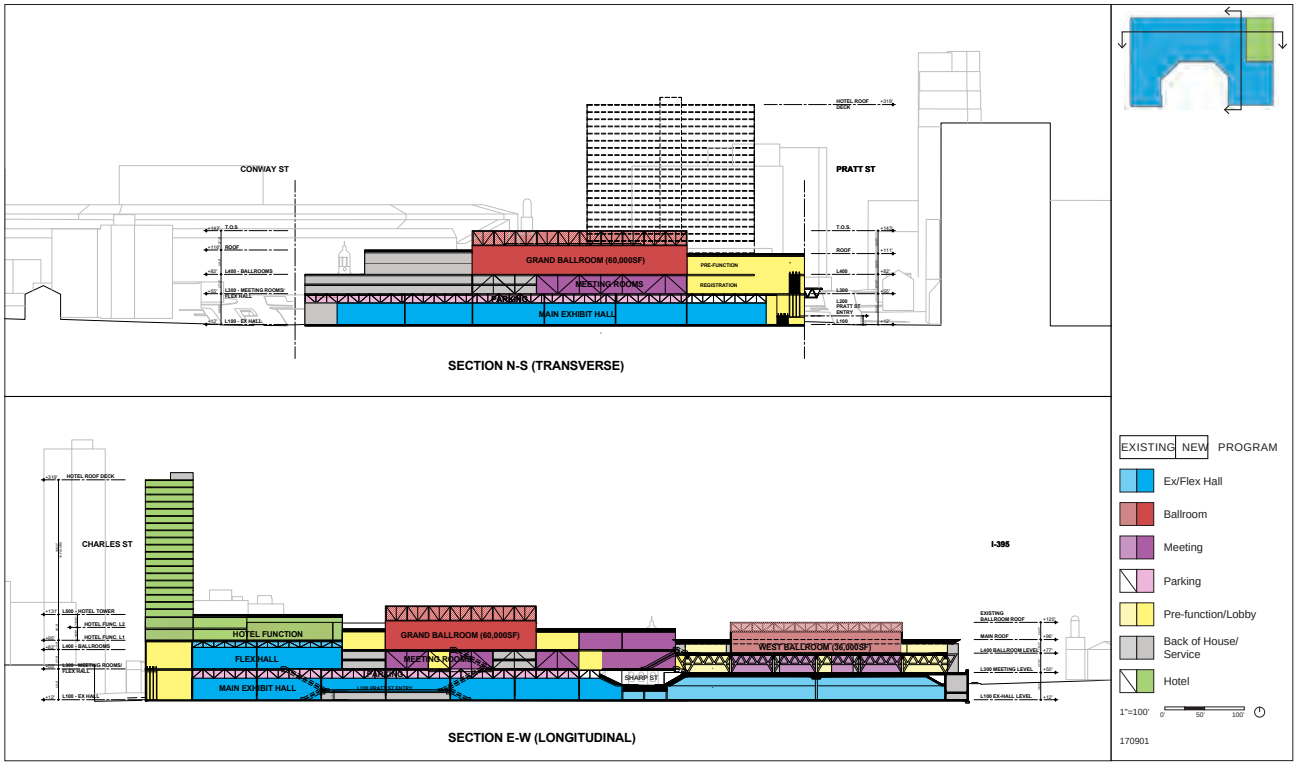
Another metric often used in evaluating building program and its associated massing and stacking is the skin ratio, defined as the quantity of vertical exterior enclosure divided by the quantity of horizontal floor area. DS1, with approximately 582,000 SF of vertical enclosure, has a skin ratio of 26%. This value is indicative of a relatively efficient floorplate when compared to a conventional vertical tower, which typically maintains a skin ratio of between 40% and 60%. A lower skin ratio reflects a facility that is generally lower and flatter, with a larger proportion of its program contained inside a lesser quantity of façade.



Each of these baseline conditions in DS1 will be revisited as other components are incorporated into the overall program.

Please refer to the Appendix: Program Analysis Matrix (Attachment A) for supporting data to stated percentages.

DEVELOPMENT SCENARIO 2: BCC RENOVATION/EXPANSION AND NEW HOTEL (DS2)



Core / Service Area Efficiency

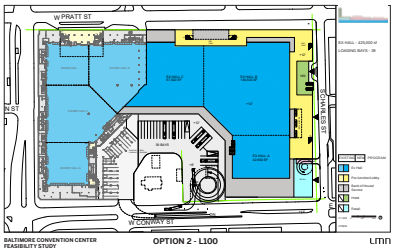
The addition of a new 500-guestroom full-service hotel tower can be viewed in general terms as a "bolt-on" appendage to the baseline Convention Center contemplated by DS1. However, due to the fixed site constraints, certain elements of the expanded BCC are displaced by the addition of the Hotel. While the overall Convention Center component area is essentially the same as in DS1 (1,900,000 SF), some of this area is pushed higher up in the building, creating additional structure and exterior skin to achieve the same functional floor area. Back of house service areas are now accommodated by 36% of the Convention Center component area, resulting in slightly less service efficiency. In addition, the 39 service bays, utilizing the same 138,000 SF as in DS1, must be shared by the Convention Center and Hotel. The Hotel may have its own dedicated bays within this shared space, however this would require operational coordination between the Convention Center and Hotel. Overall, the loading dock area is now 5% of the total facility gross area, a slight reduction from the 6% in DS1.

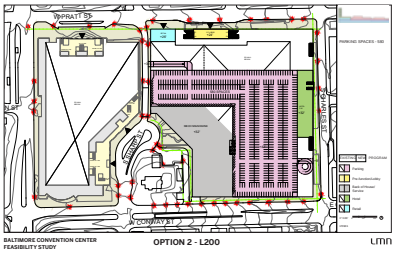
Structural Makeup & Efficiency

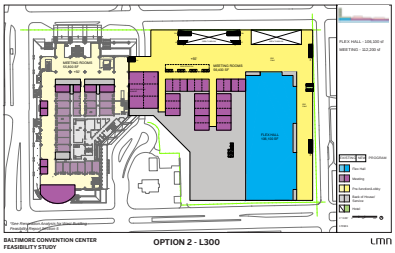
The structural area in this Development Scenario is comprised of 20% existing structure, however none of this efficiency loss impacts the Convention Center since all of the reused structure still resides on the West side, away from the Hotel. There is also less overall long-span truss structure since the vertical stack of the Hotel footprint, at lower levels L100 and L200, takes some of the overall site footprint away from the Convention Center where those longer clear spans are required.

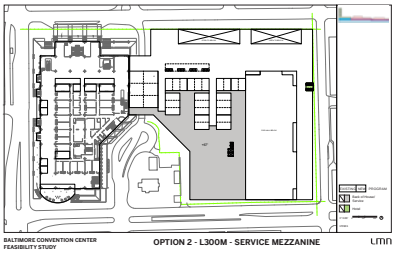
Please refer to the Appendix: Program Analysis Matrix (Attachment A) for supporting data to stated percentages.

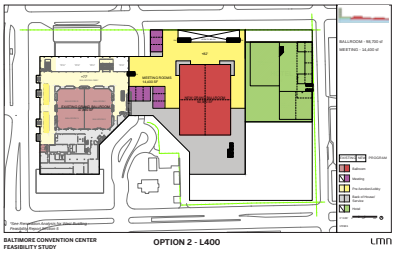
DEVELOPMENT SCENARIO 2: BCC RENOVATION/EXPANSION AND NEW HOTEL (DS2)

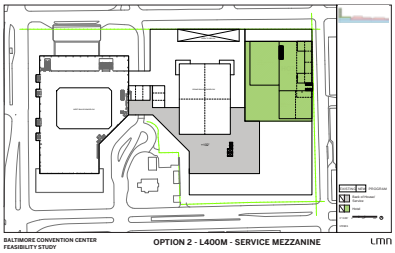






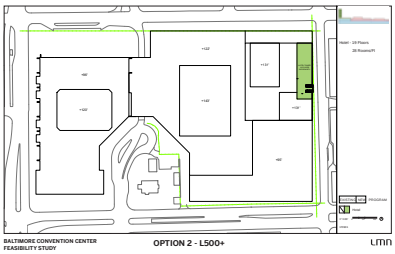






Exterior Skin Quantity & Efficiency

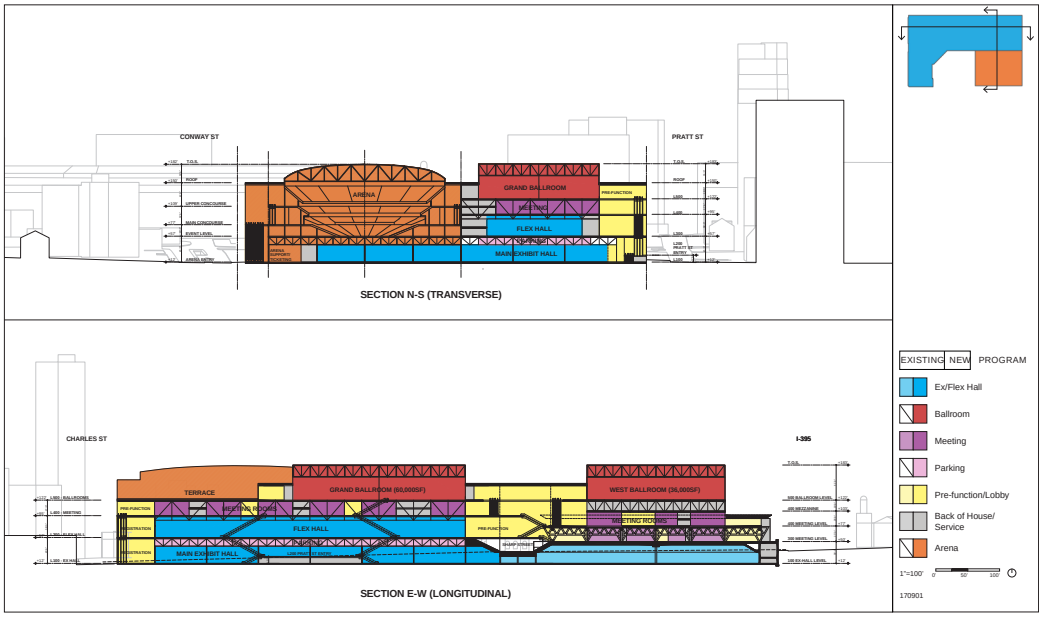
The exterior skin ratio of the Convention Center in this Development Scenario jumps to 29% as a result of its program being forced higher in the building, a slight loss of skin efficiency. The skin ratio of the Hotel, at 48%, is helped by the fact that its lower levels are embedded in the Convention Center, thereby increasing its skin efficiency. A survey of typical standalone hotels in the market reveals an average skin ratio of 55%, so by this metric, the Hotel in DS2 is poised for potential cost savings due to a slightly reduced skin quantity.



Notwithstanding the minor impacts noted above, combining the building programs for the Convention Center and Hotel does not greatly affect the feasibility of constructing DS2. If anything, combining more of the Convention Center and Hotel programs together into more shared space (i.e. ballrooms and meeting rooms) could create additional opportunities for synergistic construction cost savings.

Please refer to the Appendix: Program Analysis Matrix (Attachment A) for supporting data to stated percentages.

DEVELOPMENT SCENARIO 3: BCC RENOVATION/EXPANSION AND NEW ARENA (DS3)



Loading Dock Size & Efficiency

This Development Scenario constitutes a significant shift from that of DS1 and DS2. The addition of a major sports and entertainment venue places a much greater load on the site footprint, forcing much of the building area higher in the building to accommodate both Convention Center and Arena building programs. As inferred from discussions with key project stakeholders, these two large components require almost total separation so they can operate independently during large events. For example, a large tradeshow in the Convention Center cannot share loading bays and public entries with a large nationally-touring concert event without a significant loss in operational efficiency. This separation therefore creates increased overall area requirements with little opportunity for savings.

Core / Service Area Efficiency

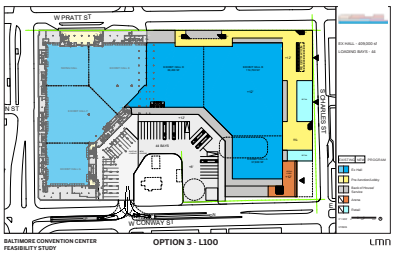
As compared with DS1, in which the Convention Center had a core/service ratio of 35%, inclusion of the Arena component compresses the Convention Center service ratio to 33% of Convention Center area, a loss of 38,000 SF of back of house space from DS1. As noted above, the Arena requires its own dedicated loading dock, with 12 loading bays in 38,000 SF at the L300 level. These 12 additional bays utilize an average of 3,166 SF per bay, which is tighter than the 3,538 SF per bay for the Convention Center down at the L100 level. The design team acknowledged that the Arena loading dock may need to expand to better accommodate access and truck turning movements. The combined loading areas for both the Convention Center and Arena now account for 7% of the overall gross area, a greater proportion than the standalone BCC facility of DS1.

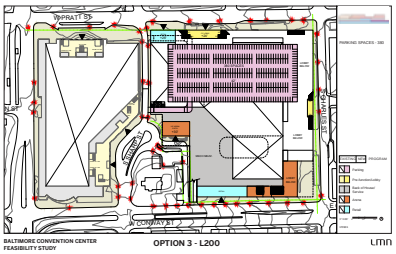
Structural Makeup & Efficiency

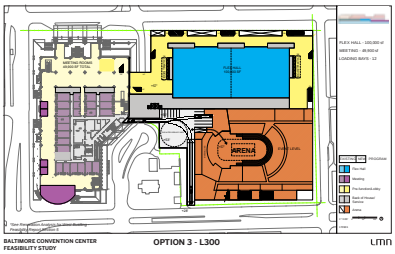
Because of the large open areas required by the Convention Center and Area, this Development Scenario includes 825,000 SF of long-span truss-supported structure, approximately 264,000 SF greater than the baseline BCC project. This long-span truss structure makes up 25% of the total structural area, which is significantly more than both DS1

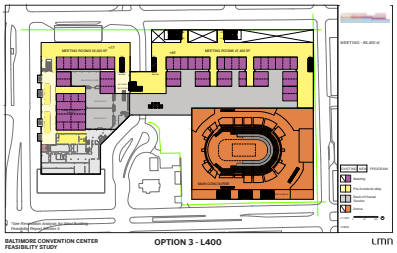
Please refer to the Appendix: Program Analysis Matrix (Attachment A) for supporting data to stated percentages.

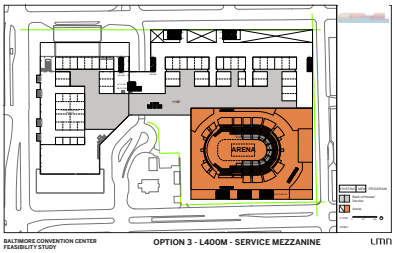
DEVELOPMENT SCENARIO 3: BCC RENOVATION/EXPANSION AND NEW ARENA (DS3)

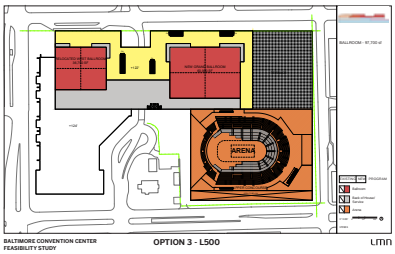




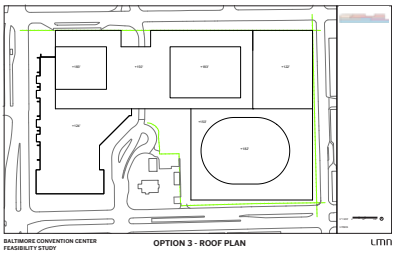








and DS2. Because of its mass and placement on top of the Convention Center, the Arena carries a much greater impact to the structural composition and associated structural costs than the Hotel. To accommodate the seating bowl, a series of stadia riser units supported by steel raker beams and transfer trusses will be located between the long-span trusses above and below, creating a degree of structural complexity not experienced with DS1 or DS2. Furthermore, the Arena event level is situated at L300, 45 feet above the adjacent street grade. Rather than resting on conventional slab on grade at its lowest level, the entire Arena structure is elevated, which is both atypical and costly for this type of facility.



It is worth noting that because the Arena footprint takes up such a large portion of the East side of the site, additional structural expansion is required on top of the existing West side to accommodate a new/relocated ballroom in the northwest corner of the facility. This structural addition includes new footings at the L100 level and new columns traveling throughout all existing levels, thereby significantly increasing the scope of the renovation in the West facility.

