

21st CENTURY SCHOOL BUILDINGS PROGRAM

# ANNUAL REPORT

ON THE PROGRESS OF REPLACEMENTS, RENOVATIONS,  
AND MAINTENANCE OF  
BALTIMORE CITY PUBLIC SCHOOLS | JANUARY 14, 2022



The 21st Century School Buildings Program will create inspiring educational environments for Baltimore City and its public school students.

2021

*Cover photo credit: Paul Burk Photography. Image: Billie Holiday Elementary School students.*

## Table of Contents

EXECUTIVE SUMMARY.....	6
INTRODUCTION.....	7
PROGRAM UPDATE.....	8
Plan Year 1 Schools: Progress Update.....	8
Plan Year 1 Project Budget Status Details.....	8
Plan Year 1 Schools: Project Updates .....	9
Plan Year 2 Schools: Progress Update.....	15
Plan Year 2: Project Budget Status Details.....	16
Plan Year 2 Schools: Project Updates .....	17
SWING SPACE.....	25
21 <sup>ST</sup> CENTURY ACADEMIC PLANNING.....	25
Table 3. Academic Focus Areas.....	26
Ten-Year Enrollment Projections .....	27
Utilization Rates/ Surplus Buildings .....	29
Annual Review of Schools Recommendations and 21 <sup>st</sup> Century School Buildings Program (Formerly Ten-Year Plan) Amendments .....	30
Table 4. 21 <sup>st</sup> Century School Buildings Program Amendments.....	30
District-wide Utilization Plan.....	31
PROGRAM MANAGEMENT .....	33
Program Staffing Update and Program Procedures .....	33
Project Control Software.....	33
Program Audit and Oversight .....	33
PROCUREMENT.....	34
MBE Participation .....	34
Compliance Systems .....	34
Owner Controlled Insurance Program (OCIP).....	34
COMMITTEES and PARTNERSHIPS.....	35
Executive Committee .....	35
Coordinating Committee.....	35

STAT Committee .....	36
Collaborative Committee .....	36
Minority Business Enterprise .....	36
WORKFORCE DEVELOPMENT .....	37
Local Hiring.....	37
Table 5. 2021 Workforce Development Efforts – Hired Local Residents.....	37
Local Hiring Background Investigation Processing.....	39
Work-Based Learning Program .....	39
PUBLIC RELATIONS.....	40
Community Engagement.....	40
INSPIRE.....	43
Plans Adopted and Underway.....	43
By the Numbers: Improving Streetscapes .....	43
PROGRAM COMMUNICATIONS.....	47
Events.....	47
External Communications .....	48
Social Media .....	48
Other Activities .....	49
PROGRAM FINANCIAL REPORT .....	49
Revenues.....	49
Expenditures .....	49
COMPREHENSIVE MAINTENANCE PLAN UPDATE .....	50
Computerized Maintenance Management System (CMMS) Implementation .....	51
Preventive Maintenance Program .....	52
Staffing Model.....	54
IAC CMP REVIEW .....	55
LIST OF EXHIBITS .....	56
Exhibit 1: Summary Table .....	57
Exhibit 2: Schedules .....	58
Exhibit 3: Statement of Revenues and Expenses .....	63
Exhibit 4: Change Orders with Contract Amounts .....	68



Exhibit 5: Map of Plan Year 1 and Plan Year 2 Schools .....	70
Exhibit 6: List of Surplus School Facilities.....	71
Exhibit 7a: Procurement .....	72
Exhibit 7b: MBE Outreach Inclusion Plan and Commitments.....	75
Exhibit 7c: Local Hiring Commitments for New Hires (Year 1 Schools) .....	80
Exhibit 7c: Local Hiring Commitments for New Hires (Year 2 Schools) .....	81
Exhibit 8: Swing Space Schools .....	83
Exhibit 9: Building Engagement Process .....	84
Exhibit 10: Feasibility Study Process Map.....	85

## EXECUTIVE SUMMARY

In 2021, progress on the execution of the 21<sup>st</sup> Century School Buildings Program (Program) continued in a successful manner. The Maryland Stadium Authority (MSA) and Baltimore City Public Schools (City Schools) are jointly responsible for the effective delivery of this complex program.

The original goal of the Program was to deliver a projected 23-28 replacement and/or renovated schools by 2020. Due to efficient project management and financial transactions on the bond issuances, we now forecast that this program will deliver 28 school buildings. The Program achieved substantial completion in 2021, with four buildings carrying out into 2022 to 2024 due to swing space and programmatic conflicts.

It is important to note that four of the new or substantially renovated school buildings contain more than one school. Therefore, while the Program will deliver 28 new or renovated school buildings, the buildings will house 32 schools. Concurrent with this mission is the planned reduction by City Schools of 26 school facilities from the inventory in order to right-size the portfolio, thereby increasing District-wide utilization by the end of the program.

Currently, 24 school buildings housing 28 schools have been completed, with three under construction and one finalizing the feasibility study phase. Regarding local hiring, 1,117 positions in Baltimore City have been filled with local candidates to date – exceeding the 440-position commitment originally anticipated from our contracts. From a procurement perspective, a total of \$1.13 billion has been contracted to date, with \$362 million of MBE contracts equating to 32.2 percent Minority Business Enterprise (MBE) participation.

As previously reported, MSA implemented an Owner Controlled Insurance Program (OCIP) encompassing 17 of the 28 projects. Based on verified contractor credits, the OCIP has currently achieved savings of \$9.75 million, as well as a greater pool of trade contractors and safer project sites.

Additionally, as a result of efficient project management and recent bond issuance transactions, the MSA forecasted that there will be an additional \$60 million available for future school funding.

## **INTRODUCTION**

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

## PROGRAM UPDATE

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

### Plan Year 1 Schools: Progress Update

Plan Year 1 projects achieved substantial completion during 2021. As of the date of this report, two schools opened in the summer of 2017, two opened in the spring of 2018, five opened in the summer of 2018, one opened in the summer of 2019, and the final project opened in the summer of 2021.

**Table 1. Plan Year 1 Program Summary**

Plan Year 1 Program Summary		
School/Building	Project Type	Program Phase
Frederick	Renovation + Addition	Occupied summer 2017
Fort Worthington	Replacement	Occupied summer 2017
Wildwood	Renovation + Addition	Occupied spring 2018
Dorothy I. Height	Renovation + Addition	Occupied spring 2018
Robert Poole Building	Renovation + Addition	Occupied summer 2018
The Historic Cherry Hill	Renovation + Addition	Occupied summer 2018
Arundel	Replacement	Occupied summer 2018
Forest Park	Renovation + Addition	Occupied summer 2018
Pimlico	Renovation + Addition	Occupied summer 2018
Arlington	Renovation + Addition	Occupied summer 2019
Patterson Building	Replacement	Occupied summer 2021

### Plan Year 1 Project Budget Status Details

The summary for the program is provided as [Exhibit 1](#) and includes project budget and bid information details for the Plan Year 1 schools in the program.

### Plan Year 1 Schools: Project Updates

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



*Photo credit: Alain Jaramillo; Frederick exterior and classroom*

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



*Photos courtesy of Grimm + Parker Architects; Photo credit: Sam Kittner; Fort Worthington exterior and collaborative area*

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



*Photos courtesy of STV Inc. (Structural Engineering Firm); Wildwood exterior and cafeteria*

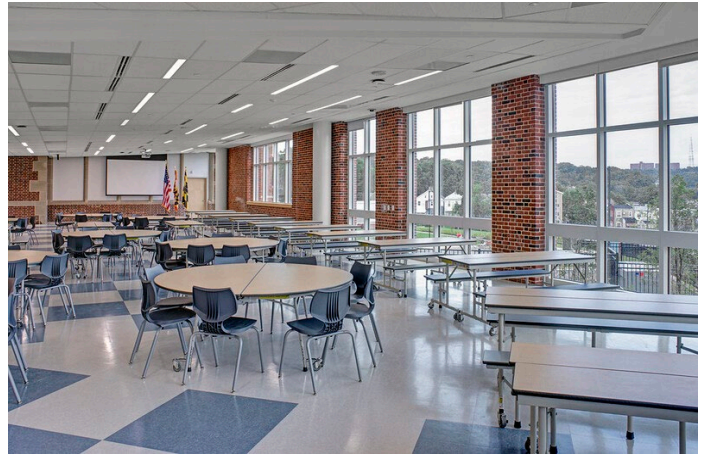
**Dorothy I. Height (formerly John Eager Howard) Elementary School (PK-5)** – This 91,346 sq. ft. renovation with addition project opened on April 4, 2018. Students, including those from a closed school, Westside, occupy the building.



*Photos courtesy of Cho Benn Holback + Associates; Dorothy I. Height exterior and collaboration area*



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



*Photos courtesy of JRS Architects; Photo credit: Alain Jaramillo; Robert Poole Building exterior and cafeteria*

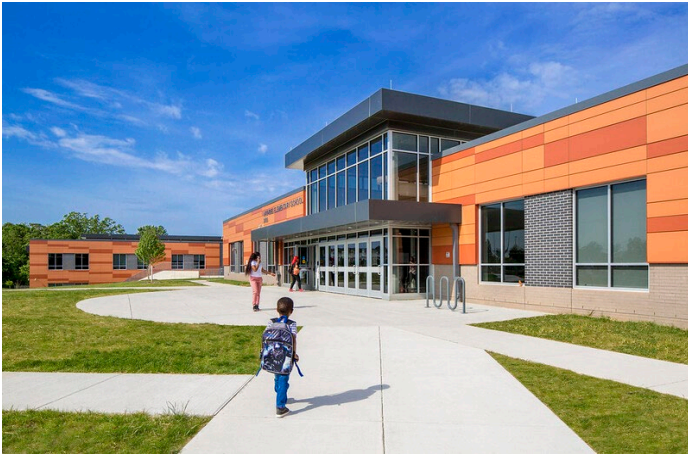
**The Historic Cherry Hill Elementary/Middle School (3-8)** – This 129,509 sq. ft. renovation with addition project, along with the Arundel PK-2 School project, opened September 4, 2018. Students, including those from a closed school, Dr. Carter G. Woodson, occupy the building.



*Photos courtesy of JRS Architects; Photo credit: Sam Kittner; The Historic Cherry Hill exterior and cafeteria*



**Arundel Elementary School (PK-2)** – This 113,647 sq. ft. replacement school project, along with the Cherry Hill 3-8 School project, opened September 4, 2018 and included a Harry and Jeanette Weinberg Foundation Early Childhood Development Center. Students, including those from a closed school, Dr. Carter G. Woodson, occupy the building.



*Photos courtesy of GWWO Architects; Photo credit: J. Michael Worthington; Arundel exterior and media center*

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



*Photos courtesy of SEI Architects; Photo credit: Lester Escobal; Forest Park exterior and auditorium*

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



*Photos courtesy of Design Collective Inc.; Photo credit: Karl Connolly; Pimlico exterior and media center*

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



*Photos courtesy of Design Collective Inc.; Photo credit: Tom Holdsworth; Arlington exterior and classroom*



**Patterson Building** – This 242,019 sq. ft. replacement school will co-locate two programs: Patterson High School, a traditional high school, and Claremont Middle/High School, a separate, public day school. The building opened for Patterson students on August 30, 2021. Demolition and abatement of the original Patterson building and completion of the site work is currently in progress. The Claremont students will move into the building in summer 2022.



*Photos courtesy of the 21<sup>st</sup> Century School Buildings Program; Patterson Building exterior and main entrance*

### Plan Year 2 Schools: Progress Update

The 17 proposed Plan Year 2 projects include one PK-2 school, one grade 3-8 school, seven PK-5 schools, seven PK-8 schools, and one high school program, as shown in Table 2. Additionally, one PK-8 and one PK-5 special education program will be co-located at two of the 17 buildings. Plan Year 2 projects progressed significantly during 2021. As of the date of this report, one school opened in the summer of 2019, three schools opened in the winter of 2019, one school opened in the summer of 2020, two schools opened in the winter of 2020, five schools opened in the summer of 2021 and one school opened in the winter of 2021, leaving four schools to be completed. The order of Plan Year 2 Schools, originally established in 2014, was changed to respond to changing school enrollments and facility conditions as well as uncertain market conditions. Current schedules are provided in [Exhibit 2](#).

**Table 2. Plan Year 2 Program Summary**

Plan Year 2 Program Summary			
School	Project Type	Program Phase	Expected Phase Completion
Govans	Replacement	Occupied summer 2021	N/A
John Ruhrah	Renovation & Addition	Occupied winter 2019	N/A
Medfield Heights	Replacement	Occupied winter 2020	N/A
Harford Heights Building	Renovation & Addition	Occupied summer 2021	N/A
Katherine Johnson Global Academy (formerly Calverton)	Replacement	Occupied summer 2021	N/A
Cross Country	Replacement	Demolition and GMP Development	March 2022
The Lake Clifton Park Building (formerly Fairmount-Harford Building)	Renovation & Addition	Occupied summer 2019	N/A
Robert W. Coleman	Renovation	Occupied summer 2021	N/A
Bay-Brook	Replacement	Occupied winter 2019	N/A
Calvin M. Rodwell	Replacement	Occupied winter 2019	N/A
Commodore John Rodgers	Replacement	Feasibility Study	January 2022
Highlandtown (#237)	Minor Renovation & Additions	Construction	December 2022

Billie Holiday (formerly James Mosher)	Renovation & Addition	Occupied summer 2021	N/A
Montebello	Renovation	Construction	December 2022
Northwood	Replacement	Occupied winter 2021	N/A
Mary E. Rodman	Renovation & Addition	Occupied summer 2020	N/A
Walter P. Carter Building	Replacement	Occupied winter 2020	N/A

### Plan Year 2: Project Budget Status Details

The summary for the program is provided as [Exhibit 1](#) and includes project budget and bid information details for the Plan Year 2 schools in the program.

### Plan Year 2 Schools: Project Updates

**John Ruhrah Elementary/Middle School (PK-8)** – This 143,613 sq. ft. renovation with addition project, necessitated by enrollment growth in East Baltimore, opened for students January 6, 2020.



*Photo credit: Alain Jaramillo; John Ruhrah exterior and art room*

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



*Photos courtesy of MCN Build; Photo credit @Judy Davis/studioHDP; Lake Clifton Park Building exterior and CTE space*

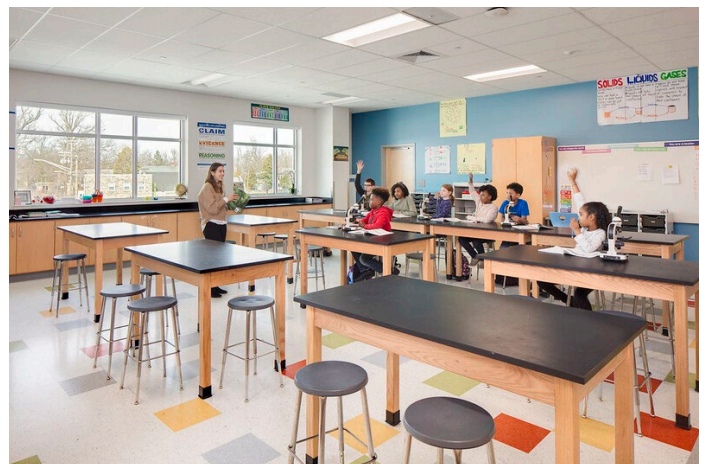
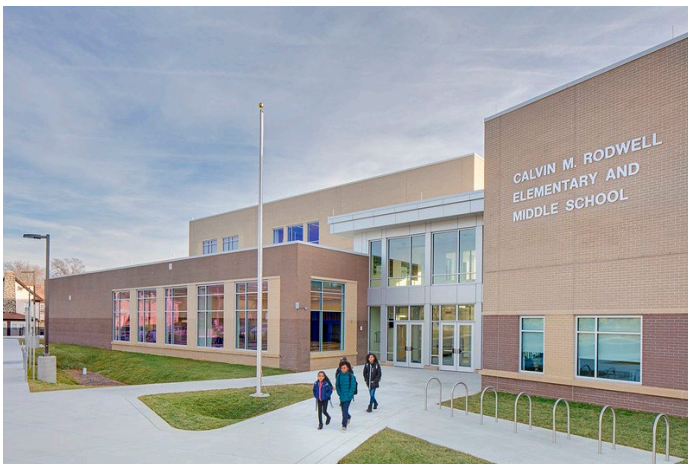


**Bay-Brook Elementary/Middle School (PK-8)** – This 115,945 sq. ft. replacement school project, necessitated by enrollment growth in the Curtis Bay/Brooklyn area of the City, opened for students January 6, 2020. The building will also serve middle school students from Curtis Bay Elementary/Middle School,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



*Photos courtesy of Crabtree, Rohrbaugh & Associates; Bay-Brook exterior and collaborative area*

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



*Photos courtesy of Design Collective Inc.; Photo credit: Karl Connolly; Calvin M. Rodwell exterior and science lab*



**Mary E. Rodman Elementary School (PK-5)** – This 81,496 sq. ft. renovation with addition project includes students from a closed school, Sarah M. Roach. The school opened for students August 26, 2020.



*Photos courtesy of SEI Architects; Photo credit: Lester Escobal; Mary E. Rodman exterior and gym*

**Medfield Heights Elementary School (PK-5)** – This 79,690 sq. ft. replacement school project, necessitated by enrollment growth in North Baltimore, opened for students January 6, 2021.



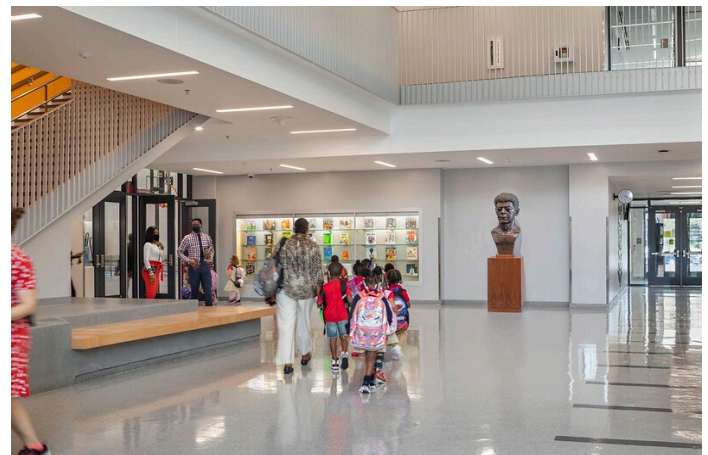
*Photos courtesy of Design Collective Inc.; Photo credit: Karl Connolly; Medfield Heights exterior and collaborative area*

**Govans Elementary School (PK-5)** – This 88,380 sq. ft. replacement school includes students from a closing school, Guilford. The school opened for students August 30, 2021.



*Photos courtesy of 21<sup>st</sup> Century School Buildings Program; Govans exterior and gym*

**Walter P. Carter Building** – This 149,953 sq. ft. replacement school project will absorb students from closing school Guilford and will co-locate two school programs, Walter P. Carter, a traditional PK-8 school and Lois T. Murray, a separate PK-8 public day school program. The building opened for Walter P. Carter students January 6, 2021. Lois T. Murray students remained in their original building until summer 2021 at which time they relocated to the Walter P. Carter site.



*Photos courtesy of Newman Architects; Photo credit: Francis Dzikowski; Walter P. Carter Building exterior and lobby*



**Katherine Johnson Global Academy (3-8)** (formerly Calverton) – This 122,525 sq. ft. replacement project will absorb students from a closing school, Alexander Hamilton, and a reconfigured school, James Mosher. The school opened for students August 30, 2021.



*Photos courtesy of Whiting Turner; Katherine Johnson Global Academy exterior and cafeteria*

**Billie Holiday Elementary School (PK-2)** (formerly James Mosher) – This 75,611 sq. ft. renovation with addition project will absorb students from closing school, Alexander Hamilton, and reconfigured school, Calverton. The school opened for students August 30, 2021.



*Photos courtesy of Walden Hughes Partnership; Photo credit: Paul Burk Photography; Billie Holiday exterior and music room*

**Harford Heights Building** - This 144,290 sq. ft. replacement school project co-located two school programs, Harford Heights Elementary, a traditional PK-5 school and Sharp-Leadenhall, a separate PK-5 public day school program. The building opened for students August 30, 2021.



*Photos courtesy of Crabtree, Rohrbaugh & Associates; Harford Heights Building exterior and collaborative area*

**Robert W. Coleman Elementary School (PK-5)** – This 50,973 sq. ft. renovation with addition project absorbed students from a closed school, Westside. The school opened for students August 30, 2021.



*Photos courtesy of RRMM Architects; Photo credit: Paul Burk; Robert W. Coleman exterior and media center*



**Northwood Elementary School (PK-5)** – This 100,213 sq. ft. replacement project was necessitated by enrollment growth in Northeast Baltimore. Students remained on site in the existing building during construction. The new school building opened for students January 5, 2022. Following the move to the new building, the existing building will be demolished, and the remaining site work completed by summer 2022.



*Photos courtesy of 21<sup>st</sup> Century School Buildings Program; Northwood exterior and classroom*

**Montebello Elementary/Middle School (PK-8)** – This 93,717 sq. ft. renovation with addition project, necessitated by enrollment considerations in Northeast Baltimore, started construction in February 2021. Students are currently in temporary swing space at the Professional Development Center Building. The project is scheduled to open for students in January 2023.



*Rendering courtesy of Crabtree, Rohrbaugh & Associates; Montebello Elementary/Middle School*

**Highlandtown Elementary/Middle School #237 (PK-8)** – This project was initially an addition only project necessitated by enrollment growth in Southeast Baltimore, but it was expanded in December 2020 to include both 45,704 sq. ft. of building additions and a limited renovation of 75,755 sq. ft. of the existing building. The project started construction in August 2021. Students are currently located in temporary swing space at the Southeast Middle Building. The school will open for students in January 2023.



*Rendering courtesy of JRS Architects; Highlandtown Elementary/Middle School #237*

**Cross Country Elementary/Middle School (PK-8)** – This 94,239 sq. ft. replacement project, necessitated by enrollment considerations in North Baltimore, is in Guaranteed Maximum Price (GMP) development. Students are currently in temporary swing space at the Northwest High Building. Demolition of the existing building started in November 2021. The replacement building will start construction in March 2022 and is scheduled to open for students in the summer of 2023.



*Rendering courtesy of Colimore Architects; Cross Country Elementary/Middle School*

## **SWING SPACE**

During 2021, the program relocated nine schools during the summer, including two schools, Alexander Hamilton, and Sharp-Leadenhall, whose buildings are being closed. The closed schools merged into three new 21<sup>st</sup> Century buildings. The team also had to plan for grade reconfigurations at two of the schools, Katherine Johnson Global Academy and Billie Holiday. This required coordinating the relocation of teaching materials between the two schools.

As a hands-on team, the Logistics team encountered challenges due to the COVID-19 pandemic, and adjusted by creating smaller work crews. To remain on schedule, it demonstrated flexibility by working around construction and new furniture installation, since in a few cases all three activities were occurring simultaneously. The planning effort entailed significant and complex matrix planning, professional logistics, project management focus, and transition services facilitation for each school and set of schools. The team also worked around furniture manufacturing and delivery delays, which resulted in longer time frames to complete relocations. However, the team was able to accomplish all the relocations safely and efficiently. The last school delivered in 2021 was Northwood Elementary. It was relocated during the 2021 winter break. See [Exhibit 8](#) and refer to the Public Relations section for more detail.

Looking ahead, the Program has begun the planning process for three schools scheduled to relocate to their new or renovated 21<sup>st</sup> Century building from swing space, during the summer and winter breaks of 2022. These are Claremont, Highlandtown #237, and Montebello. One school, Commodore John Rogers is being reviewed for relocation into swing space during the 2022 winter break. This relocation will require precision coordination as the timing will be short between Highlandtown moving out, and Commodore John Rodgers moving in.

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

Baltimore City Public Schools has developed an academic planning process to support its schools by creating inspiring educational environments. 21<sup>st</sup> Century School Buildings Program continues to collaborate with the broader school community to re-imagine the educational experience in the new environments.

The 21<sup>st</sup> Century Academic Planning Process involves working with the school-based instructional leadership team to address three key components of the plan. The first 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 not only academics and literacy but the needs of the whole child, including the family. Secondly, the leadership team revisits school structures to adjust processes and procedures to ensure a safe and supportive school environment. Third, 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 it continues to grow in the new learning environment.

Nine months prior to the opening of a new 21<sup>st</sup> Century School, the academic planning process begins. Input and feedback are garnered from staff, students, parents, community members, and partners



throughout this process through Instructional Leadership Meetings, School Family Council Meetings, Parent and Community Meetings, and Student Focus Groups. All stakeholders are involved throughout the planning and implementation process and have opportunities to lead this work within and across their stakeholder groups. The academic focus areas that have been fully identified as of December 2021 are indicated in Table 3 below.