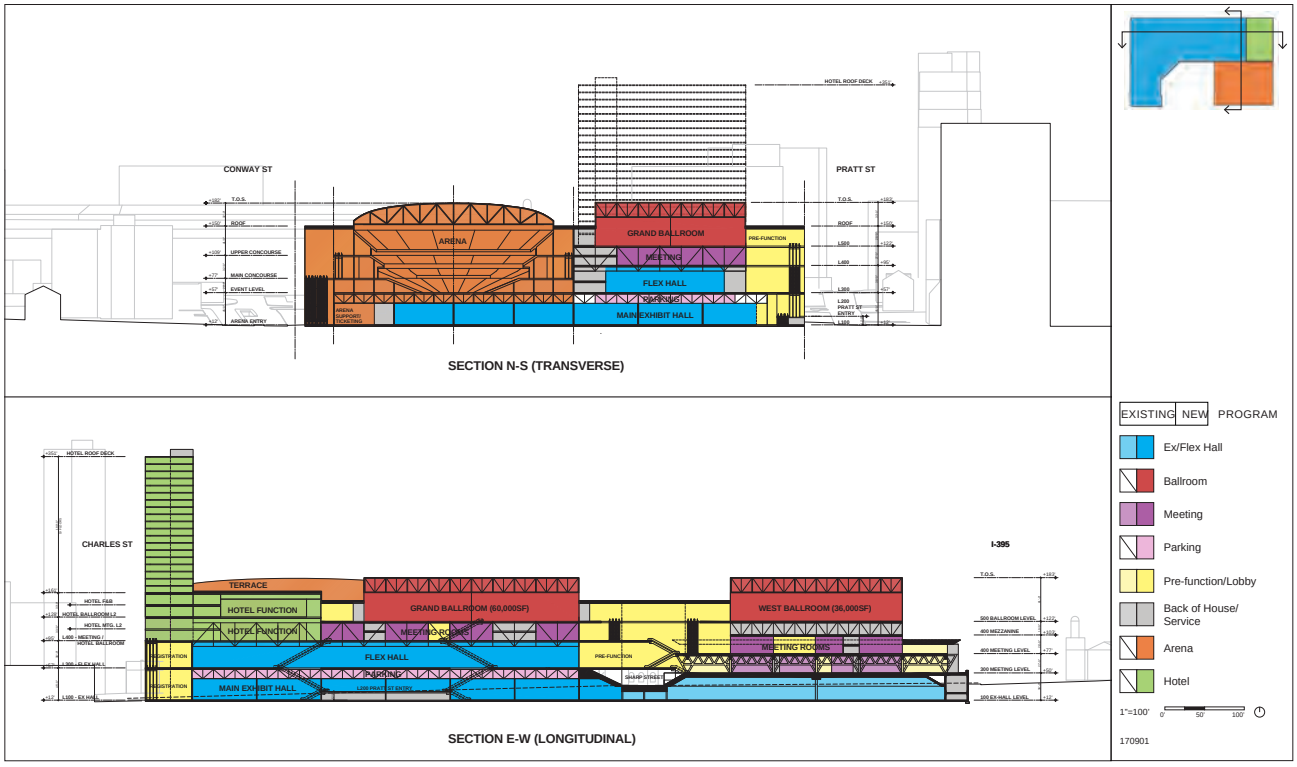
Exterior Skin Quantity & Efficiency

Embedding the Arena into the Convention Center reduces the quantity of exterior skin that would be required for a standalone Arena, however, since the presence of the Arena forces a taller stacked Convention Center, the exterior skin ratio for the Convention Center in this Development Scenario approaches 36%, markedly higher than the DS1 baseline. The 87,000 SF of additional enclosure for the Convention Center alone translates to a reduced skin efficiency and direct premium in exterior skin cost for the Convention Center. The overall skin ratio for the combined facility is 33%, which is also higher than that of DS1 and DS2 in their entirety.

The sheer size and scope of each component in the DS3 massing and stacking creates programmatic strain on each component, resulting in certain cost premiums for both structure and exterior skin as well as the potential for reduced operational efficiency. Since they must each maintain their separate functionality, construction costs for these components will be additive and/or redundant when further explored in Phase 2 of the Study.

Please refer to the Appendix: Program Analysis Matrix (Attachment A) for supporting data to stated percentages.

DEVELOPMENT SCENARIO 4: BCC RENOVATION/EXPANSION AND NEW HOTEL AND NEW ARENA (DS4)



The fully-loaded project contemplated by DS4 combines the programmatic implications outlined in DS2 and DS3. These findings shall therefore also apply to DS4.

DS4 shares the vast majority of its characteristics with DS3, but as with going from DS1 to DS2, the Hotel in this Development Scenario is largely situated above the rest of the program as a "bolt-on" appendage to the project contemplated by DS3. The biggest impact on the Hotel itself is that in DS4, the combination of the Convention Center and Arena pushes the Hotel program higher above the surrounding components and the adjacent street elevation. The same Hotel program is achieved, though with some relatively minor premiums in vertical transportation (elevators), stairs, and MEP risers.

Core / Service Area Efficiency | Loading Dock Size & Efficiency

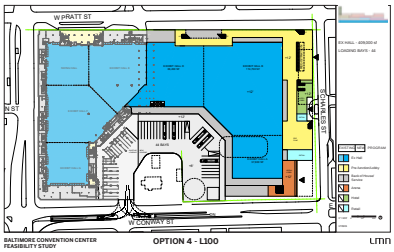
This Development Scenario provides the least amount of overall Convention Center component area (1,862,000 SF), though it maintains the 35% core/service ratio achieved in DS1. Hotel truck loading may be possible through the Arena loading dock, which could lessen the strain on the Convention Center loading dock that is described in DS2.

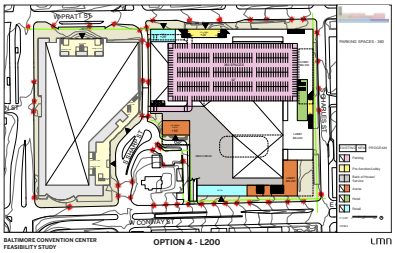
Structural Makeup & Efficiency

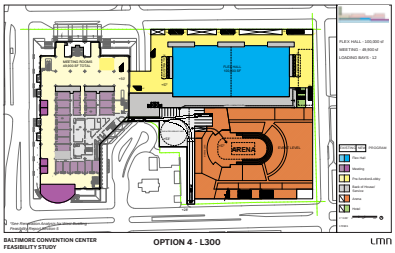
With all three building programs combined into one facility, DS4 contains the greatest amount of long-span truss structure (888,000 SF) to achieve the full program and its associated column-free spaces. This intensive requirement comprises nearly 25% of the total structural area and is further complicated by the Arena seating

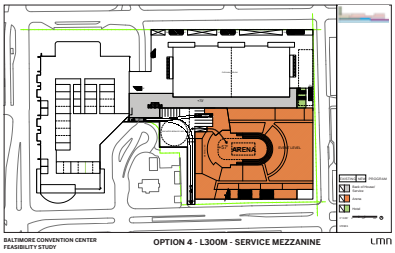
Please refer to the Appendix: Program Analysis Matrix (Attachment A) for supporting data to stated percentages.

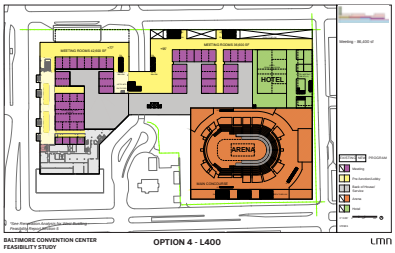
DEVELOPMENT SCENARIO 4: BCC RENOVATION/EXPANSION AND NEW HOTEL AND NEW ARENA (DS4)

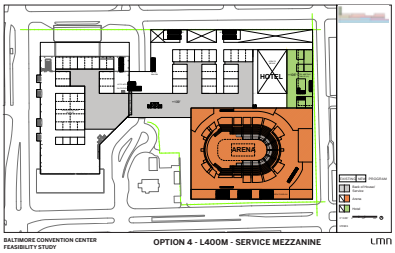




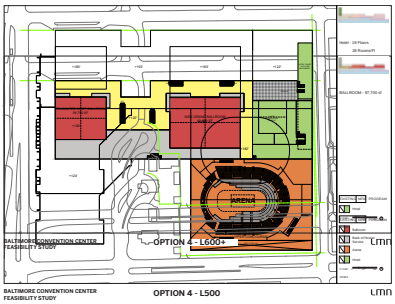








bowl challenges described in DS3.

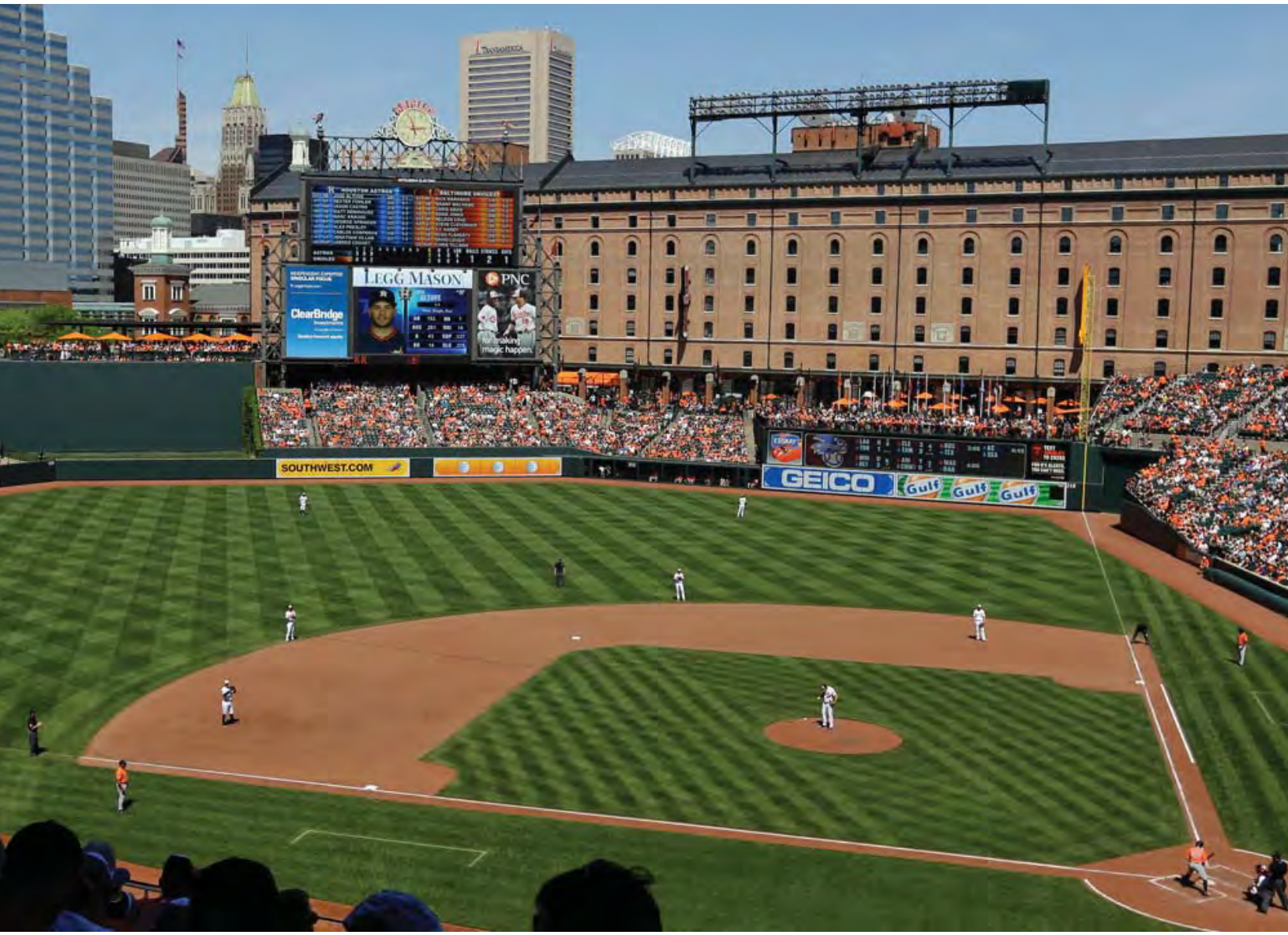


Exterior Skin Quantity & Efficiency

DS4 also contains the greatest impact to the skin efficiency of the baseline BCC in DS1. At a skin ratio of 38%, the 701,000 SF of vertical enclosure attributable to the Convention Center is over 20% more than that of DS1. The biggest factor in this is the newly constructed ballroom level on top of the West side. While the total facility skin ratio in DS4 (35%) is the greatest of all four Development Scenarios, the skin ratios for the Hotel and Arena each experience a 1% increase in this option (from DS2 and DS3 respectively), both of which remain close to expected market norms for these types of facilities.

In summary, while DS4 maintains the programmatic and constructability challenges from both DS2 and DS3, the feasibility of the all-in Development Scenario is not affected to any greater extent by combining the additional components. While each by itself places some level of inefficiency or strain on the Convention Center, the Hotel and Arena are largely independent from each other.

Please refer to the Appendix: Program Analysis Matrix (Attachment A) for supporting data to stated percentages.



3.

SCHEDULE & SITE LOGISTICS

3. SCHEDULE & SITE LOGISTICS

PROJECT SUMMARY SCHEDULE

The construction schedules developed for Phase 1 of the Study (refer to Appendix B) are based on the Development Scenarios documented by the November 2017 Phase 1 report prepared by the design team of Ayers Saint Gross / LMN Architects / Populous / Perkins Eastman. In order to develop these schedules, given the early design stage of the project and limited knowledge of final building composition and construction, we have utilized our experience on comparable projects of this type, scope and size. Of these projects, notable ones include the Walter E. Washington Convention Center in Washington, DC, the Wisconsin Center in Milwaukee, WI, McCormick Place (Convention Center, Marriott Marquis Hotel and Wintrust Arena) in Chicago, IL, and the Washington State Convention Center in Seattle, WA.

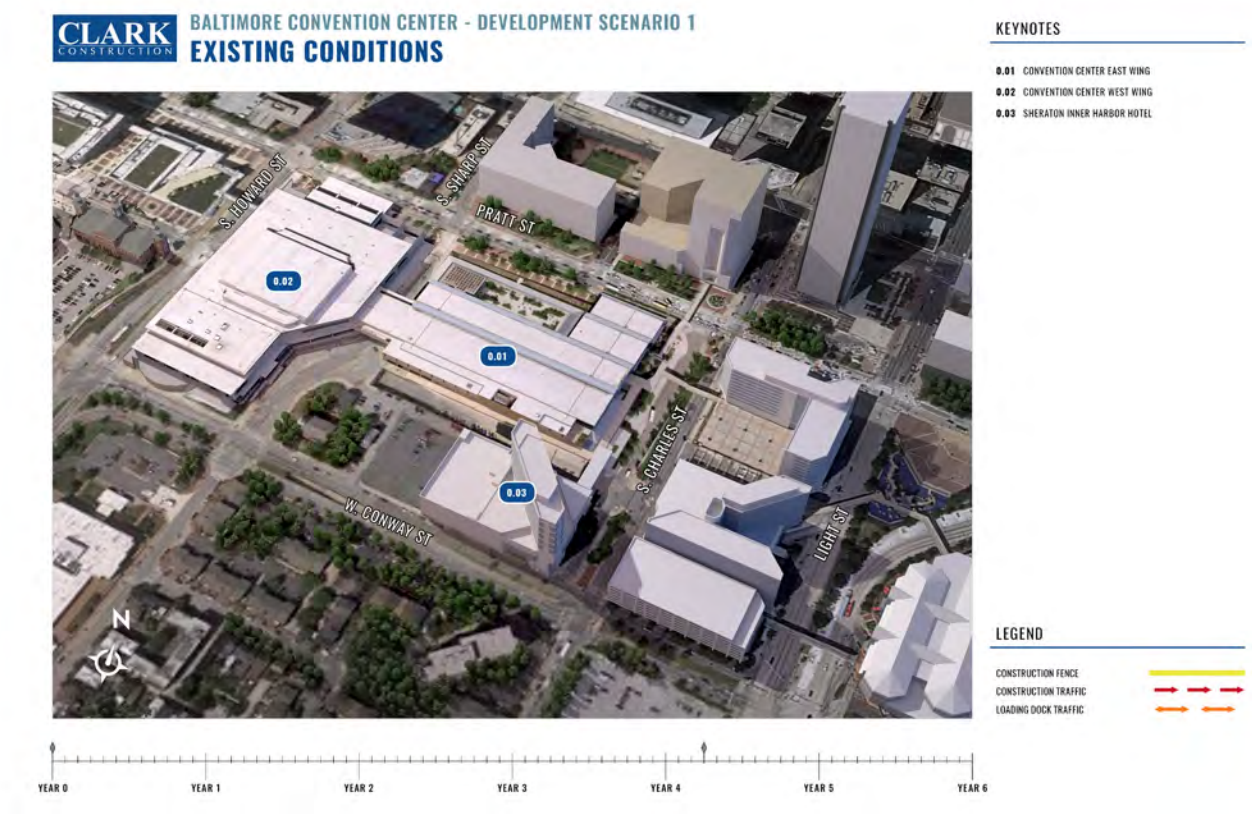
Based on known production rates and historical data from the above and other similar projects, we anticipate the overall durations for each of the Development Scenarios would be as follows:

- **Development Scenario 1: BCC Renovation/ Expansion (DS1)** – 49-55 months total duration (42-47 months for demolition and new construction of the East wing; and 7-10 months for the renovation of the West wing)
- **Development Scenario 2: BCC Renovation/ Expansion AND New Hotel (DS2)** – 52-58 months total duration (45-50 months for demolition and new construction of the East wing and Hotel; and 7-10 months for the renovation of the West wing)
- **Development Scenario 3: BCC Renovation/ Expansion AND New Arena (DS3)** – 60-66 months total duration (45-58 months for demolition and new construction of the East wing and Arena; and 15-18 months for the West wing renovation/ addition)
- **Development Scenario 4: BCC Renovation/ Expansion AND New Hotel AND New Arena (DS4)** – 63-69 months total duration (48-51 months for demolition and new construction of the East wing, Hotel and Arena; and 15-18 months for the West wing renovation/addition)

It is important to note that based on additional design development, these durations are subject to change. It must also be noted that for all Development Scenarios, we have sequenced the work so that new construction on the East side is completed, with these new facilities open and operational, prior to the start of West side renovation/addition work. This assumption is based on our understanding that the Baltimore Convention Center will need to remain open in some capacity during construction in order to maintain revenue and service existing clients.