**Table 3. Academic Focus Areas**

SCHOOL	ACADEMIC FOCUS AREA
Frederick Elementary School <i>Note: This school is a conversion charter school.</i>	Direct Instruction & Core Knowledge
Fort Worthington Elementary/Middle School	Project Based Learning
Wildwood Elementary/Middle School	STEM (Science, Technology, Engineering, and Mathematics)
Forest Park High School	STEAM (Science, Technology, Engineering, Arts, and Mathematics)
Pimlico Elementary/Middle School <i>Note: This school is a conversion charter school.</i>	Direct Instruction & Core Knowledge
Independence High School <i>Note: This is a charter school.</i>	Experiential Learning
Dorothy I. Height Elementary School	Arts Integration
Arundel Elementary School	STEAM (Science, Technology, Engineering, Arts, and Mathematics)
Cherry Hill Elementary/Middle School	STEAM (Science, Technology, Engineering, Arts, and Mathematics)
Academy for College & Career Exploration <i>Note: This school is part of the 100% project.</i>	College & Career Exploration
Arlington Elementary School	STEAM (Science, Technology, Engineering, Arts, and Mathematics)
The REACH Partnership High School	Blended Learning
Bay-Brook Elementary/Middle School	Arts Integration
John Ruhrah Elementary/Middle School	STEAM (Science, Technology, Engineering, Arts, and Mathematics)
Calvin M. Rodwell Elementary/Middle School	STEM (Science, Technology, Engineering, and Mathematics)
Mary E Rodman Elementary School <i>Note: This school is part of the 100% project.</i>	Blended Learning
Medfield Heights Elementary School	STEAM (Science, Technology, Engineering, Arts, and Mathematics)
Walter P Carter Elementary/Middle School	STEAM (Science, Technology, Engineering, Arts, and Mathematics)
Lois T Murray Elementary/Middle School	The focus of this separate public day school is to address the needs of each student as indicated on their Individualized Education Plan.
Patterson High School	Blended Learning
Robert Coleman Elementary School	Project Based Learning
Harford Heights Elementary/Middle <i>Note: This school is part of the 100% project.</i>	Blended Learning
Sharp Leadenhall Elementary/Middle School	The focus of this separate public day school is to address the needs of each student as indicated on their Individualized Education Plan.
Govans Elementary School <i>Note: This school is a conversion charter school.</i>	Direct Instruction & Core Knowledge
Billie Holiday Elementary School	Arts Integration
Katherine Johnson Global Academy	STEAM (Science, Technology, Engineering, Arts, and Mathematics)
Northwood Elementary School	Arts Integration

Professional Learning opportunities are provided for 21<sup>st</sup> Century Schools to enhance the implementation of their academic focus and to support the utilization of instructional technology to teach the 21<sup>st</sup> Century skills of collaboration, communication, critical thinking, and creativity. Professional learning opportunities for this year included the following:

- Achievement Unit courses focused on instructional technology best practices offered in spring, summer, and fall for instructional staff. These courses focused on digital portfolios and projects, differentiating instruction with technology, blended learning, learner profiles, 3D modeling, and creating spaces for 21<sup>st</sup> Century learning.
- The 21<sup>st</sup> Century EdTech Institute was held in August 2021 for instructional staff from the five schools that opened in summer. Two hundred, twenty-eight teachers and paraeducators attended the three-day virtual conference style event. Participants had the opportunity to choose from 26 different sessions focused on various instructional technology tools, platforms, and practices.
- In-person training on the use of STEM gear to support computational thinking and initial coding concepts was provided for the 11 traditional schools that opened during the 2019-20 and 2020-21 school years. This training included the use of spheros, drones, TI innovator hubs and rovers, Cubettos, makey-makeys, and various makerspace materials. Each school also receives a STEM gear package at the end of the training session.
- 3D printer training was provided to two representatives from each of the schools opening this year. At the end of the training each received two 3D printers, as well as filament to support printing student projects.
- Teaching Wall training was provided at each school that opened. This training included how to use the sound system, AV lights, document camera, and interactive projection system.
- Project Based Learning (PBL) Professional Development was provided to Robert Coleman staff in August 2021. This three-day virtual training engages participants in the core design elements and teaching practices of a gold standard PBL approach.
- Job-embedded learning opportunities led by arts educators, to support arts integration, was implemented at Billie Holiday Elementary and Northwood Elementary in fall 2021.

### **Ten-Year Enrollment Projections**

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

Consistent with previous years, City Schools employed a grade progression ratio (GPR) methodology to develop enrollment projections. GPR (also known as “cohort survival”) is a standard measure in demographic analysis and is used by school districts nationwide. City Schools’ enrollment has stabilized over the past three years after many years of decrease. Due to the stabilizing enrollment, this year a 2-year rolling average GPR was used for grades 1 to 12. This methodology helps capture recent trends in student mobility. Projected enrollment for Kindergarten differs since there are no prior years that can be built on to develop a GPR. Pre-Kindergarten has limited seating and is therefore not an accurate measure of the number of children who will matriculate on to Kindergarten.

Projected enrollment for Kindergarten is calculated using three factors:

- 1) a projection of the Baltimore City population
- 2) the percentage of female population (ages 25-40)
- 3) the relationships between historical female population (ages 25-40) and Kindergarten enrollment, calculated through the least squares method

In review of these factors and in an effort to establish a floor around recent decreasing birth counts, this year's calculations utilize a modest citywide population linear growth rate of 1,250 persons per year. Current trends are showing that females between the ages of 25-40 are increasing as a share of overall citywide population. Therefore, a 10-year average was utilized to project the proportion of the female population in that age range. Based on internal analysis conducted around historical enrollment and subgroup population, a strong relationship was found to exist between female populations (ages 25-40) and kindergarten enrollment. This relationship existed in comparison counties as well (i.e., Baltimore County and Prince George's County). To refine the model further, only the years 2016-2019 were utilized when a new correlation started to form in those years vs the previous 16 years.

Pre-Kindergarten enrollments at the program level are dictated by the number of dedicated Pre-Kindergarten classrooms at the school. Therefore, Pre-Kindergarten enrollment projections are based on the planned number of classrooms and the historic utilization of the Pre-Kindergarten 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 they are used to calculate the proportion of this aggregated total that a particular grade at a particular school represents.

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

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

As City Schools has previously experienced a three-year enrollment decline between SY 2016-17 and SY 2019-20, the District's 10-year enrollment projections reflect that downward District trend across all schools. Beyond the third year of enrollment projections, subsequent years are essentially projections based on the three-year enrollment trend, assuming and projecting ongoing school-level declines due to past District declines.

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

### Utilization Rates/ Surplus Buildings

Baltimore City Public Schools produces 10-year enrollment projections annually using the current (September 30<sup>th</sup>) enrollment. SY 2020-21 (September 30, 2020) enrollment was used to generate projections for SY 2021-22 through SY 2030-31.

Based on the 21st Century Building Plan MOU, City Schools committed to a final District-wide utilization rate (without swing space) of 86 percent in SY 2019-20. The District exceeded the 86 percent target utilization rate in SY 2019-20, with a District-wide utilization of 87 percent. Utilization in SY 2020-21 was 85 percent.

The official enrollment for SY 2021-22 is 77,807, a decrease of less than a tenth of a percent from SY 2020-21. Schools across the state and nation saw steep declines in early learning enrollment in SY 2020-21 tied to the pandemic/online learning. City Schools experienced a 36 percent decline in Pre-Kindergarten enrollment. Other grades were relatively unaffected compared to the sharp decline for Pre-Kindergarten. The District anticipated a rebound in early learning enrollment once in-person learning returned in SY 2021-22, and the Pre-Kindergarten enrollment did indeed return to pre-COVID enrollment. The anticipated SY 2021-22 utilization based on official enrollment for September 30, 2021 is 85 percent. The anticipated utilization at the end of the 21<sup>st</sup> Century School Buildings Program in SY 2024-25 per current School Board of Commissioners approved decisions is 83 percent. If the Board approves the surpluses below, the SY 2024-25 utilization is anticipated to be 84 percent.

On November 9, 2021, City Schools presented the SY 2021-22 Annual Review recommendations to the School Board of Commissioners. The final vote to approve the surplus of the following buildings will occur in January 2022.

Buildings proposed for surplus June 2022:

- West Baltimore Building (currently swing)
- McMechen High
- Steuart Hill Elementary
- Eutaw Marshburn Elementary
- Dr. Bernard Harris Elementary

Through the Annual Review Process, City Schools will continue to pursue opportunities to efficiently utilize facilities. This may include, but is not limited to closing, reconfiguring, and/or consolidating programs.

There were three additional changes presented during the November 2021 Board Meeting: 1) Dr. Carter G. Woodson has been removed entirely from the [Exhibit 6](#) list. It will remain in the District's portfolio. Its systems, such as HVAC and Electrical are connected to the Southside facility and cannot be surplused without a system separation. City Schools is exploring options for future educational use. 2) Thurgood Marshall Middle School Building surplus date has been recommended to change from 2023 to 2025. The space is needed for Furley Elementary School and Vanguard Middle School. Permanent facilities for each school are expected to be completed in 2025. 3) West Baltimore Building has been added to the [Exhibit](#)

6 list with a surplus date of 2022. The building is no longer needed for educational purposes. It had originally been kept for potential swing space needs, but they did not arise. Releasing this building early decreases the use of funds toward a facility that is no longer required.

\*Subject to change once Board Recommendations are voted on in January

### **Annual Review of Schools Recommendations and 21<sup>st</sup> Century School Buildings Program (Formerly Ten-Year Plan) Amendments**

City Schools reviews and modifies the 21<sup>st</sup> Century Buildings plan yearly to reflect any necessary updates as part of its annual portfolio review process now called Annual Review of Schools (Annual Review). These changes and any updates to the 21<sup>st</sup> Century Schools Buildings Program are then reflected in the CEFMP. The Annual Review includes recommendations beyond amendments to the 21<sup>st</sup> Century School Buildings Program to include any major changes to schools including relocation, grade configuration changes, combining school communities and/or closure. In 2021, the following factors are considered when reviewing the District's school programs and facilities:

- Academic performance
- Climate indicators
- Access, quality, and distribution of school programming and assessing whether specific student populations and specific geographic areas are equitably served
- School enrollment and school size
- Building utilization and condition
- Schools scheduled for actions per the 21<sup>st</sup> Century School Buildings Program

Additionally, the District has worked to make sure that these factors are viewed through an equity lens to understand how each of these show up and impact different communities, and to ensure as a District we are increasing access and improving educational programs, particularly in communities that have been underserved. Also, vital to this process is a shift from bringing in community input in reaction to recommendations, to incorporating school community feedback earlier in the process, where possible, to inform recommendations before presenting to the Baltimore City Board of School Commissioners (BOSC). These recommendations are complex and multifaceted affecting families across school communities and much of the work is in reimagining and deepening academic programming in school communities. The table below shows the Annual Review Recommendations and any proposed amendments to the 21<sup>st</sup> Century School Buildings Program. These were shared at the November 9, 2021 meeting of the BOSC and were approved at the January 11, 2022 BOSC meeting.

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

Recommendation	School / Building	Program Recommendation	Building Recommendation
Closures and Building Surplus	Steuart Hill Academic Academy	Close effective summer 2022	Surplus effective summer 2022
	Eutaw-Marshburn Elementary School	Close effective summer 2022	Surplus effective summer 2022

	Dr. Bernard Harris Elementary School	Close effective summer 2022	Surplus effective summer 2022
Closure / Retain Building	New Era Academy	Close effective summer 2023* (revised recommendation)	Retain Building
Relocation/ Retain Building	Claremont School	Relocate program to new 21 <sup>st</sup> century space on the Patterson High School campus	Retain building
Building Surplus	George W.F. McMechen High School building	n/a	Surplus in summer 2022
21 <sup>st</sup> Century Building Plan Amendments	Dr. Carter G. Woodson building	n/a	Remove from Exhibit 6
	Thurgood Marshall building	n/a	Change surplus from 2023 to 2025
	West Baltimore building	n/a	Change surplus from summer 2022 to spring 2022, and add building to Exhibit 6

### District-wide Utilization Plan

As a requirement of the 21<sup>st</sup> Century School Buildings Program’s MOU, City Schools worked jointly with the IAC to develop intermediate and final utilization rate targets. The targets allow the District and MOU partners to track the District’s progress toward achieving its utilization goal through new construction and subsequent building closures and surplus. As the District reduces its building footprint to better reflect current enrollment, the overall utilization rate will increase. The utilization targets, without swing space, presented below were established and approved by the School Board on December 17, 2013, through a resolution and approved by the IAC on February 20, 2014. Utilization targets with swing space were established and approved by the School Board on January 12, 2016.

#### IAC Commentary:

- The intermediate District-wide utilization rate target, without swing space, was set at 80 percent for school year 2015-2016. City Schools exceeded this target with a utilization rate of 83 percent in that year.
- The District has suggested that the SY 2019-20 target for 86 percent utilization was the last one that City Schools needed to meet in order to comply with all agreements and wish to revisit the target. The IAC’s position is that the 86 percent utilization target in the MOU (well below the current statewide average utilization of about 95 percent) was intended to be sustained going forward. The IAC recognizes that even with additional school closures and surplus actions, due to continued enrollment decline (some of which may be pandemic-related), District-wide utilization fell to 85 percent in SY 2020-21; and utilization is currently projected to continue to fall.

Regarding the impact of enrollment changes on meeting District utilization targets, it is important to note that in SY 2013-14, the first year the Utilization Report was produced, the projected utilizations indicated the District would meet these targets. As an example, the July 2014 CEFMP utilization projection (without swing space) for SY 2020-21 was 87 percent and for the July 2018 CEFMP that same year is 79 percent.

Recent enrollment trends impacting District utilization are driven by a number of external factors such as parents' preferences for various academic settings as well as births. The number of births in Baltimore City has decreased approximately 11 percent from 2009 to 2015. While residential mobility is a potential factor impacting enrollment trends, based on the Non-Public School Report published by Maryland State Department of Education, the number of students living in Baltimore City and not attending City Schools in 2017 was 12,939, relatively the same as the five-year average of 12,547.

District-wide utilization challenges are also largely driven by specific building types and several large buildings in the portfolio. Elementary/PK-8 buildings are overall 99 percent utilized. Excess seats in under-utilized buildings are concentrated in middle/high and high school buildings. In fact, most of our excess seats are in:

- 1) buildings that will be addressed by 21<sup>st</sup> Century School Buildings Program or will be surplus (Lake Clifton, Forest Park, Patterson High School)
- 2) buildings with CTE or arts performance spaces that also count as instructional spaces included in the buildings' State Rated Capacity (SRC) (Edmondson/Westside Skill Center, Dunbar High School, Carver Vocational-Technical High School, Mergenthaler Vocational-Technical High School, Baltimore School for the Arts)
- 3) buildings that are housing charters with enrollment caps (Lemmel Building), or
- 4) large buildings where a portion of the building is being used for other purposes (Professional Development Building).

Nearly 60 percent of the excess seats in middle/high and high school buildings are in the 10 buildings mentioned above. City Schools will continue to review its District footprint every year as part of the Annual Portfolio Review. Proposed changes by the Interagency Commission on how CTE and performance spaces are calculated in the SRC methodology.

In addition to the projected utilization rates, the program schedule currently identifies overall substantial completion in 2021. With regard to the program schedule, a range of 23 to 28 schools was targeted for completion. This range acknowledges 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, allowing other more critical schools to rise in priority to relieve overcrowding and/or accommodate combined schools. As a result of these factors, the District will request the partners to revisit the utilization targets and revise the School Board resolution.

In review of [Exhibit 1](#) – Summary of Tables, the square footage per student for Year 1 schools is high with some low utilizations due to programs in swing spaces. All Year 1 schools, with the exception of Patterson and Arundel, had programs in swing space. When students move to swing space buildings, the buildings tend to be in adjacent neighborhoods or different parts of the city, causing the program to lose enrollment. Therefore, the drop in the enrollment may not reflect the District trend but does reflect 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 space buildings vary from a 9 percent increase to a 37 percent decrease in enrollment, with the average change of 9



percent decrease in enrollment. Drastic drops in enrollment due to program movement to swing buildings occurred for Forest Park High School and Dorothy I. Height Elementary at 37 percent and 27 percent declines respectively. However, once school programs return to home facilities, the enrollments increased significantly, such as Fort Worthington Elementary Middle with a utilization of over 100 percent.

## **PROGRAM MANAGEMENT**

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

### **Program Staffing Update and Program Procedures**

The MOU clearly defines the roles and responsibilities for high-level programmatic and school project coordination and execution for MSA, City Schools, the City, and the IAC. MSA and City Schools decided in the fall of 2016 that it would be beneficial to the Program to have MSA procure and manage all projects under this program. It will be more efficient utilizing all the policies and procedures of one agency. It also allows for both MSA and City Schools to focus on their core strength areas of expertise. Although MSA is the primary party responsible for finances, procurement, contracts, and administration of the Program, City Schools' 21<sup>st</sup> Century School Buildings Program office shares responsibility with MSA, in accordance with the MOU on practically every other aspect of delivering the work. The combined program management staffs of MSA and City Schools includes comprehensive administration and procurement management support, architecture and interior design expertise, construction and engineering project management, logistics management, education planners, communications, graphics and information technology support, community engagement, public relations, and workforce development management.

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

### **Project Control Software**

Meridian Systems supplied Proliance on Demand at the beginning of the program for MSA 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 capabilities for the entire program.

### **Program Audit and Oversight**

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

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

## **PROCUREMENT**

As of December 15, 2021, there have been more than 270 procurements and task orders totaling \$1,126,840,437.64 in contract awards.<sup>1</sup> These awards include, without limitation, contracts for the following services: Program Manager Services, LEED/Green Building Consulting Services, Code Consultants, Risk Management Consulting, OCIP Insurance Brokerage and Administration, A/E Planning/Design, CM Pre-Construction/Construction Services, Building Commissioning, and Testing and Inspection Services.

### **MBE Participation**

Maximizing Minority Business Enterprise (MBE) participation and inclusion is a goal of the 21<sup>st</sup> Century School Buildings Program. Each contract is evaluated to determine appropriate MBE goals depending on many factors, including type of service, scope, market availability, and schedule. As of December 15, 2021, total MBE participation is 32.15 percent or \$362,235,223.83.<sup>2</sup>

### **Compliance Systems**

MSA uses two systems to monitor compliance with MBE and prevailing wage requirements. MBE awards and payments are verified electronically using B2GNow®, allowing for up-to-date information regarding MBE participation commitment and actual achievement. Further, LCPtracker® is used to monitor compliance with the prevailing wage requirements as well as residency verification for local hiring requirements. Geographic information systems (GIS) capability was added to the system in September 2019.

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

Starting in 2016, MSA implemented an Owner Controlled Insurance Program (OCIP). The OCIP consists of worker's compensation, general liability and excess liability coverages for the construction managers and their subcontractors during the construction phase. MSA also bound builder's risk and contractor's pollution liability to compliment the OCIP coverages. Since the Program's inception, 20 projects and 1,306 contractors have been enrolled.

---

<sup>1</sup> Reference Exhibit [7a](#) for Procurements and [7a](#) and [7b](#) for MBE Participation

<sup>2</sup> Reference Exhibit [7a](#) for Procurements and [7b](#) for MBE Participation

## **COMMITTEES and PARTNERSHIPS**

### **Executive Committee**

Pursuant to the MOU for the Construction and Revitalization of Baltimore City Public Schools, Section IID establishes the Executive Committee, its duties, and responsibilities. The Executive Committee meets quarterly for the purpose of overseeing, reviewing, and monitoring the performance of the parties as described in the MOU. The Chairmanship of the Executive Committee rotates annually between the parties in the following order: MSA, IAC, City Schools and Baltimore City. The 2021 sessions were chaired by Baltimore City. The 2022 sessions will be chaired by MSA.

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

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

Typical reports to the Committee include status updates on the program including schedule, project, and budget updates. The Committee is charged with reviewing and approving items presented during these sessions. The 2021 meeting minutes are available for review on the Executive Committee page of the 21<sup>st</sup> Century School Building Program website<sup>3</sup>.

### **Coordinating Committee**

The Coordinating Committee – comprising representatives of the Baltimore City (Mayor’s Office), City Schools, MSA, IAC, Baltimore City Department of Planning (DOP), Baltimore City Department of Recreation and Parks (BCRP), and Baltimore City Department of Housing and Community Development (HCD) – works to maximize investments around the 21<sup>st</sup> Century School Buildings Program projects and community revitalization efforts. The Coordinating Committee is required to meet at least quarterly, in a public meeting, to coordinate and plan for:

- The timing, location, and scope of school facility investments.
- Community development efforts to support Baltimore 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.

---

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

- The identification and use of vacant school buildings consistent with City Schools’ annual portfolio review and the potential reuse of surplus or vacated school buildings and facilities by Baltimore City.
- Input on each feasibility study for all projects during each study’s preparation phase, and the opportunity for review and comment before each feasibility study is finalized.
- Proposed changes and amendments to the 21<sup>st</sup> Century School Buildings Program.
- Development of funding strategies to implement improvements that are otherwise not eligible for financing under the bond proceeds or cash on hand.

### **STAT Committee**

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

### **Collaborative Committee**

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

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

### **Minority Business Enterprise**

One important goal of the Program is to contribute to the pipeline of qualified, small, local, minority- and woman-owned contractors with the capacity to participate as prime contractors and subcontractors. With this goal in mind and pursuant to the terms of the MOU, the Collaborative and MWBD developed an outreach and inclusion plan (“MBE Plan”)<sup>4</sup> to be administered by MSA in partnership with MWBD for all funded projects. Further, the Collaborative Committee also created a Supplier Diversity subgroup, chaired by MWBD, which created a supplier diversity plan.

An important component to ensure inclusion of minority-and women-owned firms in the Program is to review all contract opportunities to determine the appropriate MBE participation goal and sub-goals based on the specific circumstances of the project. The Program has been very successful in achieving MBE participation, both at the prime and subcontractor levels. [Exhibit 7b](#) reflects a summary of all

---

<sup>4</sup> The plan is attached as [Exhibit 7b](#).



Program awards and the level of MBE participation. As set forth therein, as of December 15, 2021, the Program achieved 32.15 percent in MBE participation.

The MBE Plan also envisions providing educational assistance to local, small, minority- and women-owned firms on methods of doing business on Program-related projects. Since the Program's inception, MSA has participated in over 65 state-wide business outreach events, 14 of which were organized by MSA to discuss specific potential outreach opportunities in the Program and provide technical assistance. MSA will continue to promote the objectives of the MBE Plan and to implement strategies to ensure that these objectives are met.

## WORKFORCE DEVELOPMENT

### Local Hiring

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

Currently, 24 school buildings housing 28 schools have completed construction. Three additional schools have fulfilled their workforce development requirements since our last report. These schools are Medfield Heights Elementary School, Walter P. Carter Elementary /Middle School (both buildings opened January 2021) and Mary E. Rodman Elementary (opened September 2020). The combined local hiring commitment for these three schools was 71 Baltimore City residents. The Construction Managers exceeded their individual commitments and hired a total of 169 people. This brings the total Local (Baltimore City) Residents hired on all school to 1,117 to date. Our office is awaiting final reports for six school buildings opened in summer 2021 - Katherine Johnson Global Academy (formerly Calverton), Govans, Harford Heights/Sharp-Leadenhall, Billie Holiday (formerly James Mosher), Patterson/Clairemont and Robert W. Coleman and for one school opened in winter 2021 - Northwood.

At the time of contract award, the Construction Managers for all projects commit to hire Baltimore City residents as a condition of their contract. Job retention for local residents is a priority for the Program. As an outcome of the Program, local residents have found long-term employment. A more in-depth calculation and analysis of payroll records will show how many residents worked multiple positions over the course of these projects.

**Table 5. 2021 Workforce Development Efforts – Hired Local Residents**

School	Hours (BCR*)	Hires(BCR*)	Hours (Total)
<b>Commitment</b>			
Arlington Elementary/Middle	27,111	26	172,844
Arundel Elementary/Middle	43,100	38	135,849

Bay-Brook Elementary/Middle	10,310	9	133,910
Calvin M. Rodwell Elementary/Middle	51,782	23	158,125
Cherry Hill Elementary/Middle	33,508	26	197,888
Dorothy I. Height Elementary (JEH)	21,988	18	121,055
Lake Clifton Park Building	25,093	21	145,582
Forest Park High	28,040	22	275,950
Fort Worthington Elementary	31,668	24	180,000
Frederick Elementary	20,428	28	92,281
John Ruhrah Elementary/Middle	35,180	33	148,442
Mary E. Rodman Elementary	24,878	19	103,963
Medfield Heights Elementary	23,084	30	137,642
Pimlico Elementary/Middle	30,756	29	151,805
Robert Poole Building	28,167	25	188,305
Walter P. Carter Elementary/Middle	31,996	22	181,310
Wildwood Elementary/Middle (Lyndhurst)	22,685	47	168,048
TOTAL	499,774	440	2,692,999
<b>Achieved</b>			
Arlington Elementary/Middle	32,930	62	218,959
Arundel Elementary/Middle	52,634	59	177,147
Bay-Brook Elementary/Middle	25,464	23	210,310
Calvin M. Rodwell Elementary/Middle	38,537	33	226,518
Cherry Hill Elementary/Middle	44,847	76	236,751
Dorothy I. Height Elementary (JEH)	34,804	68	163,523
Lake Clifton Park Building	77,281	55	274,660
Forest Park High	68,259	140	419,345
Fort Worthington Elementary	31,980	70	194,101
Frederick Elementary	35,206	52	132,570
John Ruhrah Elementary/Middle	55,328	64	260,305
Mary E. Rodman Elementary	28,326	38	149,469
Medfield Heights Elementary	23,699	40	169,060

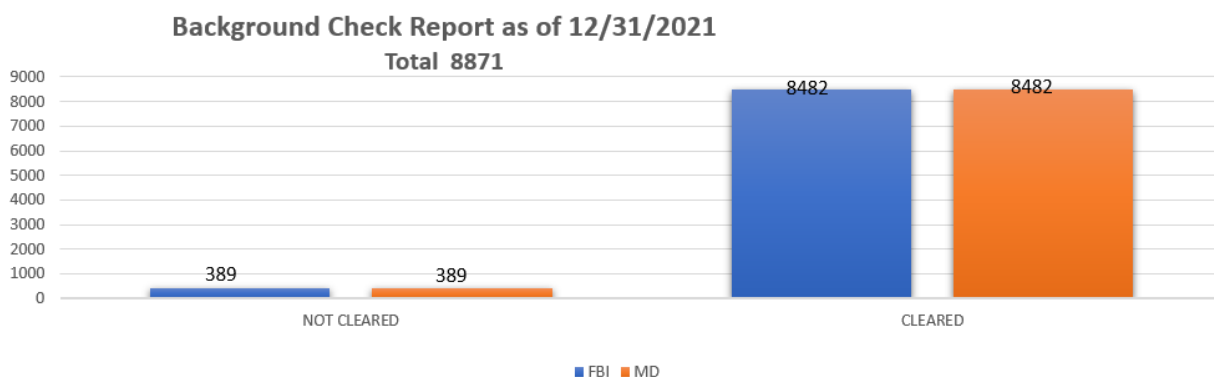
Pimlico Elementary	36,341	85	227,530
Robert Poole Building	57,574	95	281,920
Walter P. Carter Elementary/Middle	52,303	91	270,345
Wildwood Elementary/Middle (Lyndhurst)	40,050	66	240,870
<b>TOTAL</b>	<b>735,563</b>	<b>1,117</b>	<b>3,853,383</b>
<i>All decimal points dropped</i>			

\*BCR – Baltimore City Resident

Calendar year 2021 closes with commitments for hiring Baltimore City residents from all schools currently under construction. Please reference [Exhibit 7c](#) for detailed breakdown.