These schedule durations assume the availability of adequate manpower and materials in the local marketplace.

DEVELOPMENT SCENARIO 1: BCC RENOVATION/EXPANSION



Mobilization on site will begin with the installation of perimeter fencing around the entire East portion of the site (excluding the West wing). In order to facilitate construction and provide proper access to the site, the southbound lane of South Charles Street will need to be fully shut down to provide sufficient space and means of ingress and egress to the site. The main site entrance would be at the corner of South Charles Street and Pratt Street, while the main egress point will be at the corner of South Charles Street and West Conway Street. This flow of construction traffic in and out of the site would work with the existing flow of traffic in this busy downtown area. In addition, closing South Charles Street would have the least amount of impact on existing traffic in the area, while still providing sufficient access that is needed for a project of this scale.

In addition to the closure of South Charles Street, full sidewalk closures will be needed along Pratt Street, West Conway Street, and South Sharp Street to the north, south and west sides of the site, respectively. This is also predicated upon the fact that obtaining a traffic lane closure for these streets would likely not be possible due to the large volume of traffic that exists during most hours of the day, enhancing the need to shut down South Charles Street. South Sharp Street would also be left open during the full duration of the project to maintain this main artery for vehicles leaving the business district to the north of the site and accessing I-95. Finally, the existing Old Otterbein Methodist Church would be left untouched and access to it maintained from South Sharp Street.

DS1 Phase 1: Project Start through Month 11 – Mobilization, Utility Relocation, East Wing & Hotel Demolition

It is noted in the Phase 1 design report that utility tie-ins, modifications, and/or potential relocations may be required on each of the streets adjacent to the site. Our current plan would be to complete these portions of the project scope with phased shutdowns, partial lane closures, or off hours work to have the most minimal impact on the traffic flow and overall operation of the surrounding area.

Concurrent with the installation of site fencing and controls, relocation of the existing BCC fire command center and head end security equipment from the East wing to the West wing would commence. This is critical as these systems' central locations are presently located in the East wing contemplated to be demolished, and will need to be relocated to a new space in the existing West wing prior to start of demolition. Careful coordination with the design team, BCC operations staff, and the Authority Having Jurisdiction (AHJ) will need to be maintained in order to execute this relocation. It is currently understood that all other building systems (HVAC, electrical, plumbing, fire sprinkler, etc.) are completely segregated between the East and West wings or can be simply cut and capped at the East/West demarcation prior to start of demolition.

In addition to the above relocation, the relocation of the existing storm main that runs below the East wing of the Convention Center will need to be completed. This work would not commence until perimeter site fencing was established. Although the exact location and full scope of this utility relocation are unknown at this time, it is believed (based on preliminary reviews of the existing building drawings provided to us) that the line runs to the south of the retaining wall which separates the Convention Center loading drive aisle from the Sheraton Hotel.

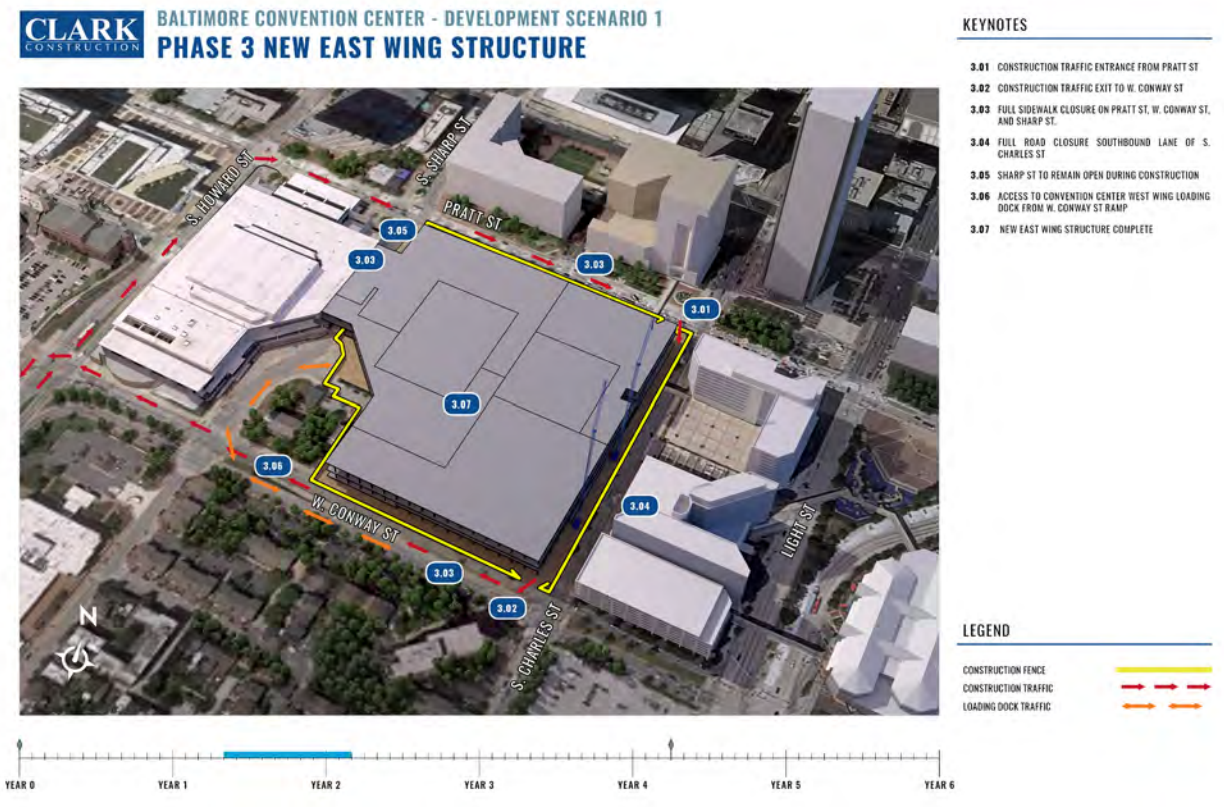
This would potentially allow for demolition of the Convention Center and Hotel to begin prior to completion of the relocation of this storm line.

Finally, during this phase, demolition of the existing East wing and Sheraton Hotel would begin and be complete by the end of this phase. Demolition of the East wing would flow in an east-to-west direction, working from Charles Street into the building. Demolition of the Sheraton Hotel would begin from the west side of the building in the small parking lot adjacent to the Hotel and existing church, pulling the debris away from the street. Assuming the West wing would remain open and operational during the construction of the new East facilities, access to the shared loading dock space below Sharp Street would be maintained via use of the Conway Street access ramp. Temporary walls or other means would also need to be utilized to separate the loading dock and areas of the West wing from the East wing during demolition and construction. These measures would remain in place for the duration of construction until the new East facilities are ready for operation and public use.

DS1 Phase 2: Month 12 through Month 16 – New East Wing Support of Excavation, Excavation & Deep Foundations

The next major phase of the project would commence in the 12th month of construction with the start of new East wing support of excavation, excavation, and deep foundations. This work would flow sequentially in a west-to-east direction, with work beginning at the break line between the West and East wings and flowing east towards Charles Street before turning south towards Conway Street.

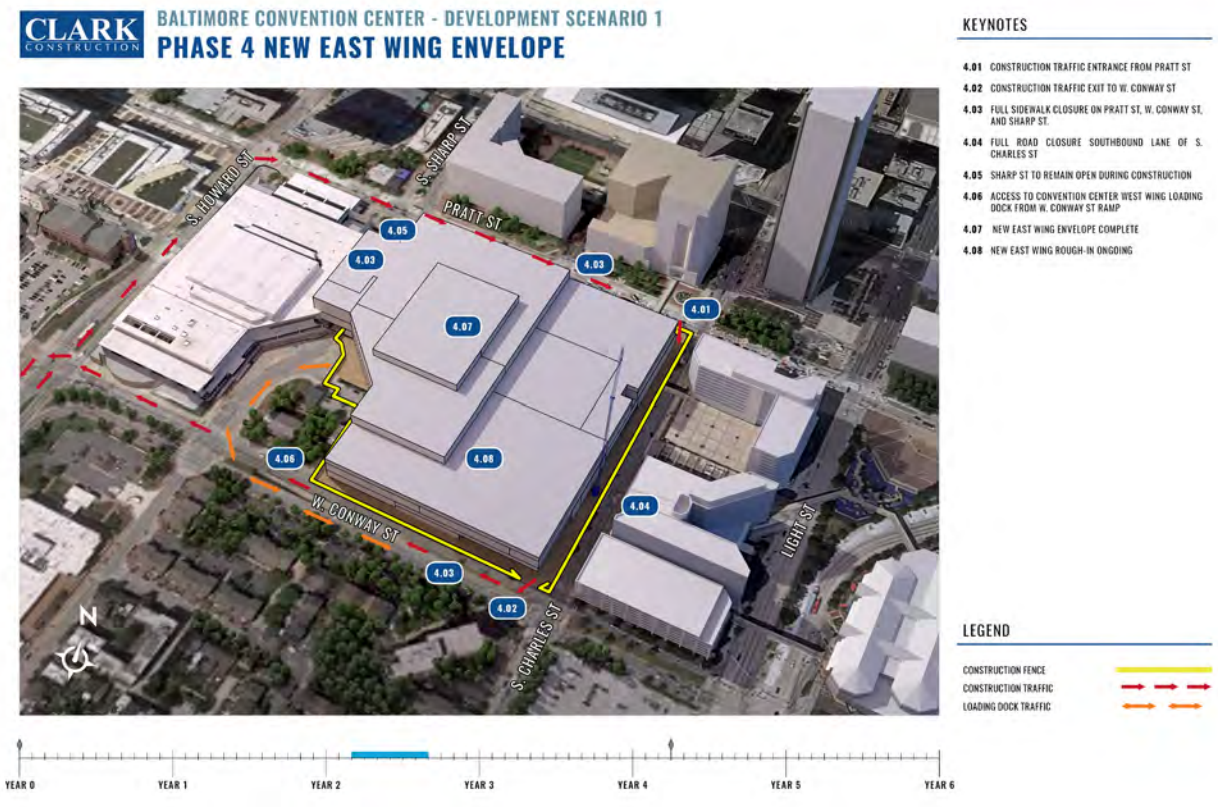
Based on the existing building drawings provided to us and our knowledge of other buildings in the area, we anticipate that the building will rest on of some form of deep foundation system (caissons or similar). To execute this work, the use of multiple large mobile crawler cranes would be utilized. This scope of work would be completed by the end of this phase.



DS1 Phase 3: Month 17 through Month 26 – New East Wing Structure

From the deep foundations, the next major phase of construction will begin with the commencement of the above grade structure of the new East wing. Completion of steel erection and concrete flatwork would follow a similar flow to the previous phase, with work starting on the west side of the new building and flowing east towards Charles Street before turning south.

Due to the large steel sizes anticipated to be incorporated into the final design, the current plan would be to use large crawler cranes for steel erection. These cranes would be driven into the building footprint, and then "walked out" of the building in the flow described above, completing the structure vertically as they move across the site. Concrete placement would be executed with the use of pump trucks and/or pump towers and slick lines.



DS1 Phase 4: Month 27 through Month 32 – New East Wing Envelope

Once the above grade structure has been substantially completed, the next major phase of construction will begin with the installation of the building envelope. Due to the limited information available at this time regarding the building envelope materials or skin design, the exact sequencing of this work is not yet known. However, the durations included in the schedule are based upon known production rates and historical data for projects of this type and scale.

MEP and wall rough-in activities would begin during this phase as well. A similar west-to-east flow would be followed for these operations.

DS1 Phase 5: Month 33 through Month 38 – New East Wing Finishes

Once weathertight conditions are achieved in the new East wing, the next major phase of construction will commence with the installation of finishes. A similar west-to-east flow would continue for these operations as well.

DS1 Phase 6: Month 39 through Month 44 – New East Wing Completion

The next phasing plan takes the construction of the project through completion of finishes, final inspections, commissioning and punch-out of the new East wing. This includes achieving Use and Occupancy and Substantial Completion, allowing for Owner FF&E and activation activities to begin during this phase.

Start of the West wing renovation work included in DS1 would not commence until after this phase, once the new East wing facilities are open and operational. This would allow for the Convention Center to maintain a stream of revenue throughout the course of the entire construction project.

DS1 Phase 7: Month 45 through Month 51 – West Wing Renovation

The final phase of the project is the execution of the West wing renovation. As contemplated in Phase 1, temporary walls or other means of separation will be erected and established to segregate the operations of the now-active East wing facilities from the West wing renovation operations. Access to the new shared loading dock of the West and East wings would now be accessible via the new access configuration from Conway Street. These measures would remain in place until completion of the renovation and final completion of the project.

DEVELOPMENT SCENARIO 2: BCC RENOVATION/EXPANSION AND NEW HOTEL

DS2 Phase 1: Project Start through Month 11 – Mobilization, Utility Relocation, East Wing & Hotel Demolition

Phase 1 of DS2 would be executed in the same manner as Phase 1 of DS1 and over the same duration based on our current understanding of the design.

DS2 Phase 2: Month 12 through Month 17 – New East Wing Support of Excavation, Excavation & Deep Foundations

Phase 2 of DS2 would be executed in the same manner as Phase 2 of DS1, however the duration of this phase would be anticipated to take longer than that of DS1 due to an anticipated increase in the amount of deep foundations resulting from the addition of the Hotel to the project scope.

DS2 Phase 3: Month 18 through Month 27 – New East Wing & Hotel Structure

From the deep foundations, the next major phase of construction will begin with the commencement of the above grade structure of the new East wing and Hotel. Completion of steel erection and concrete flatwork would follow a similar flow to the previous phase, with work starting on the west side of the new building and flowing east towards the Hotel, before turning south. A dedicated operation would complete the Hotel structure once the Convention Center portion is topped out. This same basic flow would hold true regardless of what construction method is determined for the Hotel (structural steel vs. cast-in-place concrete).

Due to the large steel sizes anticipated, the current plan would be to use large crawler cranes to erect structural steel. These cranes would be driven into the building footprint, and then "walked out" of the building in the above described flow, completing the structure vertically as they move across the site. Concrete placement would be executed with the use of pump trucks and/or pump towers and slick lines. It is important to note, however, that if the Hotel structure is determined to be cast-in-place concrete, one or more tower crane(s) would be utilized to service the vertical construction.

DS2 Phase 4: Month 28 through Month 34 – New East Wing & Hotel Envelope

Once the above grade structure has been substantially completed, the next major phase of construction will begin with the installation of the building envelope. Due to the very limited information that is known at this time about the building envelope materials or skin design, the exact sequencing of this work is not yet known. However, the durations included in the schedule are based upon known production rates and historical data for projects of this type and scale.

MEP and wall rough-in activities would begin during this phase on both the new East wing and Hotel. A similar west-to-east flow would continue for these operations.

DS2 Phase 5: Month 35 through Month 39 – New East Wing & Hotel Finishes

Once weathertight conditions are achieved in the new East wing and Hotel, the next major phase of construction will commence with the installation of finishes in both components simultaneously. A similar west-to-east flow would continue for these operations.