### Local Hiring Background Investigation Processing

As of December 31, 2021, the last day background checks were completed for the year, City Schools' Human Capital Pre-Enrollment Office has processed some 8,871 applications for individuals to work on 21<sup>st</sup> Century School Buildings Program projects. Of these, 389 individuals were not cleared.



Since creating an “Appeals” process in November 2019 an additional two applicants were able to obtain reversals in 2021 allowing them to be cleared for work. This brings the total number of reversed appeals to five out of seven to date. City Schools considers this process a success, and will continue to provide solutions like this, to increase City Resident participation, one person at a time.

### Work-Based Learning Program

Since 2016, when the Program began its partnership with Urban Alliance, a Baltimore-based non-profit organization, 23 students have been paired with Program design and construction firms during their senior year of high school. Despite COVID-19, the program concluded August 1, 2021 with five of eight students completing the training. The hybrid training model was coined, “Operating in a Post-COVID-19 Workplace” and included building skills in digital literacy, participation in a national speaker series, access to online mentoring, and limited onsite work.

After the training ended, 90 percent of students obtained full-time employment through jobs in various retail location apprenticeships. The remaining 10 percent enrolled in Baltimore City Community College

under general studies. The partnership with Urban Alliance is scheduled to reconvene in January 2022, and the goal is to recruit eight to 10 students for internship.

## **PUBLIC RELATIONS**

### **Community Engagement**

The past year has been one of resiliency not only for school families, but for staff. The Program prioritized the health and safety of stakeholders and community meetings continued to be hosted virtually, with limited in-person meetings. Forty Eight virtual community meetings with over 850 attendees were held, focusing on school mergers, construction updates and kick-offs, design meetings, and feasibility study reviews for 21<sup>st</sup> Century Schools and the new Built-To-Learn high school program.

Students, families, school faculty and staff, alumni, foundations, community representatives and leaders, and elected officials were all active participants in providing feedback for each school project. Attendance ranged from the low teens to approximately 60 people. The largest amount of participation to date came from a Poly/ Western meeting, which had alumni calling in as far as China. Some highlights of a few meetings are as noted:

- February 23, 2021, Cross-Country Elementary project update and kick-off meeting after a hiatus.
- March 17, 2021, final feasibility study presentation for the historic City College High School.
- March 24, 2021, final design meeting for Highlandtown #237.
- April 9, 2021, final feasibility study presentation for the historic Frederick Douglass High School, with Joseph C. Briscoe Academy co-locating on campus.
- April 22, 2021, first feasibility study for Western High and Baltimore Polytechnic Institute.
- June 2021, final construction meetings for Billie Holiday and Katherine Johnson Global Academy; Harford Heights/ Sharp-Leadenhall; Robert W. Coleman; Govans, and Patterson High (Phase-I).
- November 4, 2021, final feasibility study for Commodore John Rodgers Elementary/Middle.
- December 1, 2021, final construction update meeting for Northwood Elementary.

As students returned to school, virtual and in-person merger activities were developed to engage students and families at Katherine Johnson Global Academy, Billie Holiday Elementary and Alexander Hamilton Elementary. Katherine Johnson Global Academy and Billie Holiday are expected to receive students from Alexander Hamilton Elementary, which is scheduled to be closed as part of surplus. One such activity was a virtual “paint & chill” event. Attendees also included students from Patterson High.





*Photos courtesy of 21<sup>st</sup> Century School Buildings Program; Engagement “Paint & Chill” events held in 2021*

In May 2020, the Baltimore City School Board approved new building names for James Mosher Elementary School Program and Calverton Elementary/Middle School Program. At the start of the SY 2021-22, James Mosher Elementary School was approved to be renamed Billie Holiday Elementary School, and Calverton Elementary/Middle School as Katherine Johnson Global Academy. Students, staff, and the community participated in the selection of the new school names. These were subsequently approved by the Baltimore City Council via public hearings. The Baltimore City School Board also approved a new campus name for the Harford Heights/Sharp-Leadenhall school building. The approved name is the William C. March Memorial Campus, in honor of the late William C. March and his dedication to Baltimore City and its students.



*Photos courtesy of 21<sup>st</sup> Century School Buildings Program; March Family at the Harford Heights & Sharp-Leadenhall Ribbon Cutting*

Providing building tours of the construction completion is a hallmark of the engagement process, as many can see the progress of the schools. Two tours that occurred this year were:

- 1) May 12, 2021, building tours of both Billie Holiday Elementary School and Katherine Johnson Global Academy with Councilman Bullock and other members of leadership within City Schools.
- 2) July 7, 2021, tours of Billie Holiday Elementary School and Katherine Johnson Global Academy with Senator Hayes, Dr. Mohan Suntha President; CEO University of Maryland Medical System, Neil Meltzer; President and CEO of LifeBridge Health, and Kurt Sonmers of Saint Agnes Hospital.

Other goodwill efforts rounding out the year included the hiring of students to help with school deliveries and facilitating donations to schools via community partnerships. This past summer, the Program partnered with MOED – YouthWorks and employed six City Schools student interns to assist with project delivery. The 10-12th grade students were from Augusta Fells Savage Institute of Visual Arts, Edmondson-Westside High, Western School of Environmental Science and Technology, Baltimore Polytechnic, and City Neighbors High. The interns assisted with barcoding furniture and equipment, swing space relocations, completing administrative tasks, canvassing neighborhoods with the engagement team, making calls to families to provide updates for student transportation, and creating student gift bags for new school openings.



*Photos courtesy of 21<sup>st</sup> Century School Buildings Program; Student interns at ribbon cutting for Billie Holiday, Katherine Johnson, and Robert W. Coleman*

As part of their internship, the students were taught interviewing readiness and resume writing skills. At the combined grand opening event for Billie Holiday, Katherine Johnson Global Academy, and Robert W. Coleman, students received an honorable mention and had their photo taken with Dr. Sonja Santelises, CEO of Baltimore City Public Schools, and Brandon Scott, Mayor of Baltimore City. As a parting gift, the 21<sup>st</sup> Century School Buildings Program office gave new backpacks filled with school supplies to each intern.

The team also supported a partnership between Harford Heights/Sharp-Leadenhall, Civic Works, and the Coldstream Homestead Montebello (CHM) community to facilitate additional grounds maintenance during the winter. Through this effort, the CHM community and community philanthropist Johnathan Melnick pledged to donate a new snowblower to the Harford Heights school community. On December 9, 2021 he presented a check to Harford Heights and community school partner, Child First Authority, for the cost of a brand new snowblower.



*Photo courtesy of 21<sup>st</sup> Century School Buildings Program; Presentation of check to Harford Heights & Child First Authority*

## **INSPIRE**

INSPIRE (Investing in Neighborhoods and Schools to Promote Improvement, Revitalization, and Excellence) is the City's effort to leverage the City, State, and City Schools' extraordinary investment in the school system. It expands the impact of the 21<sup>st</sup> Century School Buildings Program to support children's learning and to improve neighborhood conditions and increase the tax base. The INSPIRE plans are facilitated by the Department of Planning (DOP) and created and implemented through many City agencies and community partners. This is a snapshot from 2021.

### **Plans Adopted and Underway**

In November 2021, the Baltimore City Planning Commission adopted the Mary E. Rodman INSPIRE plan, the 12<sup>th</sup> plan to be adopted, and the halfway point of all plans to be developed. In addition to Mary E. Rodman, eight planning processes were underway in 2021: John Ruhrah, REACH! Partnership at Lake Clifton Park and Harford Heights, Govans, Robert W. Coleman, Medfield Heights, Billie Holiday and Katherine Johnson Global Academy (formerly James Mosher and Calverton), Northwood, and Montebello. Two recommendation reports (the first drafts of the plans that are shared for public comment) were released in 2021: Robert W. Coleman and REACH! Partnership at Lake Clifton Park and Harford Heights. All plans can be found [on the INSPIRE web site](#).

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

Streetscape improvements along primary walking routes are one of the most immediate investments around 21<sup>st</sup> Century schools. In addition to beautifying the neighborhood, these improvements help ensure safer pedestrian access to the schools for students and others. To date, Baltimore City Department of Transportation has fixed deficient sidewalks along approximately 38 miles. The Department of Recreation and Parks' Tree Baltimore program has planted over 1,475 street trees.



### Land Trust Investment in South Baltimore Advances Sustainable, Permanently Affordable Homes

Resident leaders in the Curtis Bay community have long prioritized sustainability. They have taken on a planned construction of a trash burning incinerator, called for a citywide recycling program, and challenged anchor institutions to pledge to commit food waste tonnage to support a citywide composting business. As well, they have made paramount improving and protecting the health of residents and the environment. In early 2021, the [South Baltimore Community Land Trust \(SBCLT\)](#) was awarded Affordable Housing Trust Fund (AHTF) financing for a project that will advance these, and other goals by building permanently affordable housing that incorporates passive house design. The constant flow of fresh air and low energy use in the ten-unit project will keep energy costs low and be especially beneficial for people with respiratory illnesses. The initial phase of eight units is expected to be constructed by winter 2022.

The homes, which will be located across the street from Benjamin Franklin High School and a few blocks from Curtis Bay Elementary and Bay-Brook Elementary/Middle schools, will be sold to people earning less than 50 percent of the area median income. SBCLT will market them primarily to people who already call the area home and will work with interested residents to prepare for homeownership. People interested can fill out an [online form, which is available in English and Spanish](#). The Community Land Trust model is one tool being used to help families build equity and encourage other opportunities for community leadership. In total SBCLT and its member organization, [Cherry Hill Development Corporation](#), will produce 15 newly renovated homes for members in South Baltimore. Meleny Thomas, SBCLT Executive Director, noted, “We are so excited to benefit from the ‘people’s fund’ aka the Affordable Housing Trust Fund (AHTF), which we helped to create to support affordable housing initiatives throughout the city, like the Community Land Trust model.”



*Renderings courtesy of South Baltimore Community Land Trust; Aerial view of site and proposed design*

### Ambassador Theater Capital Campaign Launched

One of the top priorities residents and stakeholders identified during the INSPIRE planning process for [Calvin M. Rodwell Elementary/Middle School and Forest Park High School](#) was the redevelopment of The Ambassador Theater (4604 Liberty Heights Avenue). The Ambassador has been vacant since at least 2009 and when the INSPIRE Plan was adopted by the Planning Commission in 2018, the building had significant structural damage, and the owner had made little progress to make the necessary repairs.

Since that time, there has been remarkable progress to restore the theater to the community asset it once was. The Department of Housing and Development stabilized the building, and it was purchased in 2020 by [Artspace](#), a non-profit developer of live/work artist housing, artist studios, arts centers, and arts-



friendly businesses. Artspace has secured funding from numerous sources, including Pimlico Local Impact Aid, to assist with predevelopment activities. It partnered with community stakeholders and the architecture firm Quinn Evans to envision a future use and to create conceptual designs for the building.

In September, Artspace officially launched the Ambassador Theater capital campaign with a live in-person event attended by over 100 people. As part of the celebration, Artspace revealed newly installed public art banners that cover the marquee facade of the theater. The design and execution of the banners was led by [Creative Nomads](#), a local nonprofit whose mission is to advocate for the professional development of arts entrepreneurs and to provide access to art, music, and cultural education and programming for youth and families. The banners were funded by [Baltimore Community Foundation](#), an early and continuous supporter of the Ambassador effort.



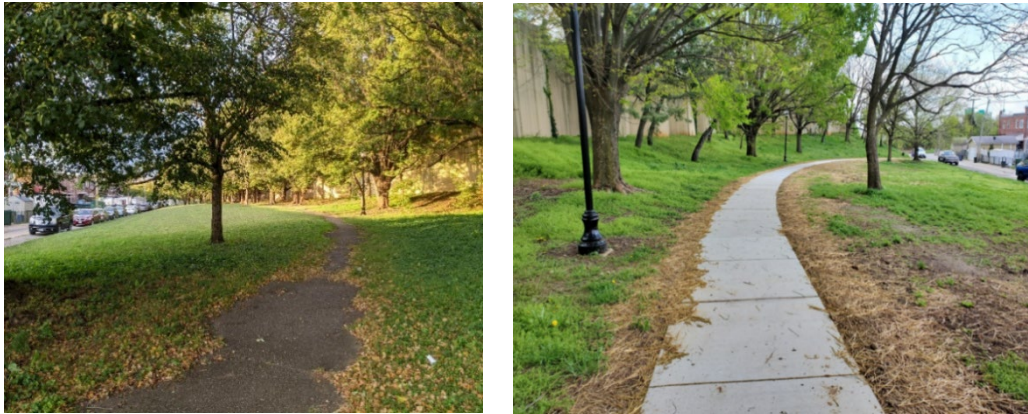
*Photos courtesy of Baltimore City; Ambassador Theater before and after*

### **Paths Constructed to Improve Park and School Access**

In early 2021 the City's departments of Recreation and Parks (BCRP) and Transportation (DOT) worked together, along with BGE, to complete installation of a new path and lighting between The REACH! Partnership School in Lake Clifton Park Building and St. Lo Drive. The path, long advocated for by residents, improves access among the school, the surrounding neighborhoods, and amenities such as the Rita Church Community Center. DOT also constructed a new path in the Umbra Street Park (at Foster Ave.), as the first step in improving this community greenspace in coordination with the John Ruhrah community project. INSPIRE will work with Southeast CDC and DOT in 2022 to install decorative benches and other amenities.