DS2 Phase 6: Month 40 through Month 47 – New East Wing & Hotel Completion

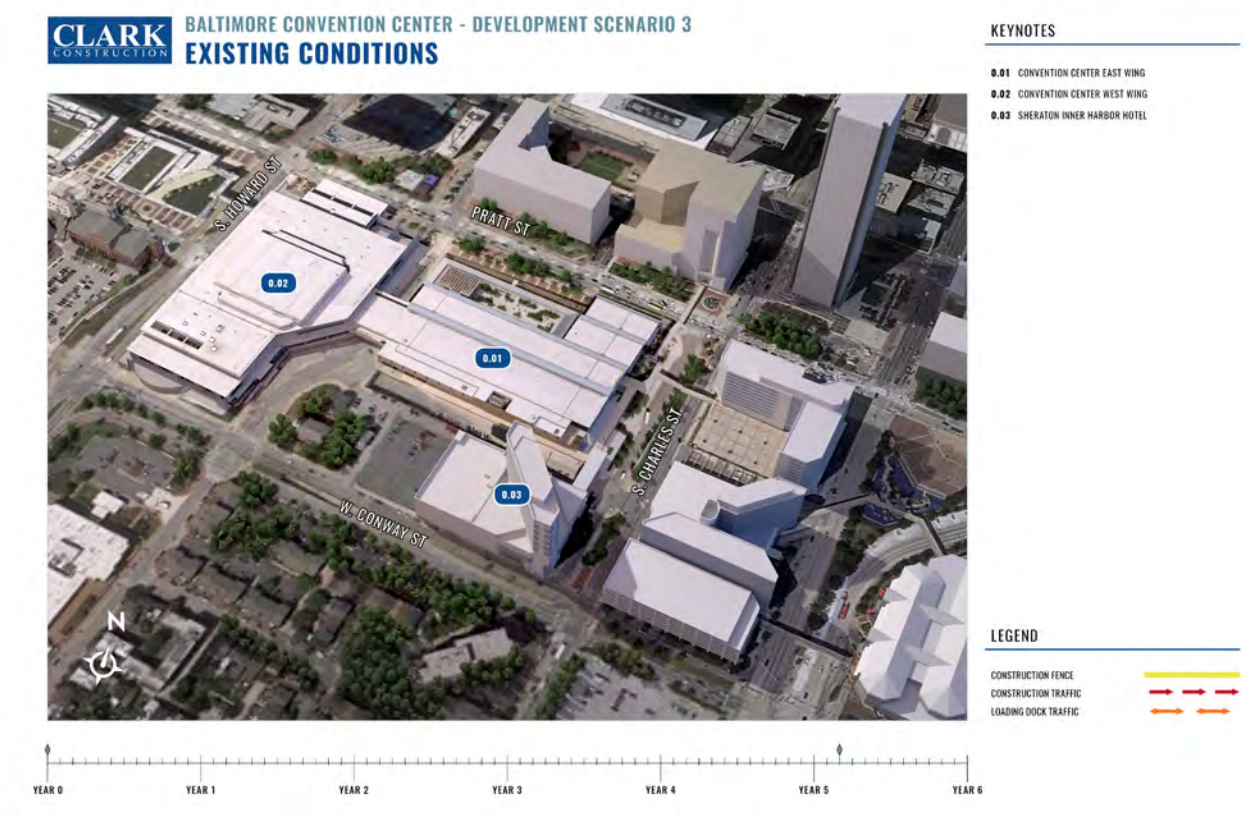
The next phasing plan takes the construction of the project through completion of finishes, final inspections, commissioning and punch-out of the new East wing and Hotel. This includes achieving Use and Occupancy and Substantial Completion, allowing for Owner FF&E and activation activities to begin during this phase.

Start of the West wing renovation work included in DS2 would not commence until after this phase, once the new facilities are open and operational. This would allow for the Convention Center to maintain a stream of revenue throughout the course of the entire construction project.

DS2 Phase 7: Month 48 through Month 54 – West Wing Renovation

The final phase of project is the execution of the West wing renovation. As with Phase 1, temporary walls or other means of separation will be erected and established to segregate the operations of the now-active East wing facilities from the West wing renovation operations. Access to the new shared loading dock of the West and East wings would now be accessible via the new access configuration from Conway Street. These measures would remain in place until completion of the renovation and final completion of the project.

DEVELOPMENT SCENARIO 3: BCC RENOVATION/EXPANSION AND NEW ARENA



DS3 Phase 1: Project Start through Month 11 – Mobilization, Utility Relocation, East Wing & Hotel Demolition

Phase 1 of DS3 would be executed in the same manner as Phase 1 of DS2 and over the same duration based on our current understanding of the design.

DS3 Phase 2: Month 12 through Month 17 – New East Wing Support of Excavation, Excavation & Deep Foundations

Phase 2 of DS4 would be executed in the same manner as Phase 2 of DS2 and over the same duration based on our current understanding and knowledge of the design.

DS3 Phase 3: Month 18 through Month 27 – New East Wing & Arena Structure

From the deep foundations, the next major phase of construction will begin with the commencement of the above grade structure for the new East wing and Arena. Completion of steel erection and concrete flatwork would follow a similar flow to the previous phase, with work starting on the west side of the new building and flowing east towards Charles Street, then turning south and following a similar west-to-east flow for the completion of the Arena structure.

Due to the large steel sizes anticipated, the current plan would be to use large crawler cranes to erect structural steel. These cranes would be driven into the building footprint, and then "walked out" of the building in the above described flow, completing the structure vertically as they move across the site. Concrete placement would be executed with the use of pump trucks and/or pump towers and slick lines.

DS3 Phase 4: Month 28 through Month 33 – New East Wing & Arena Envelope

Once the above grade structure has been substantially completed, the next major phase of construction will begin with the installation of the building envelope on the new East wing and Arena. Due to the very limited information available at this time regarding the building envelope materials or skin design, the exact sequencing of this work is not yet known. However, the durations included in the schedule are based upon known production rates and historical data for projects of this type and scale.

MEP and wall rough-in activities would also begin during this phase on both the new East wing and Arena. A similar west-to-east flow would continue for these operations.

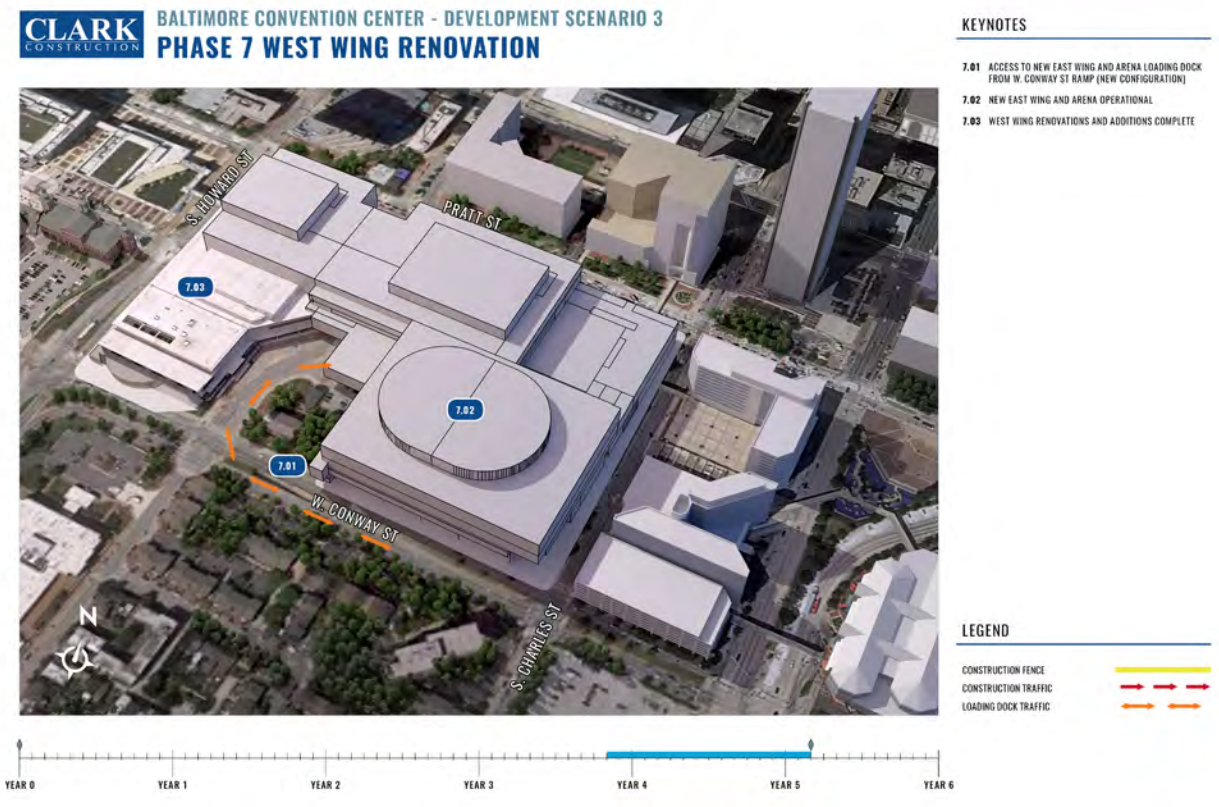
DS3 Phase 5: Month 34 through Month 40 – New East Wing & Arena Finishes

Once weathertight conditions are achieved in the new East wing and Arena, the next major phase of construction will commence with the installation of finishes. A similar west-to-east flow would continue for these operations as well.

DS3 Phase 6: Month 41 through Month 46 – New East Wing & Arena Completion

The next phasing plan takes the construction of the project through completion of finishes, final inspections, commissioning and punch-out of the new East wing and Arena. This includes achieving Use & Occupancy and Substantial Completion, allowing for Owner FF&E and activation activities to begin during this phase.

Start of the West wing renovation and vertical addition work that is contemplated by DS3 would not commence until after this phase, once the new facilities are open and operational. This would allow for the Convention Center to maintain a stream of revenue throughout the course of the entire construction project.



DS3 Phase 7: Month 47 through Month 62 – West Wing Renovation & Addition

The final phase of project is the execution of the West wing renovation as well as the vertical addition work on the north side of the West wing. As with Phase 1, temporary walls or other means of separation will be erected and established to segregate the operations of the now active East wing facilities from the West wing renovation/addition operations. Access to the new shared loading dock of the West and East wings would now be accessible via the new access configuration from Conway Street. Additional sidewalk closures will be required along Pratt Street on the north elevation of the West wing in order to execute the structural and envelope work for the vertical addition. These measures would remain in place until completion of the renovation and final completion of the project. The schedule for the DS3 West wing renovation/addition is substantially longer (9 months) as a result of the work on top of the existing facility, which assumes new columns and foundations down through the existing West wing.

DEVELOPMENT SCENARIO 4: BCC RENOVATION/EXPANSION AND NEW HOTEL AND NEW ARENA

DS4 Phase 1: Project Start through Month 11 – Mobilization, Utility Relocation, East Wing & Hotel Demolition

Phase 1 of DS4 would be executed in the same manner as Phase 1 of DS1 and over the same duration based on our current understanding of the design.

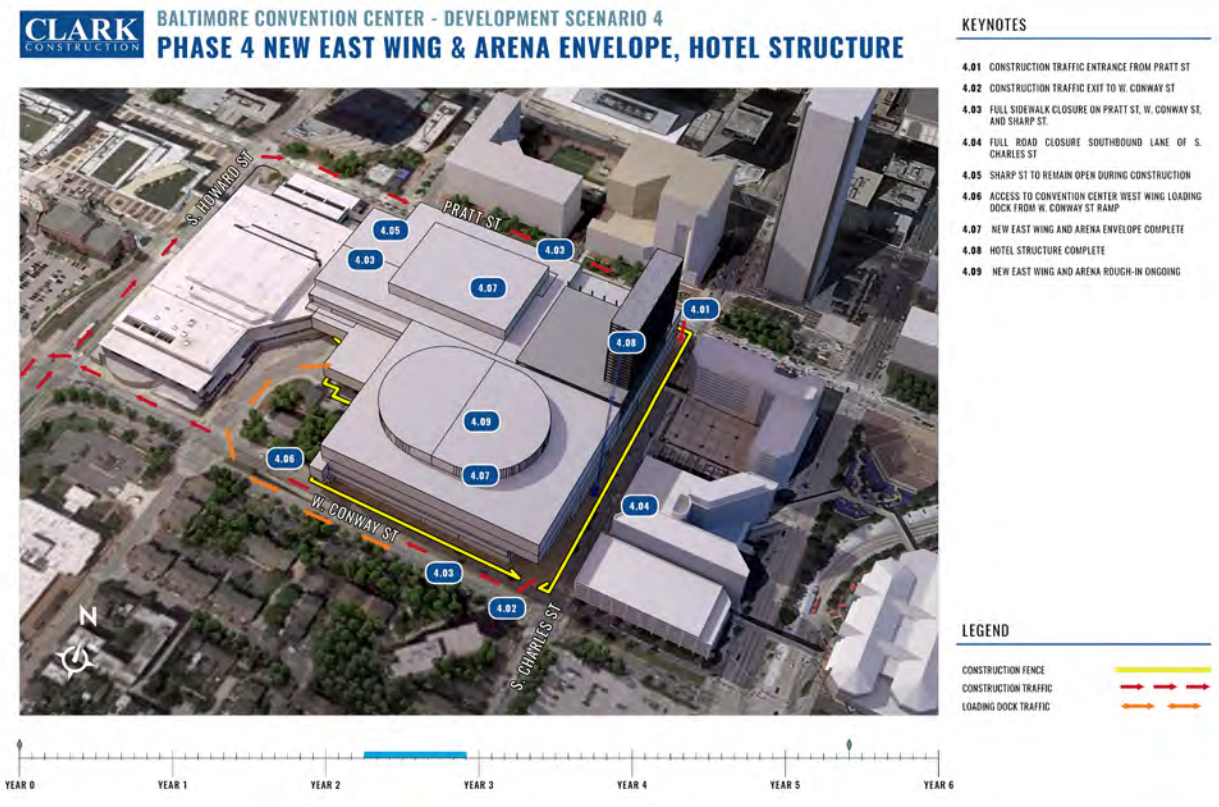
DS4 Phase 2: Month 12 through Month 17 – New East Wing Support of Excavation, Excavation & Deep Foundations

Phase 2 of DS4 would be executed in the same manner as Phase 2 of DS2 and over the same duration based on our current understanding of the design.

DS4 Phase 3: Month 18 through Month 27 – New East Wing & Arena Structure

From the deep foundations, the next major phase of construction will begin with the commencement of the above grade structure of the new East wing and Arena. Completion of steel erection and concrete flatwork would follow a similar flow to the previous phase, with work starting on the west side of the new building and flowing east towards the hotel, then turning south and following a similar west-to-east flow for the completion of the Arena structure.

Due to the large steel sizes anticipated, the current plan would be to use large crawler cranes to erect structural steel. These cranes would be driven into the building footprint, and then "walked out" of the building in the above described flow, completing the structure vertically as they move across the site. Concrete placement would be executed with the use of pump trucks and/or pump towers and slick lines.



DS4 Phase 4: Month 28 through Month 35 – New East Wing & Arena Envelope, Hotel Structure

Once the above grade structure has been substantially completed, the next major phase of construction will begin with the installation of the building envelope on the new East wing and Arena. The Hotel structure would also begin and be completed during this phase with a dedicated simultaneous operation. This same basic flow would hold true regardless of what construction method is determined for the Hotel (steel structure vs. cast-in-place concrete structure). It is also important to note that if the Hotel structure is determined to be cast-in-place concrete, one or more tower cranes would be utilized to service the Hotel.

Due to the very limited information that is known at this time regarding the building envelope materials or skin design, the exact sequencing of this work is not yet known. However, the durations included in the schedule are based upon known production rates and historical data for projects of this type and scale.

MEP and wall rough-in activities would begin during this phase as well on both the new East wing and Arena. A similar west-to-east flow would continue for these operations.