*Photos courtesy of Baltimore City; Right to left Lake Clifton Park before and after*



*Photos courtesy of Baltimore City; Umbra Street Park (before) Street Park (after)*

### **Youth Reveal a New Mural on York Road**

Over the summer, 10 youths from the Govans neighborhood helped design and paint a mural celebrating love, unity, and community on a building at 4300 York Road. The site is particularly significant, noted Marie Anderson of Loyola University Maryland’s York Road Initiative, because it is next to a stone wall that has historically divided the west side of the community from the east side. The youth mural apprentices developed their artistic skills under the guidance of lead artist, landry Randriamandroso, and artist intern, Desire Thaniel. The youth earned wages during the five-week program and received college and career preparation, financial education, professional development, and civic engagement through workshops led by members of Loyola’s faculty and staff. The artists and students designed, “Together Govans” based on conversations and input from community residents. The Adrinka symbol depicted in the mural means, “Those led by love always end up in the right place.”

The project took place through the Baltimore Office of Promotion and the Arts’ [Art @ Work](#) program, for students enrolled in the Mayor’s Office of Economic Development’s [YouthWorks summer jobs program](#). INSPIRE supported this project to align with the rebuilding of the Walter P. Carter building. Loyola’s York Road Initiative, BOPA, and INSPIRE partnered previously in 2019 on murals to celebrate the rebuilding of Govans Elementary School. Since 2014, there have been 15 murals painted along the York Road corridor, from 43<sup>rd</sup> Street to Northern Parkway.



*Photo courtesy of Baltimore City; New mural on York Road*

### **Park Heights Development Incentives Increasing and Strengthening Homeownership**

Over the past few years, the Department of Housing and Community Development (HCD) has been working with homeowners and developers in Park Heights to improve housing near Arlington Elementary School and Pimlico Elementary/ Middle School. By the end of 2021, 46 homeowners had received improvements such as roof, plumbing, heating, and accessibility repairs. A majority of the funding came from local impact aid INSPIRE housing incentives, with additional support from the City and federal (Community Development Block Grant) sources. Local impact aid also has been awarded to developers to rehabilitate vacant homes for homeownership. To date, over half of the development grants have been awarded or are in the process. In 2021 HCD sold the final of five homes that it redeveloped across the street from Pimlico Elementary/ Middle School.

## **PROGRAM COMMUNICATIONS**

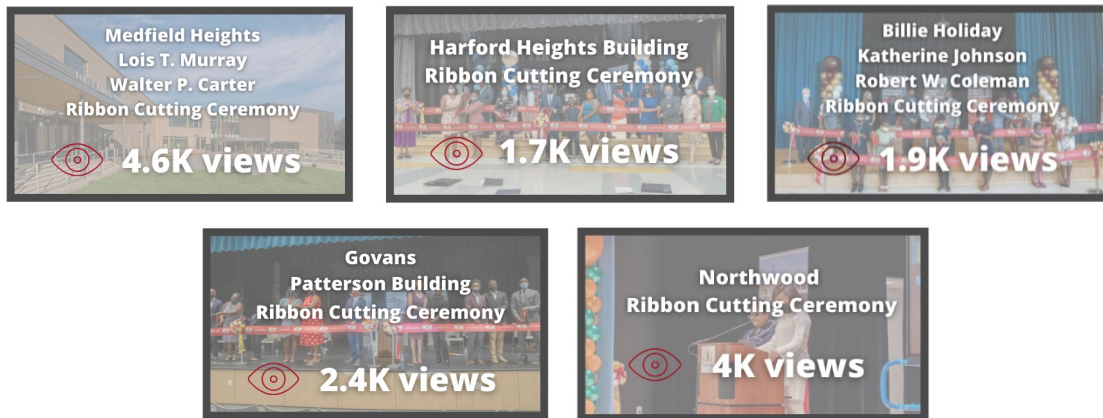
The communications team continued to provide writing, graphic design, and coordination support for a wide range of activities, such as website management, social media, newsletter production, photo collection and archiving, time capsules, internal and external meetings, swing school location changes, and public events. The following is a summary report of communications activities in 2021.

### **Events**

In 2021 the communications team organized five events to celebrate the opening of nine school buildings, which house 12 school programs. To view the ribbon-cutting programs and building tours please click the school tile. *(Note the building tours are after the ribbon-cutting program remarks.)*

In January 2021, the Program decided to move forward with its first 100 percent virtual ribbon cutting to celebrate the opening of Walter P. Carter Elementary/Middle School, Lois T. Murray Elementary/Middle School, and Medfield Heights Elementary School. The team coordinated the video production process from remarks to building tours.

The Program returned to a hybrid ribbon-cutting format for the rest of 2021. This summer there were three combined, hybrid events to commemorate the opening of the buildings and one hybrid event to commemorate the opening of Northwood in December. For the hybrid events, the speaking portion was live-streamed in front of a limited audience. Also, to mitigate COVID concerns, City Schools/general safety protocols (e.g., screenings and social distancing) were put in place and followed.



Click the images above to watch the event

### External Communications

#### 103 ROBO CALLS & EMAILS

Calls and emails made from January 1, 2021 to December 15, 2021. Robo calls and emails are made to inform the community and stakeholders of construction notices and meeting.

#### 3 NEWSLETTERS PUBLISHED

A fall, spring and summer newsletter were published this year and underwent a design revamp. [Click here](#) to read our newsletters or join our mailing list.

### Social Media

#### Metrics

FACEBOOK	INSTAGRAM	TWITTER
Reached 18.6K	Reached 2.6K	Reached 103.6K
983 Page Views	788 Profile Visits	98 Link in Bio Clicks
Total Posts Likes 547	Total Posts Likes 219	Total Posts Likes 287
775 Followers +17% Increase	1,078 Followers Profile+7% Increase	815 Followers +14% Increase

#### Top Performing Posts of 2021



VIRTUAL RIBBON CUTTING EVENTS



BUILDING FACTS & TRIVIA



BUILDING FEATURES & PROFESSIONAL PHOTOGRAPHY



ARCHIVAL CONTENT



## Other Activities

The communications team organized and covered several activities this year. Mary E. Rodman Elementary School and Patterson High School had time capsules opened as well, the team visited Billie Holiday Elementary School and Robert W. Coleman Elementary School on the first day of school. The team secured proper materials to remove and store time capsule contents and visited each school to allow the school community and alumni an opportunity to view the contents. Both schools' contents dated around the 1950s-1960s. On the first day of school, the team went out to help school staff in its new building as well as record students entering their brand-new buildings for the first time.



*Photos courtesy of 21<sup>st</sup> Century School Buildings Program; Patterson time capsule activity & Billie Holiday first day*

## PROGRAM FINANCIAL REPORT

Attached is the Statement of Revenues and Expenditures for FY 2021 related to the activities for the Baltimore City Public Schools 21<sup>st</sup> Century School Buildings Program. Please reference [Exhibit 3](#) for detailed information.

### Revenues

Revenues were higher by \$7.6 million than the budget. The primary reasons for this are related to the true-up of the 2020 bottle tax revenues, table game proceeds and facility rental of \$5.2 million, receipt of the \$0.2 million in BGE rebates and investment\interest income of \$2.2 million being more than initially budgeted.

### Expenditures

Overall, expenses through June 2021 were \$16.7 million under budget. Below are some of the major variances:

#### Contractual Services

This category was under budget by \$23.8 million. The budget for construction was aggressive for the fiscal year.

#### Grants and Subsidies

This category is under budget for the year due to accruals being more than the actuals at the end of fiscal year 2020 related to reimbursements for Baltimore City Public Schools operating expenses and end-user devices.

### Fixed Charges

This category is over budget for the year by \$15.0 million because of the additional debt service paid on the Series 202C refunding bonds. Bond proceeds from the Series 2020C were used to cover the debt service on the Series 2016 and Series 2018A bonds.

## **COMPREHENSIVE MAINTENANCE PLAN UPDATE**

The State of Maryland's Interagency Commission on School Construction (IAC) and the Public-School Construction Program (PSCP) require that each Local Education Agency (LEA) establish and annually update a Comprehensive Maintenance Plan (CMP).

The IAC reviews each LEA's plan so that it (IAC) may:

- 1) Evaluate the degree to which the LEA is planning the activities that should contribute to maintaining learning environments that are healthy, safe, and educationally sufficient for all of the students that the LEA serves;
- 2) Evaluate the degree to which the LEA is planning the activities that should maintain its facilities in a condition that will ensure that the LEA obtains the appropriate facilities' longevity and value from the local and State investments made to date; and
- 3) Evaluate and compare each LEA's maintenance planning, both over time and across the state, in a manner that supports the identification of best practices that the IAC can then share with all LEAs.

The District's comprehensive plan describes the Baltimore City Board of School Commissioners (BOSC) strategy for maintaining its physical infrastructure. The program must also be compatible with the BOSC's Comprehensive Educational Facilities Master Plan (CEFMP) and Capital Improvement Plan (CIP).

The overall purpose of the CMP is to provide a strategic overview of our facility maintenance program and highlight continuing improvements and new initiatives to increase efficiency and improve the quality of services delivered. The CMP details City Schools' organizational structure, plans, and activities established to maintain State and local government investment in public school facilities. Representing the BOSC, the Department of Facilities, Maintenance, and Operations (FM&O) oversees these plans and programs, while the facility planning department administers the CEFMP and Design and Construction of the CIP.

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

The relationship between facility maintenance and capital investments is clearly defined. There is an implied understanding that sound building systems and equipment maintenance will defer or reduce the need for capital investments. Also, well-timed and judicious use of capital investments should lessen the burden on the maintenance staff, time, and resources while prolonging the life of the building. Both forms of investments are likely to result in better building performance, reduced risk of building failure, and

savings in operations and utility expenditures. Most importantly, these combined investments will have positive effects on the health and well-being of building occupants.

Facility management professionals use 3 percent of CRV as a guideline for the annual investment necessary to maintain school buildings in good condition. The FM&O FY2021 operating budget is \$38,884,122. City Schools' calculated recommended index value would be \$151.9 million annually (facility operating budget as a percentage of CRV). City Schools would need to increase the operating budget by approximately \$112.1 million to achieve this and bring about a dramatic improvement to school facilities.

This year, the IAC has established minimum content requirements for CMPs to provide clear guidance to LEAs. While some elements remained consistent with previous CMP submissions, such as operating budget, organizational components, and staffing structure, the plan highlights our guiding principles, strategic focus areas, obstacles, and missing resources.

### **Computerized Maintenance Management System (CMMS) Implementation**

The Computerized Maintenance Management System (CMMS), SchoolDude, improves how City Schools tracks, reports, measures, and manages its maintenance program. City Schools uses multiple SchoolDude applications to collect data and track its daily operations. These modules implement a more coordinated strategy to help staff manage asset portfolios.

- **MaintenanceDirect** is the home of work orders. This work management tool is used to streamline the work order process from request creation to completion.
- **InventoryDirect** is the inventory management system used to track consumables such as parts, materials, and tools issued against work orders to track costs.
- **PMDirect** is a preventative maintenance scheduling application used to create recurring maintenance tasks and auto-generate corresponding work orders in MaintenanceDirect.
- **CapitalForecast** retains information about building systems and assets. This tool can be used to manage the renewal of building components and to predict capital needs.
- **EnergyManager** is used to manage energy and utility usage to gain insight and control costs.

These applications allow Operations to more accurately identify and strategically allocate its budget toward priority areas, such as preventative maintenance (PM).

SchoolDude is in its fifth year of implementation. In FY2019, Operations rolled out SchoolDude to school leadership and its support staff. As a result, FM&O established a CMMS team dedicated to the ongoing management, implementation, and training of the SchoolDude application. The Executive Director of Operations manages this team. It is also responsible for the successful use of the CMMS software with close attention to the quality of information input. This information is analyzed and used to make data-driven decisions. In addition, this team supports holding the FM&O department and school-based users accountable through sound data analysis and promotes continuous improvement of the department's operational goals.

While accountability exists for completing work orders by centralized maintenance staff, the use of SchoolDude also provides a tool to manage and track work completed by contractors. Much of the preventive maintenance is contracted out, while much of the corrective maintenance is performed in-house. Below is a summary graphic of all work order completion of the top 10 maintenance activities by work order volume vs. work order costs and the percentage split between in-house staff and contractors.

Most of the activities reflected in the work order by cost chart (green) are generally contracted out for preventive maintenance, except for general maintenance, lighting, and risk management.



### Preventive Maintenance Program

City Schools' preventative maintenance (PM) program includes regular inspection tours and activities designed to increase building systems' reliability, safety, and lifespan.