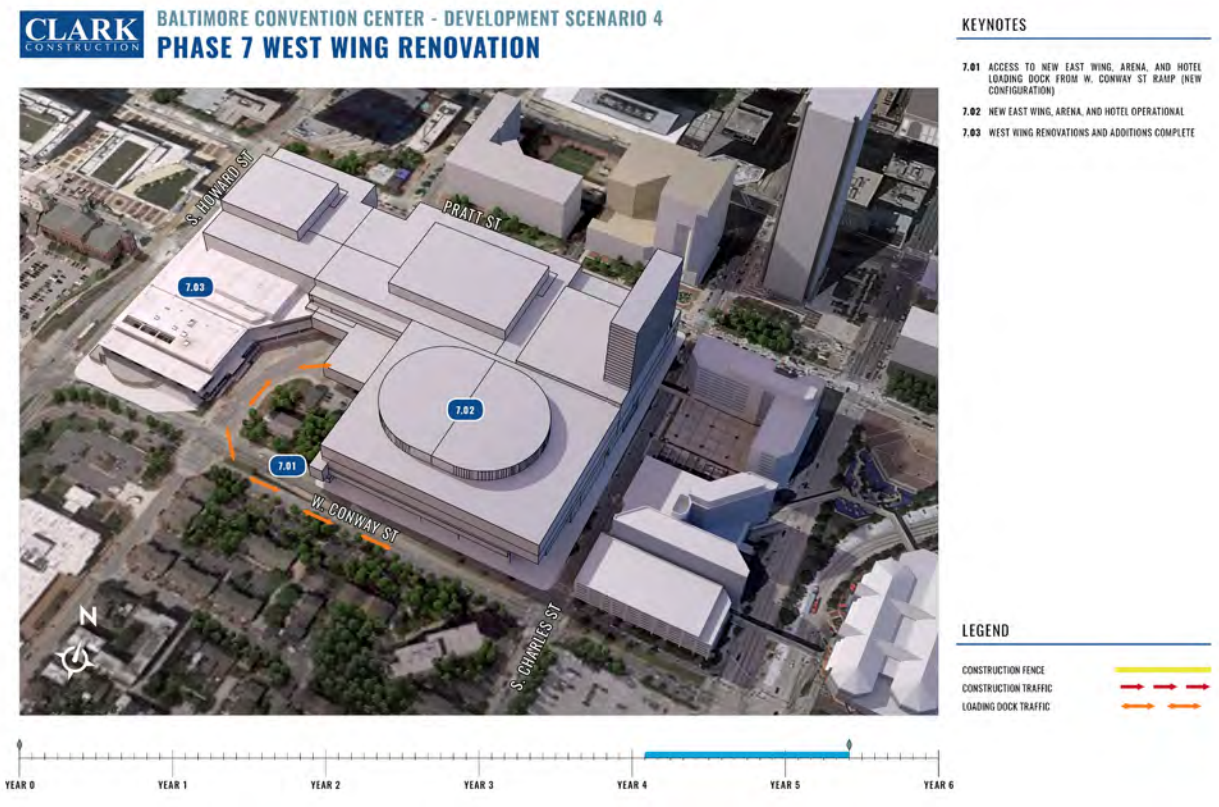
DS4 Phase 5: Month 36 through Month 45 – New East Wing & Arena Finishes, Hotel Envelope & Finishes

Once weathertight conditions are achieved in the new East wing and Arena, the next major phase of construction will commence with the installation of finishes. A similar west-to-east flow would continue for these operations. Finally, after the Hotel structure is substantially complete, installation of the Hotel envelope would occur in its entirety during this phase, allowing for the start of finishes in the Hotel.

DS4 Phase 6: Month 46 through Month 49 – New East Wing, Arena and Hotel Completion

The next phasing plan takes the construction of the project through completion of finishes, final inspections, commissioning and punch-out of the new East wing, Arena, and Hotel. This includes achieving Use & Occupancy and Substantial Completion, allowing for Owner FF&E and activation activities to begin during this phase.

Start of the West wing renovation and vertical addition work included, as in DS2, would not commence until after this phase, once the new facilities were open and operational. This would allow for the Convention Center to maintain a stream of revenue throughout the course of the entire construction project.



DS4 Phase 7: Month 50 through Month 65 – West Wing Renovation & Addition

The final phase of project is the execution of the West wing renovation as well as the vertical addition work on the north side of the West wing. As in Phase 1, temporary walls or other means of separation will be established to segregate the operations of the now active East wing facilities from the West wing renovation operations. Access to the new shared loading dock of the West and East wings would now be accessible via the new access configuration from Conway Street. Additional sidewalk closures will be required along Pratt Street on the north elevation of the West wing in order to execute the structural and envelope work for the vertical addition. The schedule for the DS4 West wing renovation/addition is substantially longer (9 months) as a result of the work on top of the existing facility, which assumes new columns and foundations down through the existing West wing.

4.

APPENDIX

A. PROGRAM ANALYSIS DATA

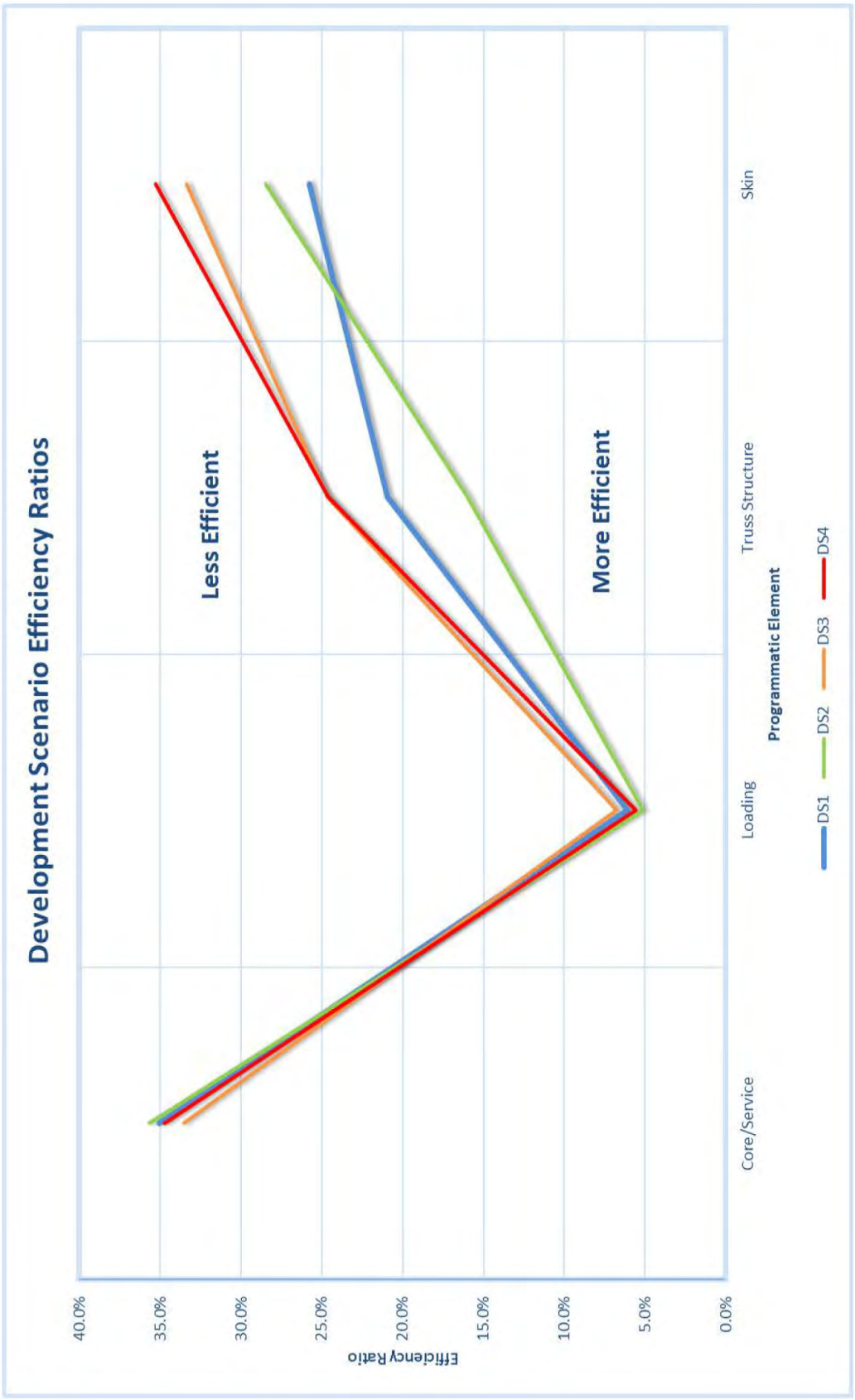
CLARK CONSTRUCTION Preconstruction Services

Baltimore Conv. Center Renovation/Expansion
Maryland Stadium Authority

Preliminary Program Analysis Data

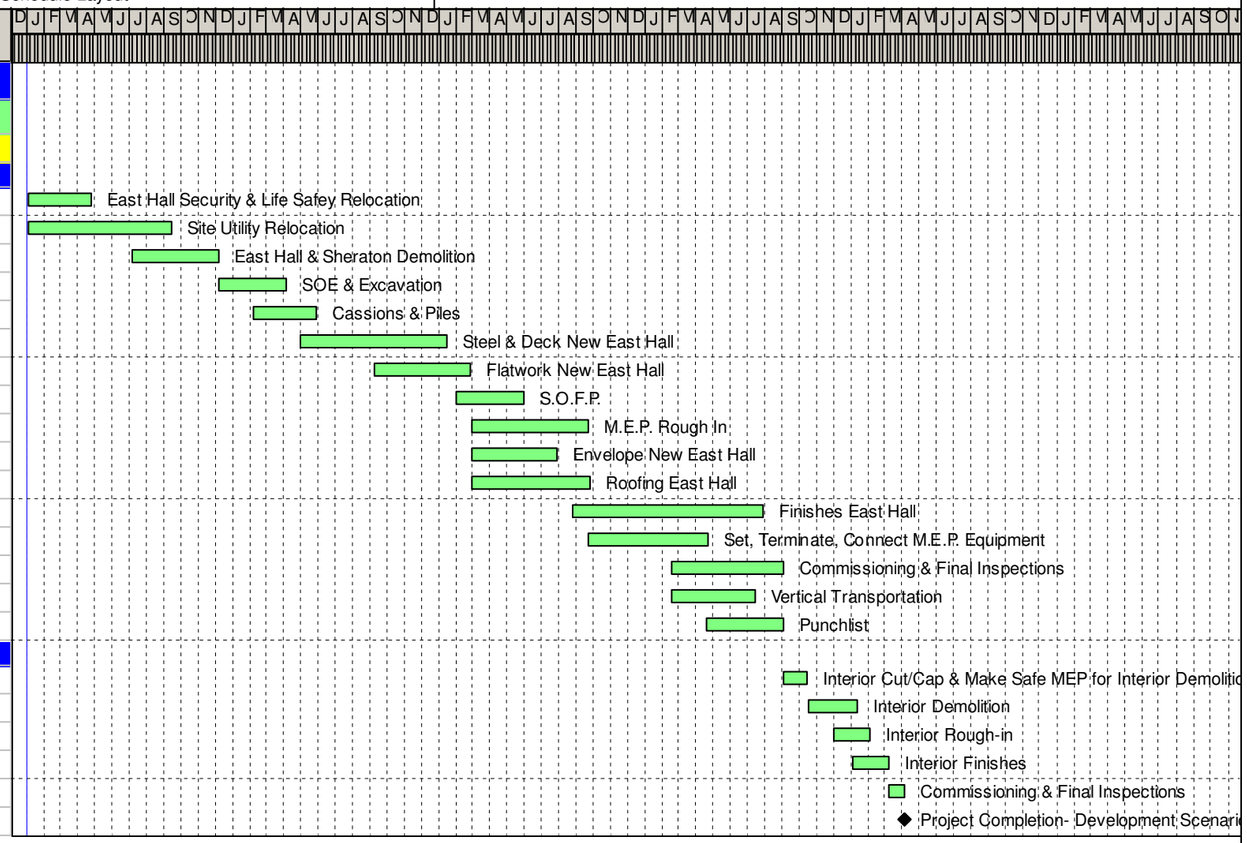
July2018

PROGRAM PROPERTY	DEVELOPMENT SCENARIO 1	DEVELOPMENT SCENARIO 2			DEVELOPMENT SCENARIO 3			DEVELOPMENT SCENARIO 4			
	Convention Center	Convention Center	Hotel	Total	Convention Center	Arena	Total	Convention Center	Arena	Hotel	Total
1 Component Area (sf)	1,899,200 sf	1,900,200 sf	445,800 sf	2,346,000 sf	1,872,800 sf	543,800 sf	2,416,600 sf	1,862,200 sf	543,800 sf	442,800 sf	2,848,800 sf
2 Gross Area - w/ Retail, Parking, Loading (sf)	2,255,300 sf	2,700,100 sf	2,700,100 sf	2,700,100 sf	2,593,100 sf	2,593,100 sf	2,593,100 sf	3,181,800 sf	3,181,800 sf	3,181,800 sf	3,181,800 sf
3 Component Area / Gross Area (%)	84.2%	70.4%	16.5%	86.9%	72.2%	21.0%	93.2%	58.5%	17.1%	13.9%	89.5%
4 Structural Area - Component (sf)	2,681,500 sf	2,701,600 sf	551,000 sf	3,252,600 sf	2,573,500 sf	774,500 sf	3,348,000 sf	2,269,600 sf	816,500 sf	528,600 sf	3,614,700 sf
5 Structural Area - Gross (sf)	3,037,600 sf	3,606,800 sf	3,606,800 sf	3,606,800 sf	3,685,600 sf	3,685,600 sf	3,685,600 sf	3,947,700 sf	3,947,700 sf	3,947,700 sf	3,947,700 sf
6 Structural Area / Gross Area (%)	88.3%	74.9%	15.3%	90.2%	69.8%	21.0%	90.8%	57.5%	20.7%	13.4%	91.6%
7 Existing Floor Area / Gross Area (%)	30.8%	25.8%	0.0%	25.8%	29.5%	0.0%	29.5%	23.4%	0.0%	0.0%	23.4%
8 Existing Structure / Total Structure (%)	29.7%	20.4%	0.0%	20.4%	22.7%	0.0%	22.7%	22.4%	0.0%	0.0%	22.4%
9 Long Span Truss Structure - New (sf)	561,400 sf	449,000 sf	70,800 sf	519,800 sf	453,800 sf	371,100 sf	824,900 sf	435,900 sf	371,400 sf	81,100 sf	888,400 sf
10 Long Span Truss Structure / Structural Area (%)	20.9%	16.6%	12.8%	16.0%	17.6%	47.9%	24.6%	19.2%	45.5%	15.3%	24.6%
11 Core & Service Area (sf)	665,800 sf	678,100 sf	133,740 sf	811,840 sf	628,000 sf	0 sf	628,000 sf	646,700 sf	0 sf	132,840 sf	779,540 sf
12 Core & Service Area / Component Area (%)	35.1%	35.7%	30.0%	34.6%	33.5%	0.0%	26.0%	34.7%	0.0%	30.0%	27.4%
13 Loading Dock Area (sf)	137,800 sf	138,200 sf	0 sf	138,200 sf	137,666 sf	38,034 sf	175,700 sf	140,500 sf	38,000 sf	0 sf	178,500 sf
14 Loading Dock Area / Gross Area (%)	6.1%	5.1%	0.0%	5.1%	5.3%	1.5%	6.8%	4.4%	1.2%	0.0%	5.6%
15 Exterior Skin Area (sf)	581,930 sf	554,380 sf	215,056 sf	769,435 sf	668,814 sf	196,891 sf	865,705 sf	700,861 sf	202,566 sf	220,223 sf	1,123,650 sf
16 Exterior Skin Area / Gross Area (%)	25.8%	29.2%	48.2%	28.5%	35.7%	36.2%	33.4%	37.6%	37.3%	49.7%	35.3%


Development Scenario Efficiency Ratios
Less Efficient
More Efficient
40.0%
35.0%
30.0%
25.0%
20.0%
15.0%
10.0%
5.0%
0.0%
Efficiency Ratio
Core/Service
Loading
Truss Structure
Skin
Programmatic Element
DS1
DS2
DS3
DS4

B. SCHEDULES

Activity ID	Activity Name	Original Duration	Remaining Duration	Start	Finish
Baltimore Convention Center		1083	1083	02-Jan-18	05-Apr-22
Construction Activities		1083	1083	02-Jan-18	05-Apr-22
Development Scenario 1 CC-Renovation		1083	1083	02-Jan-18	05-Apr-22
		935	935	02-Jan-18	02-Sep-21
A1670	East Hall Security & Life Safey Relocation	80	80	02-Jan-18	23-Apr-18
A1660	Site Utility Relocation	180	180	02-Jan-18	13-Sep-18
A1680	East Hall & Sheraton Demolition	107	107	05-Jul-18	05-Dec-18
A1690	SOE & Excavation	84	84	06-Dec-18	04-Apr-19
A1700	Cassions & Piles	80	80	06-Feb-19	29-May-19
A1710	Steel & Deck New East Hall	180	180	01-May-19	16-Jan-20
A1720	Flatwork New East Hall	120	120	09-Sep-19	27-Feb-20
A1740	S.O.F.P.	86	86	31-Jan-20	01-Jun-20
A1770	M.E.P. Rough In	144	144	28-Feb-20	21-Sep-20
A1760	Envelope New East Hall	106	106	28-Feb-20	28-Jul-20
A1780	Roofing East Hall	147	147	28-Feb-20	24-Sep-20
A1800	Finishes East Hall	235	235	25-Aug-20	28-Jul-21
A1830	Set, Terminate, Connect M.E.P. Equipment	149	149	22-Sep-20	22-Apr-21
A1840	Commissioning & Final Inspections	140	140	17-Feb-21	02-Sep-21
A1850	Vertical Transportation	106	106	17-Feb-21	16-Jul-21
A1860	Punchlist	95	95	21-Apr-21	02-Sep-21
West Wing Renovations		148	148	03-Sep-21	05-Apr-22
A1870	Interior Cut/Cap & Make Safe MEP for Interior Demolition	30	30	03-Sep-21	15-Oct-21
A1880	Interior Demolition	60	60	18-Oct-21	13-Jan-22
A1890	Interior Rough-in	45	45	01-Dec-21	03-Feb-22
A1900	Interior Finishes	45	45	05-Jan-22	08-Mar-22
A1910	Commissioning & Final Inspections	20	20	09-Mar-22	05-Apr-22
A1920	Project Completion- Development Scenario 1 CC-Renovation	0	0		05-Apr-22



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

TASK filter: BCC Option 1.