Since fall 2016, FM&O has been incrementally implementing more efficient preventive maintenance practices, which include the following:

- An extensive asset inventory in the CapitalForecast module within SchoolDude results from a four-year FCA with SchoolDude and its partner organization.
- Automated preventive maintenance (PM) schedules inside the PMDirect module for specific critical building assets for existing and 21<sup>st</sup> Century School Building Program buildings (when the last building comes online).

As part of improving maintenance practices, in 2016, City Schools contracted with EMG to conduct Facility Condition Assessments of all existing facilities in the District. As part of the assessments, all major building components and equipment were inventoried and imported into CapitalForecast (a module of SchoolDude) – tagging each piece of equipment was not part of this project's scope. With these inventory imports, EMG also established preventive maintenance schedules to set up the auto-generation of preventive work orders. As part of the 21<sup>st</sup> Century MOU, MSA, in coordination with the 21<sup>st</sup> Century School Buildings Program office, obtained Building Maintenance Plans (BMPs) for each of the 21<sup>st</sup> Century schools. As these school buildings have opened, the department has continued to work with EMG to inventory the new buildings and set up preventive maintenance schedules for those buildings. To date, we have inventoried 98 percent of the active structures in the District's portfolio. We have not inventoried our administrative buildings.



The table below shows the equipment or building component covered under City Schools' PM Program, the responsible division, frequency, and method for providing services.

	PREVENTIVE MAINTENANCE FREQUENCIES						
	Equipment/Component	Responsible Division	S	Y	5Y	Contractor	In-house
	<b>Conveying</b>						
	Elevator	Contract Maintenance		X		X	
	<b>Electrical</b>						
	Emergency Generator	Contract Maintenance	X			X	
	Emergency Lights	Contract Maintenance	X			X	
	Switchgear	Contract Maintenance			X	X	
	<b>Fire Protection</b>						
	Fire Alarm System	Contract Maintenance		X		X	
	Sprinkler System	Contract Maintenance	X			X	
	Fire Suppression System	Contract Maintenance	X			X	
	<b>Roof</b>						
	Roof	Contract Maintenance		X		X	
	<b>HVAC</b>						
	Air Compressor	Mechanical Engineering Services		X		X	
	Air Conditioner	Mechanical Engineering Services		X		X	
	Air Handling Unit	Mechanical Engineering Services		X		X	
	Boiler	Mechanical Engineering Services		X		X	
	Building Automation System	Mechanical Engineering Services		X		X	
	Chiller	Mechanical Engineering Services		X		X	
	Condenser	Mechanical Engineering Services		X		X	
	Fan	Mechanical Engineering Services		X		X	
	Fan, Exhaust	Mechanical Engineering Services		X		X	
	Filters	Mechanical Engineering Services		X			X
	Heat Pump	Mechanical Engineering Services		X		X	
	Heater	Mechanical Engineering Services		X		X	
	Make Up Air Unit	Mechanical Engineering Services		X		X	
	Package Unit	Mechanical Engineering Services		X		X	
	Pump	Mechanical Engineering Services		X		X	
	Split System	Mechanical Engineering Services		X		X	
	Unit Ventilator	Mechanical Engineering Services		X		X	
	Cooling Tower	Mechanical Engineering Services		X		X	
	Energy Recovery Unit	Mechanical Engineering Services		X		X	
	Fan Coil Unit	Mechanical Engineering Services		X		X	
VAV Box	Mechanical Engineering Services		X		X		
21C Only	VFR	Mechanical Engineering Services		X			X
	Point of Entry Water Filter	Contract Maintenance	3X			X	

Equipment and automated PM schedules for existing school buildings have been placed into SchoolDude and are now auto-generating as of July 2020. For all remaining buildings, including 21<sup>st</sup> Century buildings, PM work orders will continue to be entered into SchoolDude manually until all pertinent information has been received, reviewed, and uploaded.

### Staffing Model

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

In addition to reducing total square footage, the proposed budget increase should address staffing levels to better support facility needs and challenges, and more importantly, provide additional funding for PM to ensure facilities stay online. Increased investment in staffing will ensure appropriate oversight and support to address facility deficiencies or minor challenges. Staffing increases will reduce reliance on contractors, that at times, lack historical knowledge of City Schools' facilities, and often present variation in support of facilities based on their own staffing limitations.

The table below reflects staffing against industry standard (APPA). It's anticipated that by FY2023 FM&O will have 94 percent of the FTEs required to maintain school buildings. However, if funded an additional \$1 million in FY2024 FM&O can reach 100 percent capacity.

Metric	Industry Standard	Previous FY Budgeted (FY21)	Previous FY Actual (FY21)	Current FY Budgeted (FY22)
Maintenance Staffing (FTEs for Total GSF)	APPALevel2 (Comprehensive Stewardship): 246 FTEs for 16,588,199 Total GSF*	192	153	214
Maintenance Load (GSF per FTE)	APPA Level 2 (Comprehensive Stewardship): 67,456 GSF per FTE	88,895	111,555	77,515
Percent of Maint. staff delivering bldg. services**	N/A	67.7% (130 of 192)	51% (98 of 192)	64.4% (138 of 214)
Custodial Staffing (FTEs for Total GSF)	APPA Level 2 (Ordinary Tidiness): 994 FTEs for 16,588,199 Total GSF*	Custodial Operations are managed at the school level including staffing levels that is a mix between in-house and contractual cleaners. Operations provides the requirement of 1 custodian per 25,000 GSF		
Custodial Load (GSF perFTE)	APPA Level 2 (Ordinary Tidiness): 16,700 GSF per FTE			

\* Enter the total GSF for the LEA's active, holding and administrative facilities, divide by the appropriate GSF standard from the row below, and enter the resulting number of FTEs in the previous blank.

\*\* This is the percentage of maintenance staffers who actually deliver (i.e., perform) services to PK-12 school facilities as opposed to performing administrative/managerial functions.

## **IAC CMP REVIEW**

As required by the 21<sup>st</sup> Century School Buildings Program MOU, City Schools has committed to increasing its annual facilities maintenance and operations (FM&O) budget to better meet the level of need. For FY 2021, City Schools increased its FM&O budget by approximately \$2.3 million to \$34.1 million and, for FY 2022, has budgeted an additional \$4.7 million. In addition, City Schools has continued to expand its implementation of SchoolDude as its Computerized Maintenance Management System (CMMS), including broadening the scope of maintenance tasks covered by work orders. City Schools has also improved its overall documentation required for the State's Maintenance Effectiveness Assessments (MEAs). Training staff on MEA procedures has contributed greatly to increasing the overall scores for facilities.

While these steps are very important and worthy of recognition, additional steps remain to be taken to achieve the goals presented in the Comprehensive Maintenance Plan (CMP) and support adequate maintenance of City Schools' facilities. The IAC recommends the following actions:

- 1) Implement broader training of knowledgeable school-level staff to enter work orders into the CMMS.
- 2) Implement improved quality controls for preventive maintenance (PM) services completed by third parties prior to final payouts to ensure that work completed is acceptable and meets contract requirements.
- 3) Implement additional quality-control strategies such as PM work order close-outs and work order aging reports, as well as, ensure these PM procedures for the turnover of new buildings from MSA 21<sup>st</sup> Century School Buildings Program to City Schools. This will better ensure that punch-list and warranty issues are resolved in a timely manner and do not turn into FM&O costs for City Schools.
- 4) Separate assets on PM work orders to allow comprehensive evaluation on multiple units individually.
- 5) Track labor hours on PM work orders. Ninety-nine percent of PM work orders are currently being contracted out to outside vendors. Tracking labor cost information will allow for greater accountability for the costs of PM work.

The IAC expects that City Schools' maintenance effectiveness will continue to improve as it increases its funding for FM&O in the coming years, increases its PM efforts, and adopts best practices for maintenance management.

## **LIST OF EXHIBITS**

Exhibit 1: Summary Table .....	57
Exhibit 2: Schedules .....	58
Exhibit 3: Statement of Revenues and Expenses .....	63
Exhibit 4: Change Orders with Contract Amounts .....	68
Exhibit 5: Map of Plan Year 1 and Plan Year 2 Schools .....	70
Exhibit 6: List of Surplus School Facilities .....	71
Exhibit 7a: Procurements .....	72
Exhibit 7b: MBE Outreach Inclusion Plan and Commitments .....	75
Exhibit 7c: Local Hiring Commitments for New Hires (Year 1 Schools) .....	75
Exhibit 7c: Local Hiring Commitments for New Hires (Year 2 Schools) .....	80
Exhibit 8: Swing Space Schools .....	83
Exhibit 9: Building Engagement Process .....	84
Exhibit 10: Feasibility Study Process Map .....	85



### Exhibit 1: Summary Table

Building Name	Enrollment Projection*	SRC	Square Feet	SQFT/ SRC Student	EAP Estimates	Construction Cost Estimate	Construction Bids**	Construction Savings	\$/SF Construction
(5) Arlington #234	391	472	102,300	217	\$ 41,260,642	\$ 36,885,343	\$ 36,022,200	\$ (863,143)	\$ 352
(5) Arundel #164	463	706	113,647	161	\$ 44,253,516	\$ 37,800,000	\$ 36,859,523	\$ (940,477)	\$ 324
Cherry Hill #159	656	853	129,509	152	\$ 48,281,839	\$ 42,000,000	\$ 42,085,788	\$ 85,788	\$ 325
Forest Park #406	831	993	199,785	201	\$ 70,122,898	\$ 60,400,000	\$ 56,193,983	\$ (4,206,017)	\$ 281
Fort Worthington #085	736	621	103,351	166	\$ 42,187,379	\$ 34,300,000	\$ 33,080,646	\$ (1,219,354)	\$ 320
Frederick #260	349	504	84,961	169	\$ 30,855,997	\$ 25,100,000	\$ 25,135,322	\$ 35,322	\$ 296
(6) Dorothy I. Height #061	339	479	91,346	191	\$ 33,539,978	\$ 28,600,000	\$ 28,359,808	\$ (240,192)	\$ 310
(7) Wildwood #088	734	704	110,355	157	\$ 39,938,364	\$ 35,300,000	\$ 35,204,180	\$ (95,820)	\$ 319
(1) Patterson #405	1,459	1,481	242,019	163	\$ 111,505,288	\$ 92,518,782	\$ 88,473,818	\$ (4,044,964)	\$ 366
Fimlico #223	770	688	119,015	173	\$ 45,279,387	\$ 38,700,000	\$ 37,836,910	\$ (863,090)	\$ 318
Robert Poole #333/#427	953	1,005	135,896	135	\$ 55,056,540	\$ 45,200,000	\$ 38,507,745	\$ (6,692,255)	\$ 283
<b>Plan Year 1 Schools</b>	<b>7,681</b>	<b>8,506</b>	<b>1,432,184</b>	<b>168</b>	<b>\$ 562,281,828</b>	<b>\$ 476,804,125</b>	<b>\$ 457,759,923</b>	<b>\$ (19,044,202)</b>	<b>\$ 385</b>
John Ruhrah #228	890	976	143,613	147	\$ 45,103,798	\$ 41,681,687	\$ 41,459,429	\$ (222,258)	\$ 289
Calvin M. Rodwell #256	819	760	111,694	147	\$ 39,832,554	\$ 35,586,762	\$ 35,577,365	\$ (9,397)	\$ 319
Baybrook #124	584	787	115,945	147	\$ 45,765,213	\$ 38,042,708	\$ 37,692,328	\$ (350,380)	\$ 325
Walter P. Carter #134/#313	686	824	149,953	182	\$ 59,502,105	\$ 55,800,000	\$ 54,923,438	\$ (876,562)	\$ 366
Mary E. Rodman #204	400	537	81,496	152	\$ 27,017,126	\$ 24,160,000	\$ 25,533,719	\$ 1,373,719	\$ 313
Fairmont Hartford #341	769	931	165,314	178	\$ 52,235,466	\$ 49,214,677	\$ 47,796,622	\$ (1,418,055)	\$ 289
Govans #213	401	590	88,380	150	\$ 37,291,776	\$ 35,200,000	\$ 34,676,222	\$ (523,778)	\$ 392
Medfield Heights #249	433	491	79,690	162	\$ 34,916,396	\$ 32,310,000	\$ 32,320,710	\$ 10,710	\$ 406
(4) Commodore John Rodgers	-	-	-	-	-	-	-	-	-
(1)(11) Highlandtown #237	877	914	45,704	N/A	\$ 20,928,384	\$ 24,163,539	\$ 22,354,170	\$ (1,809,369)	N/A
Harford Heights #36/#314	500	627	144,290	230	\$ 49,923,768	\$ 46,200,000	\$ 44,636,933	\$ (1,563,067)	\$ 309
(9) Kathenne Johnson Global Academy #75	559	821	122,525	149	\$ 52,642,955	\$ 49,000,000	\$ 49,724,681	\$ 724,681	\$ 406
(8)(10) Billie Holiday #144	289	405	75,611	187	\$ 25,897,675	\$ 26,000,000	\$ 26,139,160	\$ 139,160	\$ 346
(1)(9) Montebello #44	404	525	93,876	179	\$ 34,349,212	\$ 32,194,211	\$ 32,092,251	\$ (101,960)	\$ 342
(1)(3)(8) Cross Country #247	647	750	94,279	126	\$ 42,239,840	-	-	-	-
(1) Northwood #242	609	704	100,213	142	\$ 58,782,750	\$ 47,000,000	\$ 45,694,622	\$ (1,305,378)	\$ 456
(8) Robert W. Coleman #142	263	314	50,973	162	\$ 18,149,962	\$ 19,650,000	\$ 19,610,734	\$ (39,266)	\$ 385
<b>Plan Year 2 Schools</b>	<b>9,130</b>	<b>10,956</b>	<b>1,663,556</b>	<b>152</b>	<b>\$ 644,578,980</b>	<b>\$ 499,845,834</b>	<b>\$ 495,785,963</b>	<b>\$ (3,758,351)</b>	<b>\$ 351</b>
<b>Total Plan Year 1 and 2</b>	<b>16,811</b>	<b>19,462</b>	<b>3,095,740</b>	<b>160</b>	<b>\$ 1,206,860,808</b>	<b>\$ 976,649,959</b>	<b>\$ 953,545,886</b>	<b>\$ (22,802,553)</b>	<b>\$ 368</b>

KEY (RED entries denote changes from the 2020 report)

\* Projections shown 3 years after opening based on July 2021 CEFMP.