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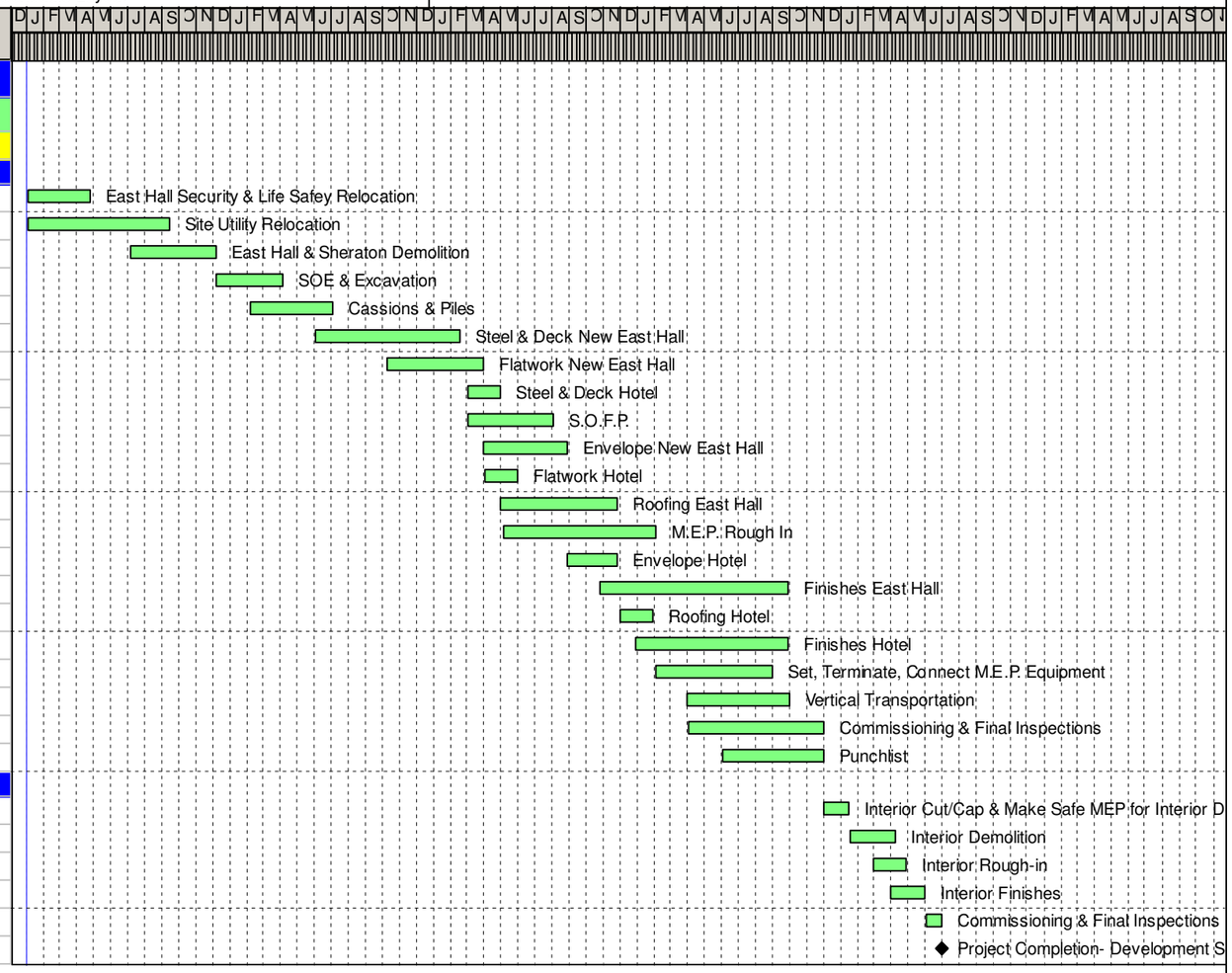
Activity ID	Activity Name	Original Duration	Remaining Duration	Start	Finish
Baltimore Convention Center		1144	1144	02-Jan-18	30-Jun-22
Construction Activities		1144	1144	02-Jan-18	30-Jun-22
Development Scenario 2 CC-Hotel		1144	1144	02-Jan-18	30-Jun-22
		996	996	02-Jan-18	01-Dec-21
A1270	East Hall Security & Life Safey Relocation	80	80	02-Jan-18	23-Apr-18
A1260	Site Utility Relocation	180	180	02-Jan-18	13-Sep-18
A1280	East Hall & Sheraton Demolition	107	107	05-Jul-18	05-Dec-18
A1290	SOE & Excavation	84	84	06-Dec-18	04-Apr-19
A1300	Cassions & Piles	105	105	06-Feb-19	03-Jul-19
A1310	Steel & Deck New East Hall	180	180	03-Jun-19	17-Feb-20
A1320	Flatwork New East Hall	120	120	09-Oct-19	30-Mar-20
A1330	Steel & Deck Hotel	44	44	03-Mar-20	01-May-20
A1350	S.O.F.P.	108	108	03-Mar-20	03-Aug-20
A1370	Envelope New East Hall	106	106	31-Mar-20	27-Aug-20
A1340	Flatwork Hotel	42	42	02-Apr-20	01-Jun-20
A1390	Roofing East Hall	147	147	30-Apr-20	25-Nov-20
A1360	M.E.P. Rough In	189	189	05-May-20	02-Feb-21
A1380	Envelope Hotel	63	63	28-Aug-20	25-Nov-20
A1410	Finishes East Hall	235	235	27-Oct-20	29-Sep-21
A1400	Roofing Hotel	42	42	30-Nov-20	28-Jan-21
A1420	Finishes Hotel	192	192	30-Dec-20	29-Sep-21
A1430	Set, Terminate, Connect M.E.P. Equipment	149	149	03-Feb-21	01-Sep-21
A1440	Vertical Transportation	128	128	01-Apr-21	30-Sep-21
A1450	Commissioning & Final Inspections	169	169	02-Apr-21	01-Dec-21
A1460	Punchlist	127	127	02-Jun-21	01-Dec-21
West Wing Renovations		148	148	02-Dec-21	30-Jun-22
A1590	Interior Cut/Cap & Make Safe MEP for Interior Demolition	30	30	02-Dec-21	14-Jan-22
A1600	Interior Demolition	60	60	17-Jan-22	08-Apr-22
A1610	Interior Rough-in	45	45	28-Feb-22	29-Apr-22
A1620	Interior Finishes	45	45	31-Mar-22	02-Jun-22
A1630	Commissioning & Final Inspections	20	20	03-Jun-22	30-Jun-22
A1640	Project Completion- Development Scenario 2 CC-Hotel	0	0		30-Jun-22



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

TASK filter: BCC Option 2.

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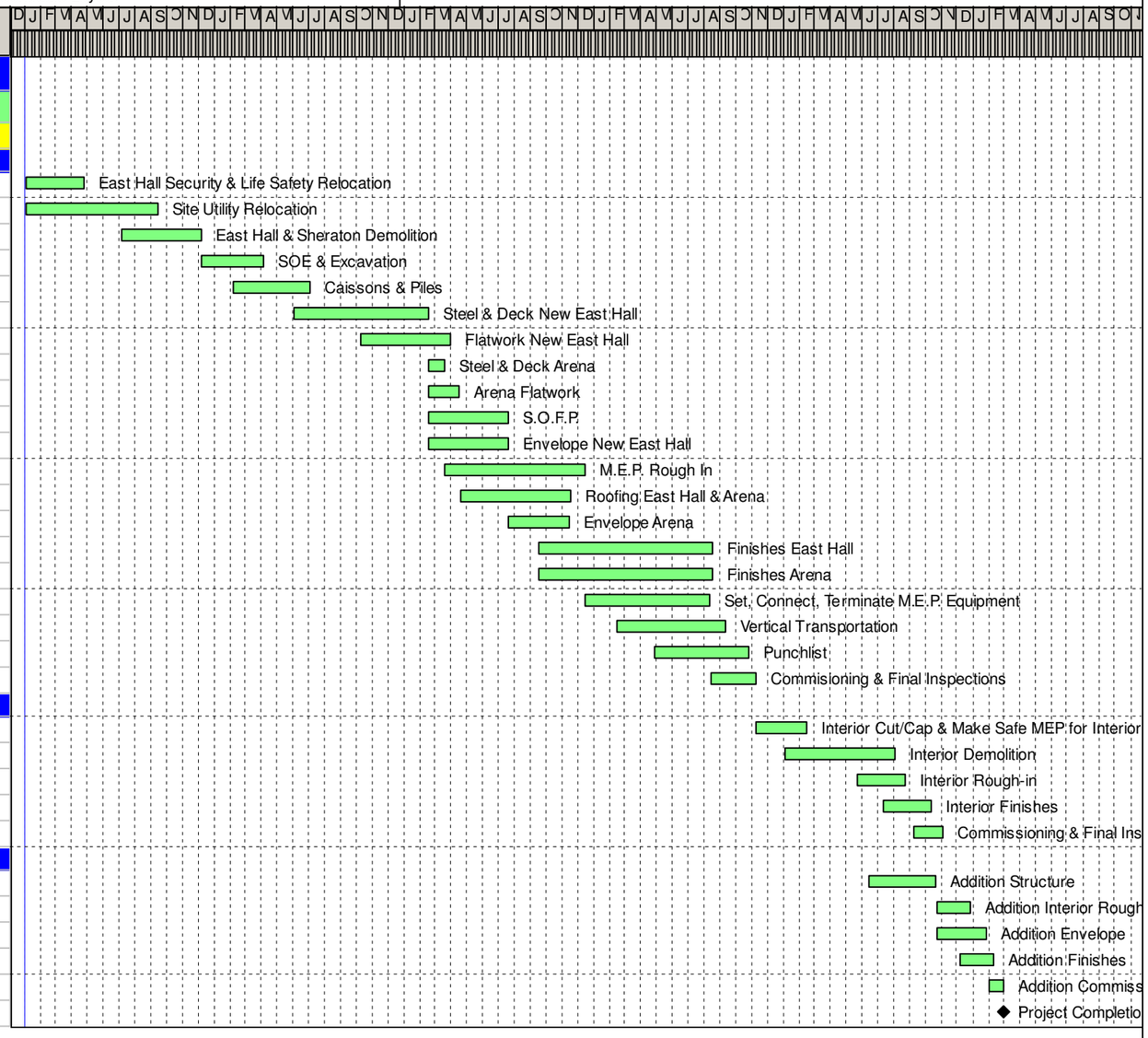
Activity ID	Activity Name	Original Duration	Remaining Duration	Start	Finish
Baltimore Convention Center		1312	1312	02-Jan-18	01-Mar-23
Construction Activities		1312	1312	02-Jan-18	01-Mar-23
Development Scenario 3 CC-Arena		1312	1312	02-Jan-18	01-Mar-23
		982	982	02-Jan-18	09-Nov-21
A1940	East Hall Security & Life Safety Relocation	80	80	02-Jan-18	23-Apr-18
A1930	Site Utility Relocation	180	180	02-Jan-18	13-Sep-18
A1950	East Hall & Sheraton Demolition	107	107	05-Jul-18	05-Dec-18
A1960	SOE & Excavation	84	84	06-Dec-18	04-Apr-19
A1970	Caissons & Piles	105	105	06-Feb-19	03-Jul-19
A1980	Steel & Deck New East Hall	180	180	03-Jun-19	17-Feb-20
A1990	Flatwork New East Hall	120	120	09-Oct-19	30-Mar-20
A2000	Steel & Deck Arena	22	22	18-Feb-20	18-Mar-20
A2010	Arena Flatwork	44	44	18-Feb-20	17-Apr-20
A2020	S.O.F.P.	108	108	18-Feb-20	20-Jul-20
A2030	Envelope New East Hall	108	108	18-Feb-20	20-Jul-20
A2050	M.E.P. Rough In	188	188	19-Mar-20	14-Dec-20
A2070	Roofing East Hall & Arena	149	149	20-Apr-20	17-Nov-20
A2080	Envelope Arena	83	83	21-Jul-20	13-Nov-20
A2100	Finishes East Hall	233	233	16-Sep-20	16-Aug-21
A2110	Finishes Arena	233	233	16-Sep-20	16-Aug-21
A2130	Set, Connect, Terminate M.E.P. Equipment	170	170	15-Dec-20	13-Aug-21
A2150	Vertical Transportation	147	147	15-Feb-21	10-Sep-21
A2160	Punchlist	125	125	29-Apr-21	25-Oct-21
A2170	Commisioning & Final Inspections	61	61	16-Aug-21	09-Nov-21
West Wing Renovations		250	250	10-Nov-21	03-Nov-22
A2180	Interior Cut/Cap & Make Safe MEP for Interior Demolition	65	65	10-Nov-21	14-Feb-22
A2190	Interior Demolition	150	150	04-Jan-22	03-Aug-22
A2200	Interior Rough-in	65	65	24-May-22	24-Aug-22
A2210	Interior Finishes	65	65	14-Jul-22	13-Oct-22
A2220	Commissioning & Final Inspections	40	40	09-Sep-22	03-Nov-22
West Wing Addition		179	179	16-Jun-22	01-Mar-23
A2230	Addition Structure	90	90	16-Jun-22	21-Oct-22
A2240	Addition Interior Rough-in	45	45	24-Oct-22	28-Dec-22
A2250	Addition Envelope	65	65	24-Oct-22	26-Jan-23
A2260	Addition Finishes	45	45	07-Dec-22	09-Feb-23
A2270	Addition Commissioning & Final Inspections	20	20	02-Feb-23	01-Mar-23
A2280	Project Completion- Development Scenario 4 CC-Arena	0	0		01-Mar-23



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

TASK filter: BCC Option 3.

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Activity ID	Activity Name	Original Duration	Remaining Duration	Start	Finish
Baltimore Convention Center		1369	1369	02-Jan-18	19-May-23
Construction Activities		1369	1369	02-Jan-18	19-May-23
Development Scenario 4 CC-Hotel-Arena		1369	1369	02-Jan-18	19-May-23
		1039	1039	02-Jan-18	02-Feb-22
A1020	East Hall Security & Life Safety Relocation	80	80	02-Jan-18	23-Apr-18
A1010	Site Utility Relocation	180	180	02-Jan-18	13-Sep-18
A1030	East Hall & Sheraton Demolition	107	107	05-Jul-18	05-Dec-18
A1040	SOE & Excavation	84	84	06-Dec-18	04-Apr-19
A1050	Caissons & Piles	105	105	06-Feb-19	03-Jul-19
A1060	Steel & Deck New East Hall	180	180	03-Jun-19	17-Feb-20
A1070	Flatwork New East Hall	120	120	09-Oct-19	30-Mar-20
A1080	Steel & Deck Arena	22	22	18-Feb-20	18-Mar-20
A1090	Arena Flatwork	44	44	18-Feb-20	17-Apr-20
A1120	S.O.F.P.	108	108	18-Feb-20	20-Jul-20
A1150	Envelope New East Hall	108	108	18-Feb-20	20-Jul-20
A1100	Steel & Deck Hotel	42	42	19-Mar-2	15-May-20
A1130	M.E.P. Rough In	233	233	19-Mar-2	17-Feb-21
A1110	Flatwork Hotel	42	42	20-Apr-20	17-Jun-20
A1180	Roofing East Hall & Arena	149	149	20-May-20	21-Dec-20
A1160	Envelope Arena	83	83	21-Jul-20	13-Nov-20
A1170	Envelope Hotel	64	64	16-Nov-20	17-Feb-21
A1200	Finishes East Hall	233	233	16-Nov-20	15-Oct-21
A1210	Finishes Arena	233	233	16-Nov-20	15-Oct-21
A1190	Roofing Hotel	42	42	22-Dec-20	19-Feb-21
A1140	Set, Connect, Terminate M.E.P. Equipment	170	170	18-Feb-21	18-Oct-21
A1220	Finishes Hotel	191	191	22-Feb-21	18-Nov-21
A1230	Vertical Transportation	169	169	22-Feb-21	19-Oct-21
A1250	Punchlist	125	125	29-Jun-21	27-Dec-21
A1240	Commisioning & Final Inspections	61	61	04-Nov-21	02-Feb-22
West Wing Renovations		250	250	03-Feb-22	27-Jan-23
A1470	Interior Cut/Cap & Make Safe MEP for Interior Demolition	65	65	03-Feb-22	04-May-22
A1480	Interior Demolition	150	150	24-Mar-22	24-Oct-22
A1490	Interior Rough-in	65	65	15-Aug-22	14-Nov-22
A1500	Interior Finishes	65	65	04-Oct-22	06-Jan-23
A1510	Commissioning & Final Inspections	40	40	01-Dec-22	27-Jan-23
West Wing Addition		179	179	07-Sep-22	19-May-23
A1520	Addition Structure	90	90	07-Sep-22	16-Jan-23
A1530	Addition Interior Rough-in	45	45	17-Jan-23	20-Mar-23
A1540	Addition Envelope	65	65	17-Jan-23	17-Apr-23
A1550	Addition Finishes	45	45	28-Feb-23	01-May-23
A1560	Addition Commissioning & Final Inspections	20	20	24-Apr-23	19-May-23
A1570	Project Completion- Development Scenario 4 CC-Hotel-Arena	0	0		19-May-23

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

TASK filter: BCC Option 4.

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C. SITE LOGISTICS PLANS

CLARK CONSTRUCTION

BALTIMORE CONVENTION CENTER - DEVELOPMENT SCENARIO 1

EXISTING CONDITIONS

KEYNOTES

0.01 CONVENTION CENTER EAST WING

0.02 CONVENTION CENTER WEST WING

0.03 SHERATON INNER HARBOR HOTEL

LEGEND

CONSTRUCTION FENCE

CONSTRUCTION TRAFFIC

LOADING DOCK TRAFFIC

YEAR 0 | YEAR 1 | YEAR 2 | YEAR 3 | YEAR 4 | YEAR 5 | YEAR 6

CLARK CONSTRUCTION

BALTIMORE CONVENTION CENTER - DEVELOPMENT SCENARIO 1

PHASE 1 MOBILIZATION, UTILITY RELOCATION, EAST WING & HOTEL DEMOLITION

KEYNOTES

1.01 CONSTRUCTION TRAFFIC ENTRANCE FROM PRATT ST

1.02 CONSTRUCTION TRAFFIC EXIT TO W. CONWAY ST

1.03 FULL SIDEWALK CLOSURE ON PRATT ST, W. CONWAY ST, AND SHARP ST.

1.04 FULL ROAD CLOSURE SOUTHBOUND LANE OF S. CHARLES ST

1.05 SHARP ST TO REMAIN OPEN DURING CONSTRUCTION

1.06 ACCESS TO CONVENTION CENTER WEST WING LOADING DOCK FROM W. CONWAY ST RAMP

1.07 RELOCATION OF EXISTING STORM LINE PRIOR TO DEMOLITION OF EXISTING LINE

1.08 CONVENTION CENTER EAST WING DEMOLITION

1.09 SHERATON HOTEL DEMOLITION

1.10 FIRE CONTROL ROOM AND SECURITY HEAD END EQUIPMENT TO BE RELOCATED TO WEST WING PRIOR TO EAST WING DEMOLITION

LEGEND

CONSTRUCTION FENCE

CONSTRUCTION TRAFFIC

LOADING DOCK TRAFFIC

STORM LINE

CLARK CONSTRUCTION

BALTIMORE CONVENTION CENTER - DEVELOPMENT SCENARIO 1

PHASE 2 NEW EAST WING SOE, EXCAVATION, & DEEP FOUNDATIONS

KEYNOTES

2.01 CONSTRUCTION TRAFFIC ENTRANCE FROM PRATT ST

2.02 CONSTRUCTION TRAFFIC EXIT TO W. CONWAY ST

2.03 FULL SIDEWALK CLOSURE ON PRATT ST, W. CONWAY ST, AND SHARP ST.

2.04 FULL ROAD CLOSURE SOUTHBOUND LANE OF S. CHARLES ST

2.05 SHARP ST TO REMAIN OPEN DURING CONSTRUCTION

2.06 ACCESS TO CONVENTION CENTER WEST WING LOADING DOCK FROM W. CONWAY ST RAMP

2.07 SOE AND EXCAVATION COMPLETED AT SUB-GRADE AT NEW EAST WING PAD

2.08 DEEP FOUNDATIONS ONGOING AT NEW EAST WING PAD

LEGEND

CONSTRUCTION FENCE

CONSTRUCTION TRAFFIC

LOADING DOCK TRAFFIC

CLARK CONSTRUCTION

BALTIMORE CONVENTION CENTER - DEVELOPMENT SCENARIO 1

PHASE 3 NEW EAST WING STRUCTURE

KEYNOTES

3.01 CONSTRUCTION TRAFFIC ENTRANCE FROM PRATT ST

3.02 CONSTRUCTION TRAFFIC EXIT TO W. CONWAY ST

3.03 FULL SIDEWALK CLOSURE ON PRATT ST, W. CONWAY ST, AND SHARP ST.

3.04 FULL ROAD CLOSURE SOUTHBOUND LANE OF S. CHARLES ST

3.05 SHARP ST TO REMAIN OPEN DURING CONSTRUCTION

3.06 ACCESS TO CONVENTION CENTER WEST WING LOADING DOCK FROM W. CONWAY ST RAMP

3.07 NEW EAST WING STRUCTURE COMPLETE

LEGEND

CONSTRUCTION FENCE

CONSTRUCTION TRAFFIC

LOADING DOCK TRAFFIC

CLARK CONSTRUCTION

BALTIMORE CONVENTION CENTER - DEVELOPMENT SCENARIO 1

PHASE 4 NEW EAST WING ENVELOPE

KEYNOTES

4.01 CONSTRUCTION TRAFFIC ENTRANCE FROM PRATT ST

4.02 CONSTRUCTION TRAFFIC EXIT TO W. CONWAY ST

4.03 FULL SIDEWALK CLOSURE ON PRATT ST, W. CONWAY ST, AND SHARP ST.

4.04 FULL ROAD CLOSURE SOUTHBOUND LANE OF S. CHARLES ST

4.05 SHARP ST TO REMAIN OPEN DURING CONSTRUCTION

4.06 ACCESS TO CONVENTION CENTER WEST WING LOADING DOCK FROM W. CONWAY ST RAMP

4.07 NEW EAST WING ENVELOPE COMPLETE

4.08 NEW EAST WING ROUGH-IN ONGOING

LEGEND

CONSTRUCTION FENCE

CONSTRUCTION TRAFFIC

LOADING DOCK TRAFFIC

CLARK CONSTRUCTION

BALTIMORE CONVENTION CENTER - DEVELOPMENT SCENARIO 1

PHASE 5 NEW EAST WING FINISHES

KEYNOTES

5.01 CONSTRUCTION TRAFFIC ENTRANCE FROM PRATT ST

5.02 CONSTRUCTION TRAFFIC EXIT TO W. CONWAY ST

5.03 FULL SIDEWALK CLOSURE ON PRATT ST, W. CONWAY ST, AND SHARP ST.

5.04 FULL ROAD CLOSURE SOUTHBOUND LANE OF S. CHARLES ST

5.05 SHARP ST TO REMAIN OPEN DURING CONSTRUCTION

5.06 ACCESS TO CONVENTION CENTER WEST WING LOADING DOCK FROM W. CONWAY ST RAMP

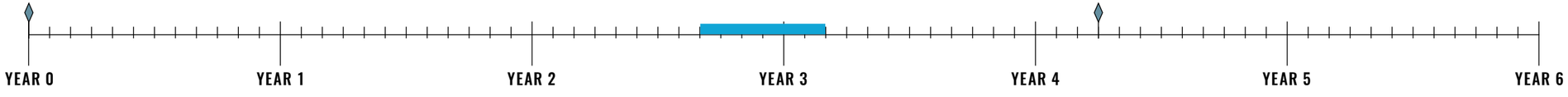
5.07 NEW EAST WING FINISHES ONGOING

LEGEND

CONSTRUCTION FENCE

CONSTRUCTION TRAFFIC

LOADING DOCK TRAFFIC



CLARK CONSTRUCTION

BALTIMORE CONVENTION CENTER - DEVELOPMENT SCENARIO 1

PHASE 6 NEW EAST WING COMPLETION

KEYNOTES

6.01 ACCESS TO CONVENTION CENTER WEST WING LOADING DOCK FROM W. CONWAY ST RAMP

6.02 NEW EAST WING COMMISSIONING AND FINAL INSPECTIONS

LEGEND

CONSTRUCTION FENCE

CONSTRUCTION TRAFFIC

LOADING DOCK TRAFFIC

CLARK CONSTRUCTION

BALTIMORE CONVENTION CENTER - DEVELOPMENT SCENARIO 1

PHASE 7 WEST WING RENOVATION

KEYNOTES

7.01 ACCESS TO NEW EAST WING LOADING DOCK FROM W. CONWAY ST RAMP (NEW CONFIGURATION)

7.02 NEW EAST WING OPERATIONAL

7.03 WEST WING RENOVATIONS COMPLETE

LEGEND

CONSTRUCTION FENCE

CONSTRUCTION TRAFFIC

LOADING DOCK TRAFFIC

CLARK CONSTRUCTION

BALTIMORE CONVENTION CENTER - DEVELOPMENT SCENARIO 2

EXISTING CONDITIONS

KEYNOTES

0.01 CONVENTION CENTER EAST WING

0.02 CONVENTION CENTER WEST WING

0.03 SHERATON INNER HARBOR HOTEL

LEGEND

CONSTRUCTION FENCE

CONSTRUCTION TRAFFIC

LOADING DOCK TRAFFIC

YEAR 0 | YEAR 1 | YEAR 2 | YEAR 3 | YEAR 4 | YEAR 5 | YEAR 6

CLARK CONSTRUCTION

BALTIMORE CONVENTION CENTER - DEVELOPMENT SCENARIO 2

PHASE 1 MOBILIZATION, UTILITY RELOCATION, EAST WING & HOTEL DEMOLITION

KEYNOTES

1.01 CONSTRUCTION TRAFFIC ENTRANCE FROM PRATT ST

1.02 CONSTRUCTION TRAFFIC EXIT TO W. CONWAY ST

1.03 FULL SIDEWALK CLOSURE ON PRATT ST, W. CONWAY ST, AND SHARP ST.

1.04 FULL ROAD CLOSURE SOUTHBOUND LANE OF S. CHARLES ST

1.05 SHARP ST TO REMAIN OPEN DURING CONSTRUCTION

1.06 ACCESS TO CONVENTION CENTER WEST WING LOADING DOCK FROM W. CONWAY ST RAMP

1.07 RELOCATION OF EXISTING STORM LINE PRIOR TO DEMOLITION OF EXISTING LINE

1.08 CONVENTION CENTER EAST WING DEMOLITION

1.09 SHERATON HOTEL DEMOLITION

1.10 FIRE CONTROL ROOM AND SECURITY HEAD END EQUIPMENT TO BE RELOCATED TO WEST WING PRIOR TO EAST WING DEMOLITION

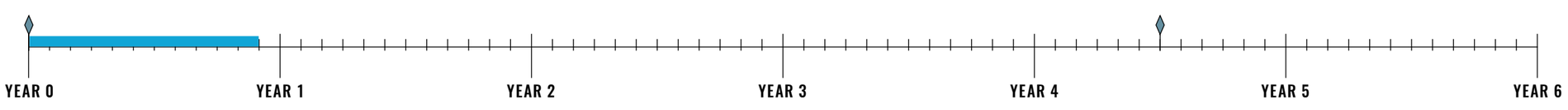
LEGEND

CONSTRUCTION FENCE

CONSTRUCTION TRAFFIC

LOADING DOCK TRAFFIC

STORM LINE



CLARK CONSTRUCTION

BALTIMORE CONVENTION CENTER - DEVELOPMENT SCENARIO 2

PHASE 2 NEW EAST WING SOE, EXCAVATION, & DEEP FOUNDATIONS

KEYNOTES

2.01 CONSTRUCTION TRAFFIC ENTRANCE FROM PRATT ST

2.02 CONSTRUCTION TRAFFIC EXIT TO W. CONWAY ST

2.03 FULL SIDEWALK CLOSURE ON PRATT ST, W. CONWAY ST, AND SHARP ST.

2.04 FULL ROAD CLOSURE SOUTHBOUND LANE OF S. CHARLES ST

2.05 SHARP ST TO REMAIN OPEN DURING CONSTRUCTION

2.06 ACCESS TO CONVENTION CENTER WEST WING LOADING DOCK FROM W. CONWAY ST RAMP

2.07 SOE AND EXCAVATION COMPLETED AT SUB-GRADE AT NEW EAST WING PAD

2.08 DEEP FOUNDATIONS ONGOING AT NEW EAST WING PAD

LEGEND

CONSTRUCTION FENCE

CONSTRUCTION TRAFFIC

LOADING DOCK TRAFFIC

CLARK CONSTRUCTION

BALTIMORE CONVENTION CENTER - DEVELOPMENT SCENARIO 2

PHASE 3 NEW EAST WING & HOTEL STRUCTURE

KEYNOTES

3.01 CONSTRUCTION TRAFFIC ENTRANCE FROM PRATT ST

3.02 CONSTRUCTION TRAFFIC EXIT TO W. CONWAY ST

3.03 FULL SIDEWALK CLOSURE ON PRATT ST, W. CONWAY ST, AND SHARP ST.

3.04 FULL ROAD CLOSURE SOUTHBOUND LANE OF S. CHARLES ST

3.05 SHARP ST TO REMAIN OPEN DURING CONSTRUCTION

3.06 ACCESS TO CONVENTION CENTER WEST WING LOADING DOCK FROM W. CONWAY ST RAMP

3.07 NEW EAST WING AND HOTEL STRUCTURE COMPLETE

LEGEND

CONSTRUCTION FENCE

CONSTRUCTION TRAFFIC

LOADING DOCK TRAFFIC

CLARK CONSTRUCTION

BALTIMORE CONVENTION CENTER - DEVELOPMENT SCENARIO 2

PHASE 4 NEW EAST WING & HOTEL ENVELOPE

KEYNOTES

4.01 CONSTRUCTION TRAFFIC ENTRANCE FROM PRATT ST

4.02 CONSTRUCTION TRAFFIC EXIT TO W. CONWAY ST

4.03 FULL SIDEWALK CLOSURE ON PRATT ST, W. CONWAY ST, AND SHARP ST.

4.04 FULL ROAD CLOSURE SOUTHBOUND LANE OF S. CHARLES ST

4.05 SHARP ST TO REMAIN OPEN DURING CONSTRUCTION

4.06 ACCESS TO CONVENTION CENTER WEST WING LOADING DOCK FROM W. CONWAY ST RAMP

4.07 NEW EAST WING AND HOTEL ENVELOPE COMPLETE

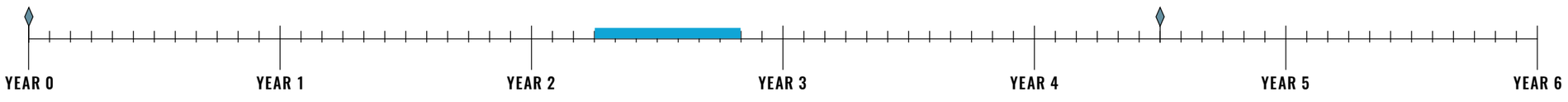
4.08 NEW EAST WING AND HOTEL ROUGH-IN ONGOING

LEGEND

CONSTRUCTION FENCE

CONSTRUCTION TRAFFIC

LOADING DOCK TRAFFIC



CLARK CONSTRUCTION

BALTIMORE CONVENTION CENTER - DEVELOPMENT SCENARIO 2

PHASE 5 NEW EAST WING & HOTEL FINISHES

KEYNOTES

5.01 CONSTRUCTION TRAFFIC ENTRANCE FROM PRATT ST

5.02 CONSTRUCTION TRAFFIC EXIT TO W. CONWAY ST

5.03 FULL SIDEWALK CLOSURE ON PRATT ST, W. CONWAY ST, AND SHARP ST.

5.04 FULL ROAD CLOSURE SOUTHBOUND LANE OF S. CHARLES ST

5.05 SHARP ST TO REMAIN OPEN DURING CONSTRUCTION

5.06 ACCESS TO CONVENTION CENTER WEST WING LOADING DOCK FROM W. CONWAY ST RAMP

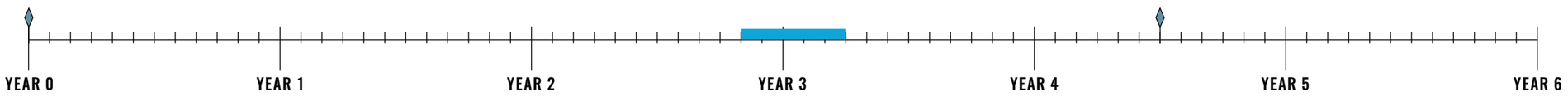
5.07 NEW EAST WING AND HOTEL FINISHES ONGOING

LEGEND

CONSTRUCTION FENCE

CONSTRUCTION TRAFFIC

LOADING DOCK TRAFFIC



CLARK CONSTRUCTION

BALTIMORE CONVENTION CENTER - DEVELOPMENT SCENARIO 2

PHASE 6 NEW EAST WING AND HOTEL COMPLETION

KEYNOTES

6.01 ACCESS TO CONVENTION CENTER WEST WING LOADING DOCK FROM W. CONWAY ST RAMP

6.02 NEW EAST WING AND HOTEL COMMISSIONING AND FINAL INSPECTIONS

LEGEND

CONSTRUCTION FENCE

CONSTRUCTION TRAFFIC

LOADING DOCK TRAFFIC

CLARK CONSTRUCTION

BALTIMORE CONVENTION CENTER - DEVELOPMENT SCENARIO 2

PHASE 7 WEST WING RENOVATION

KEYNOTES

7.01 ACCESS TO NEW EAST WING AND HOTEL LOADING DOCK FROM W. CONWAY ST RAMP (NEW CONFIGURATION)

7.02 NEW EAST WING AND HOTEL OPERATIONAL

7.03 WEST WING RENOVATIONS COMPLETE

LEGEND

CONSTRUCTION FENCE

CONSTRUCTION TRAFFIC

LOADING DOCK TRAFFIC

CLARK CONSTRUCTION

BALTIMORE CONVENTION CENTER - DEVELOPMENT SCENARIO 3

EXISTING CONDITIONS

KEYNOTES

0.01 CONVENTION CENTER EAST WING

0.02 CONVENTION CENTER WEST WING

0.03 SHERATON INNER HARBOR HOTEL

LEGEND

CONSTRUCTION FENCE

CONSTRUCTION TRAFFIC

LOADING DOCK TRAFFIC

YEAR 0 | YEAR 1 | YEAR 2 | YEAR 3 | YEAR 4 | YEAR 5 | YEAR 6

CLARK CONSTRUCTION

BALTIMORE CONVENTION CENTER - DEVELOPMENT SCENARIO 3

PHASE 1 MOBILIZATION, UTILITY RELOCATION, EAST WING & HOTEL DEMOLITION

KEYNOTES

1.01 CONSTRUCTION TRAFFIC ENTRANCE FROM PRATT ST

1.02 CONSTRUCTION TRAFFIC EXIT TO W. CONWAY ST

1.03 FULL SIDEWALK CLOSURE ON PRATT ST, W. CONWAY ST, AND SHARP ST.

1.04 FULL ROAD CLOSURE SOUTHBOUND LANE OF S. CHARLES ST

1.05 SHARP ST TO REMAIN OPEN DURING CONSTRUCTION

1.06 ACCESS TO CONVENTION CENTER WEST WING LOADING DOCK FROM W. CONWAY ST RAMP

1.07 RELOCATION OF EXISTING STORM LINE PRIOR TO DEMOLITION OF EXISTING LINE

1.08 CONVENTION CENTER EAST WING DEMOLITION

1.09 SHERATON HOTEL DEMOLITION

1.10 FIRE CONTROL ROOM AND SECURITY HEAD END EQUIPMENT TO BE RELOCATED TO WEST WING PRIOR TO EAST WING DEMOLITION

LEGEND

CONSTRUCTION FENCE

CONSTRUCTION TRAFFIC

LOADING DOCK TRAFFIC

STORM LINE

CLARK CONSTRUCTION

BALTIMORE CONVENTION CENTER - DEVELOPMENT SCENARIO 3

PHASE 2 NEW EAST WING SOE, EXCAVATION, & DEEP FOUNDATIONS

KEYNOTES

2.01 CONSTRUCTION TRAFFIC ENTRANCE FROM PRATT ST

2.02 CONSTRUCTION TRAFFIC EXIT TO W. CONWAY ST

2.03 FULL SIDEWALK CLOSURE ON PRATT ST, W. CONWAY ST, AND SHARP ST.

2.04 FULL ROAD CLOSURE SOUTHBOUND LANE OF S. CHARLES ST

2.05 SHARP ST TO REMAIN OPEN DURING CONSTRUCTION

2.06 ACCESS TO CONVENTION CENTER WEST WING LOADING DOCK FROM W. CONWAY ST RAMP

2.07 SOE AND EXCAVATION COMPLETED AT SUB-GRADE AT NEW EAST WING PAD

2.08 DEEP FOUNDATIONS ONGOING AT NEW EAST WING PAD

LEGEND

CONSTRUCTION FENCE

CONSTRUCTION TRAFFIC

LOADING DOCK TRAFFIC

CLARK CONSTRUCTION

BALTIMORE CONVENTION CENTER - DEVELOPMENT SCENARIO 3

PHASE 3 NEW EAST WING & ARENA STRUCTURE

KEYNOTES

3.01 CONSTRUCTION TRAFFIC ENTRANCE FROM PRATT ST

3.02 CONSTRUCTION TRAFFIC EXIT TO W. CONWAY ST

3.03 FULL SIDEWALK CLOSURE ON PRATT ST, W. CONWAY ST, AND SHARP ST.

3.04 FULL ROAD CLOSURE SOUTHBOUND LANE OF S. CHARLES ST

3.05 SHARP ST TO REMAIN OPEN DURING CONSTRUCTION

3.06 ACCESS TO CONVENTION CENTER WEST WING LOADING DOCK FROM W. CONWAY ST RAMP

3.07 NEW EAST WING AND ARENA STRUCTURE COMPLETE

LEGEND

CONSTRUCTION FENCE

CONSTRUCTION TRAFFIC

LOADING DOCK TRAFFIC

CLARK CONSTRUCTION

BALTIMORE CONVENTION CENTER - DEVELOPMENT SCENARIO 3

PHASE 4 NEW EAST WING & ARENA ENVELOPE

KEYNOTES

4.01 CONSTRUCTION TRAFFIC ENTRANCE FROM PRATT ST

4.02 CONSTRUCTION TRAFFIC EXIT TO W. CONWAY ST

4.03 FULL SIDEWALK CLOSURE ON PRATT ST, W. CONWAY ST, AND SHARP ST.

4.04 FULL ROAD CLOSURE SOUTHBOUND LANE OF S. CHARLES ST

4.05 SHARP ST TO REMAIN OPEN DURING CONSTRUCTION

4.06 ACCESS TO CONVENTION CENTER WEST WING LOADING DOCK FROM W. CONWAY ST RAMP

4.07 NEW EAST WING AND ARENA ENVELOPE COMPLETE

4.08 NEW EAST WING AND ARENA ROUGH-IN ONGOING

LEGEND

CONSTRUCTION FENCE

CONSTRUCTION TRAFFIC

LOADING DOCK TRAFFIC

CLARK CONSTRUCTION

BALTIMORE CONVENTION CENTER - DEVELOPMENT SCENARIO 3

PHASE 5 NEW EAST WING & ARENA FINISHES

KEYNOTES

5.01 CONSTRUCTION TRAFFIC ENTRANCE FROM PRATT ST

5.02 CONSTRUCTION TRAFFIC EXIT TO W. CONWAY ST

5.03 FULL SIDEWALK CLOSURE ON PRATT ST, W. CONWAY ST, AND SHARP ST.

5.04 FULL ROAD CLOSURE SOUTHBOUND LANE OF S. CHARLES ST

5.05 SHARP ST TO REMAIN OPEN DURING CONSTRUCTION

5.06 ACCESS TO CONVENTION CENTER WEST WING LOADING DOCK FROM W. CONWAY ST RAMP

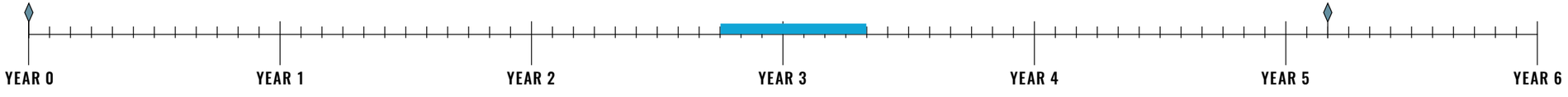
5.07 NEW EAST WING AND ARENA FINISHES ONGOING

LEGEND

CONSTRUCTION FENCE

CONSTRUCTION TRAFFIC

LOADING DOCK TRAFFIC



CLARK CONSTRUCTION

BALTIMORE CONVENTION CENTER - DEVELOPMENT SCENARIO 3

PHASE 6 NEW EAST WING & ARENA COMPLETION

KEYNOTES

6.01 ACCESS TO CONVENTION CENTER WEST WING LOADING DOCK FROM W. CONWAY ST RAMP

6.02 NEW EAST WING AND ARENA COMMISSIONING AND FINAL INSPECTIONS

LEGEND

CONSTRUCTION FENCE

CONSTRUCTION TRAFFIC

LOADING DOCK TRAFFIC

CLARK CONSTRUCTION

BALTIMORE CONVENTION CENTER - DEVELOPMENT SCENARIO 3

PHASE 7 WEST WING RENOVATION

KEYNOTES

7.01 ACCESS TO NEW EAST WING AND ARENA LOADING DOCK FROM W. CONWAY ST RAMP (NEW CONFIGURATION)

7.02 NEW EAST WING AND ARENA OPERATIONAL

7.03 WEST WING RENOVATIONS AND ADDITIONS COMPLETE

LEGEND

CONSTRUCTION FENCE

CONSTRUCTION TRAFFIC

LOADING DOCK TRAFFIC

CLARK CONSTRUCTION

BALTIMORE CONVENTION CENTER - DEVELOPMENT SCENARIO 4

EXISTING CONDITIONS

KEYNOTES

0.01 CONVENTION CENTER EAST WING

0.02 CONVENTION CENTER WEST WING

0.03 SHERATON INNER HARBOR HOTEL

LEGEND

CONSTRUCTION FENCE

CONSTRUCTION TRAFFIC

LOADING DOCK TRAFFIC

YEAR 0 | YEAR 1 | YEAR 2 | YEAR 3 | YEAR 4 | YEAR 5 | YEAR 6

CLARK CONSTRUCTION

BALTIMORE CONVENTION CENTER - DEVELOPMENT SCENARIO 4

PHASE 1 MOBILIZATION, UTILITY RELOCATION, EAST WING & HOTEL DEMOLITION

KEYNOTES

1.01 CONSTRUCTION TRAFFIC ENTRANCE FROM PRATT ST

1.02 CONSTRUCTION TRAFFIC EXIT TO W. CONWAY ST

1.03 FULL SIDEWALK CLOSURE ON PRATT ST, W. CONWAY ST, AND SHARP ST.

1.04 FULL ROAD CLOSURE SOUTHBOUND LANE OF S. CHARLES ST

1.05 SHARP ST TO REMAIN OPEN DURING CONSTRUCTION

1.06 ACCESS TO CONVENTION CENTER WEST WING LOADING DOCK FROM W. CONWAY ST RAMP

1.07 RELOCATION OF EXISTING STORM LINE PRIOR TO DEMOLITION OF EXISTING LINE

1.08 CONVENTION CENTER EAST WING DEMOLITION

1.09 SHERATON HOTEL DEMOLITION

1.10 FIRE CONTROL ROOM AND SECURITY HEAD END EQUIPMENT TO BE RELOCATED TO WEST WING PRIOR TO EAST WING DEMOLITION

LEGEND

CONSTRUCTION FENCE

CONSTRUCTION TRAFFIC

LOADING DOCK TRAFFIC

STORM LINE

CLARK CONSTRUCTION

BALTIMORE CONVENTION CENTER - DEVELOPMENT SCENARIO 4

PHASE 2 NEW EAST WING SOE, EXCAVATION, & DEEP FOUNDATIONS

KEYNOTES

2.01 CONSTRUCTION TRAFFIC ENTRANCE FROM PRATT ST

2.02 CONSTRUCTION TRAFFIC EXIT TO W. CONWAY ST

2.03 FULL SIDEWALK CLOSURE ON PRATT ST, W. CONWAY ST, AND SHARP ST.

2.04 FULL ROAD CLOSURE SOUTHBOUND LANE OF S. CHARLES ST

2.05 SHARP ST TO REMAIN OPEN DURING CONSTRUCTION

2.06 ACCESS TO CONVENTION CENTER WEST WING LOADING DOCK FROM W. CONWAY ST RAMP

2.07 SOE AND EXCAVATION COMPLETED AT SUB-GRADE AT NEW EAST WING PAD

2.08 DEEP FOUNDATIONS ONGOING AT NEW EAST WING PAD

LEGEND

CONSTRUCTION FENCE

CONSTRUCTION TRAFFIC

LOADING DOCK TRAFFIC

CLARK CONSTRUCTION

BALTIMORE CONVENTION CENTER - DEVELOPMENT SCENARIO 4

PHASE 3 NEW EAST WING & ARENA STRUCTURE

KEYNOTES

3.01 CONSTRUCTION TRAFFIC ENTRANCE FROM PRATT ST

3.02 CONSTRUCTION TRAFFIC EXIT TO W. CONWAY ST

3.03 FULL SIDEWALK CLOSURE ON PRATT ST, W. CONWAY ST, AND SHARP ST.

3.04 FULL ROAD CLOSURE SOUTHBOUND LANE OF S. CHARLES ST

3.05 SHARP ST TO REMAIN OPEN DURING CONSTRUCTION

3.06 ACCESS TO CONVENTION CENTER WEST WING LOADING DOCK FROM W. CONWAY ST RAMP

3.07 NEW EAST WING AND ARENA STRUCTURE COMPLETE

LEGEND

CONSTRUCTION FENCE

CONSTRUCTION TRAFFIC

LOADING DOCK TRAFFIC

CLARK CONSTRUCTION

BALTIMORE CONVENTION CENTER - DEVELOPMENT SCENARIO 4

PHASE 4 NEW EAST WING & ARENA ENVELOPE, HOTEL STRUCTURE

KEYNOTES

4.01 CONSTRUCTION TRAFFIC ENTRANCE FROM PRATT ST

4.02 CONSTRUCTION TRAFFIC EXIT TO W. CONWAY ST

4.03 FULL SIDEWALK CLOSURE ON PRATT ST, W. CONWAY ST, AND SHARP ST.

4.04 FULL ROAD CLOSURE SOUTHBOUND LANE OF S. CHARLES ST

4.05 SHARP ST TO REMAIN OPEN DURING CONSTRUCTION

4.06 ACCESS TO CONVENTION CENTER WEST WING LOADING DOCK FROM W. CONWAY ST RAMP

4.07 NEW EAST WING AND ARENA ENVELOPE COMPLETE

4.08 HOTEL STRUCTURE COMPLETE

4.09 NEW EAST WING AND ARENA ROUGH-IN ONGOING

LEGEND

CONSTRUCTION FENCE

CONSTRUCTION TRAFFIC

LOADING DOCK TRAFFIC

CLARK CONSTRUCTION

BALTIMORE CONVENTION CENTER - DEVELOPMENT SCENARIO 4

PHASE 5 NEW EAST WING & ARENA FINISHES, HOTEL ENVELOPE & FINISHES

KEYNOTES

5.01 CONSTRUCTION TRAFFIC ENTRANCE FROM PRATT ST

5.02 CONSTRUCTION TRAFFIC EXIT TO W. CONWAY ST

5.03 FULL SIDEWALK CLOSURE ON PRATT ST, W. CONWAY ST, AND SHARP ST.

5.04 FULL ROAD CLOSURE SOUTHBOUND LANE OF S. CHARLES ST

5.05 SHARP ST TO REMAIN OPEN DURING CONSTRUCTION

5.06 ACCESS TO CONVENTION CENTER WEST WING LOADING DOCK FROM W. CONWAY ST RAMP

5.07 NEW EAST WING AND ARENA FINISHES ONGOING

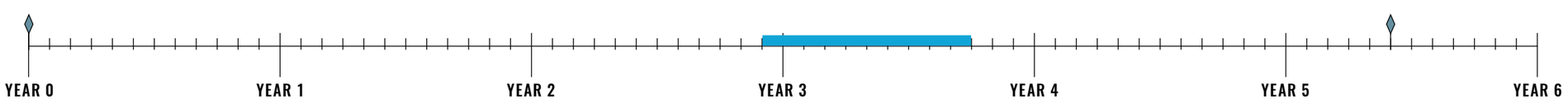
5.08 HOTEL ENVELOPE COMPLETE AND FINISHES ONGOING

LEGEND

CONSTRUCTION FENCE

CONSTRUCTION TRAFFIC

LOADING DOCK TRAFFIC



CLARK CONSTRUCTION

BALTIMORE CONVENTION CENTER - DEVELOPMENT SCENARIO 4

PHASE 6 NEW EAST WING, ARENA, AND HOTEL COMPLETION

KEYNOTES

6.01 ACCESS TO CONVENTION CENTER WEST WING LOADING DOCK FROM W. CONWAY ST RAMP

6.02 NEW EAST WING AND ARENA COMMISSIONING AND FINAL INSPECTIONS

6.03 HOTEL COMMISSIONING AND FINAL INSPECTIONS

LEGEND

CONSTRUCTION FENCE

CONSTRUCTION TRAFFIC

LOADING DOCK TRAFFIC

CLARK CONSTRUCTION

BALTIMORE CONVENTION CENTER - DEVELOPMENT SCENARIO 4

PHASE 7 WEST WING RENOVATION

KEYNOTES

7.01 ACCESS TO NEW EAST WING, ARENA, AND HOTEL LOADING DOCK FROM W. CONWAY ST RAMP (NEW CONFIGURATION)

7.02 NEW EAST WING, ARENA, AND HOTEL OPERATIONAL

7.03 WEST WING RENOVATIONS AND ADDITIONS COMPLETE

LEGEND

CONSTRUCTION FENCE

CONSTRUCTION TRAFFIC

LOADING DOCK TRAFFIC