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

- (1) Under construction
- (2) In design (not used)
- (3) In procurement/approval stage
- (4) In feasibility study stage
- (5) Includes Early Childhood Development Center
- (6) Formerly John Eager Howard #061
- (7) Formerly Lyndhurst #088
- (8) Covid escalation and supply chain impacts
- (9) Formerly Calverton #075

UTILIZATION	
yr 1 util	90.30%
yr 2 util	83.33%
avg combined	86.38%

# Exhibit 2: Schedules

MSA BALTIMORE CITY SCHOOLS MASTER PROGRAM REPORT - DECEMBER 2021		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
BALTIMORE CITY SCHOOLS MASTER PROGRAM REPORT - DECEMBER 2021		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
BALTIMORE CITY SCHOOLS MASTER PROGRAM REPORT - DECEMBER 2021		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040
381	381	381	381	381	381	381	381	381	381	381	381	381	381	381	381	381	381	381	381	381	381
382	382	382	382	382	382	382	382	382	382	382	382	382	382	382	382	382	382	382	382	382	382
383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383	383
384	384	384	384	384	384	384	384	384	384	384	384	384	384	384	384	384	384	384	384	384	384
385	385	385	385	385	385	385	385	385	385	385	385	385	385	385	385	385	385	385	385	385	385
386	386	386	386	386	386	386	386	386	386	386	386	386	386	386	386	386	386	386	386	386	386
387	387	387	387	387	387	387	387	387	387	387	387	387	387	387	387	387	387	387	387	387	387
388	388	388	388	388	388	388	388	388	388	388	388	388	388	388	388	388	388	388	388	388	388
389	389	389	389	389	389	389	389	389	389	389	389	389	389	389	389	389	389	389	389	389	389
390	390	390	390	390	390	390	390	390	390	390	390	390	390	390	390	390	390	390	390	390	390
391	391	391	391	391	391	391	391	391	391	391	391	391	391	391	391	391	391	391	391	391	391
392	392	392	392	392	392	392	392	392	392	392	392	392	392	392	392	392	392	392	392	392	392
393	393	393	393	393	393	393	393	393	393	393	393	393	393	393	393	393	393	393	393	393	393
394	394	394	394	394	394	394	394	394	394	394	394	394	394	394	394	394	394	394	394	394	394
395	395	395	395	395	395	395	395	395	395	395	395	395	395	395	395	395	395	395	395	395	395
396	396	396	396	396	396	396	396	396	396	396	396	396	396	396	396	396	396	396	396	396	396
397	397	397	397	397	397	397	397	397	397	397	397	397	397	397	397	397	397	397	397	397	397
398	398	398	398	398	398	398	398	398	398	398	398	398	398	398	398	398	398	398	398	398	398
399	399	399	399	399	399	399	399	399	399	399	399	399	399	399	399	399	399	399	399	399	399
400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400	400

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



DATE PRINTED: 28Dec 21 11:47



MSA BALTIMORE CITY SCHOOLS MASTER PROGRAM REPORT - DECEMBER 2021

Activity Name	Start	End	Activity Name	Start	End
313 S104100	01-Jan-12 A	26-Aug-12 A	313 S104100	01-Jan-12 A	26-Aug-12 A
313 S104200	08-Sep-17 A	07-Jan-17 A	313 S104200	08-Sep-17 A	07-Jan-17 A
313 S104300	10-Sep-17 A	02-Jul-17 A	313 S104300	10-Sep-17 A	02-Jul-17 A
313 S104400	08-Jan-17 A	11-Jan-18 A	313 S104400	08-Jan-17 A	11-Jan-18 A
313 S104500	30-Aug-18 A	02-Sep-18 A	313 S104500	30-Aug-18 A	02-Sep-18 A
313 S104600	10-Sep-18 A	10-Dec-19 A	313 S104600	10-Sep-18 A	10-Dec-19 A
313 S104600	15-Dec-19 A	06-Jan-20 A	313 S104600	15-Dec-19 A	06-Jan-20 A
313 S104100	02-Jan-17 A	31-Oct-12 A	313 S104100	02-Jan-17 A	31-Oct-12 A
313 S104200	23-Jan-17 A	16-Aug-12 A	313 S104200	23-Jan-17 A	16-Aug-12 A
313 S104300	23-Jan-17 A	16-Aug-12 A	313 S104300	23-Jan-17 A	16-Aug-12 A
313 S104400	17-Aug-17 A	21-Mar-18 A	313 S104400	17-Aug-17 A	21-Mar-18 A
313 S104500	07-Jan-18 A	02-Mar-18 A	313 S104500	07-Jan-18 A	02-Mar-18 A
313 S104600	03-Aug-18 A	02-Aug-19 A	313 S104600	03-Aug-18 A	02-Aug-19 A
313 S104600	12-Aug-19 A	02-Sep-19 A	313 S104600	12-Aug-19 A	02-Sep-19 A
313 S104100	04-Jan-14 A	03-Sep-12 A	313 S104100	04-Jan-14 A	03-Sep-12 A
313 S104200	25-Jan-17 A	16-Aug-12 A	313 S104200	25-Jan-17 A	16-Aug-12 A
313 S104300	24-Jan-17 A	16-Aug-12 A	313 S104300	24-Jan-17 A	16-Aug-12 A
313 S104400	17-Aug-17 A	30-Mar-18 A	313 S104400	17-Aug-17 A	30-Mar-18 A
313 S104500	01-Jan-18 A	02-Oct-18 A	313 S104500	01-Jan-18 A	02-Oct-18 A
313 S104600	20-Mar-19 A	15-Dec-19 A	313 S104600	20-Mar-19 A	15-Dec-19 A
313 S104600	15-Dec-19 A	06-Jan-20 A	313 S104600	15-Dec-19 A	06-Jan-20 A
313 S104100	06-Oct-12 A	30-Jan-17 A	313 S104100	06-Oct-12 A	30-Jan-17 A
313 S104200	04-Jan-17 A	16-Aug-12 A	313 S104200	04-Jan-17 A	16-Aug-12 A
313 S104300	08-Jan-17 A	02-Jul-17 A	313 S104300	08-Jan-17 A	02-Jul-17 A
313 S104400	07-Jan-18 A	28-Mar-18 A	313 S104400	07-Jan-18 A	28-Mar-18 A
313 S104500	26-Mar-18 A	04-Sep-18 A	313 S104500	26-Mar-18 A	04-Sep-18 A
313 S104600	27-Jan-19 A	24-Dec-19 A	313 S104600	27-Jan-19 A	24-Dec-19 A
313 S104600	27-Jan-19 A	06-Jan-20 A	313 S104600	27-Jan-19 A	06-Jan-20 A
313 S104100	17-Nov-17 A	08-Dec-21 A	313 S104100	17-Nov-17 A	08-Dec-21 A
313 S104200	04-Jan-22	27-Aug-22	313 S104200	04-Jan-22	27-Aug-22
313 S104300	04-Jan-22	27-Aug-22	313 S104300	04-Jan-22	27-Aug-22
313 S104400	01-Sep-22	13-Mar-22	313 S104400	01-Sep-22	13-Mar-22
313 S104500	01-Sep-22	13-Mar-22	313 S104500	01-Sep-22	13-Mar-22
313 S104600	17-Jan-23	15-Jul-24	313 S104600	17-Jan-23	15-Jul-24
313 S104600	16-Mar-24	26-Aug-24	313 S104600	16-Mar-24	26-Aug-24
313 S104100	14-Sep-17 A	12-Mar-18 A	313 S104100	14-Sep-17 A	12-Mar-18 A
313 S104200	31-Jan-20 A	22-Aug-20 A	313 S104200	31-Jan-20 A	22-Aug-20 A
313 S104300	29-Aug-20 A	31-Mar-21 A	313 S104300	29-Aug-20 A	31-Mar-21 A
313 S104400	01-Sep-21 A	21-Apr-21 A	313 S104400	01-Sep-21 A	21-Apr-21 A

End of the Year Report

3 of 6

PROJECT ID: MSA-LIVE  
DATE DATE: 03-Jan-22

DATE PRINTED: 28-Dec-21 11:47

FOR ISSUANCE

Remaining Level of Effort

Actual Work

Remaining Work

Critical Remaining Work

Milestone









### Exhibit 3: Statement of Revenues and Expenses

Maryland Stadium Authority Baltimore City Public Schools Statement of Revenues and Expenses 12 Periods Ended 6/30/2021 (Unaudited)					
	CURRENT QUARTER	BUDGET QUARTER	CURRENT YTD	BUDGET YTD	ANNUAL BUDGET
REVENUES:					
Total Revenues	\$20,388,999	\$20,150,000	\$68,239,636	\$60,600,000	\$60,600,000
EXPENSES:					
Subtotal-Salaries, Wages & Fringe Benefits (Object .01)	\$1,002,809	\$1,135,239	\$4,302,895	\$4,216,603	\$4,216,603
Subtotal-Technical and Special Fees (Object .02)	\$0	\$0	\$21,582	\$0	\$0
Subtotal-Communications (Object .03)	\$7,682	\$3,819	\$21,772	\$15,277	\$15,277
Subtotal-Travel (Object .04)	\$983	\$11,183	(\$1,590)	\$20,731	\$20,731
Subtotal-Contractual Services (Object .08)	\$71,341,644	\$93,854,058	\$233,895,600	\$257,744,014	\$257,744,014
Subtotal-Supplies and Materials (Object .09)	\$3,254	\$57,500	\$17,236	\$80,000	\$80,000
Subtotal-Grants and Subsidies (Object .12)	(\$4,317,921)	\$3,000,000	(\$2,503,365)	\$5,000,000	\$5,000,000
Subtotal-Fixed Charges (Object .13)	\$6,956,338	\$45,080,505	\$74,988,328	\$60,319,777	\$60,319,777
Subtotal-Land and Structures (Object .14)	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$74,994,789	\$143,142,304	\$310,742,518	\$327,396,402	\$327,396,402

Maryland Stadium Authority  
 Baltimore City Public Schools Program  
 Revenues and Expenditures not Paid for by Bond Proceeds  
 12 Periods Ended 6/30/2021

	Fiscal Year	Fiscal Year	Fiscal Year	Fiscal Year	Totals
	2014-2018	2019	2020	2021	
Beginning Cash Balance	\$0	\$54,038,294	\$58,942,938	\$53,562,686	\$0
Revenues					
Baltimore City	\$102,377,958	\$26,386,149	\$25,786,783	\$25,248,050	\$179,798,940
Investment Income/Misc (Includes bond interest income)	\$9,429,005	\$12,460,052	\$6,829,882	\$2,781,619	\$31,500,558
Lottery	\$60,000,000	\$20,000,000	\$20,000,000	\$20,000,000	\$120,000,000
Baltimore City Public Schools	\$40,000,000	\$20,000,000	\$20,000,000	\$20,000,000	\$100,000,000
Miscellaneous	\$514	\$0	\$389,106	\$209,968	\$599,587
Total Revenues	\$211,807,477	\$78,846,201	\$73,005,771	\$68,239,636	\$431,899,085
Less: (Held for Baltimore City Reserve)	-\$12,500,000	-\$2,500,000	-\$2,500,000	-\$2,500,000	-\$20,000,000
Available Funds	\$199,307,477	\$76,346,201	\$70,505,771	\$65,739,636	\$411,899,085
Expenditures					
Debt Service (net of escrow account)	-\$60,839,982	-\$48,039,667	-\$47,988,667	-\$59,957,070	-\$216,825,386
Operating Expenses	-\$84,429,201	-\$23,401,890	-\$27,897,356	-\$9,156,202	-\$144,884,649
Total Expenditures	-\$145,269,183	-\$71,441,557	-\$75,886,023	-\$69,113,272	-\$361,710,035
Ending Cash Balance	\$54,038,294	\$58,942,938	\$53,562,686	\$50,189,050	\$50,189,050

**Maryland Stadium Authority  
Baltimore City Public Schools  
Breakdown on Revenues  
12 Periods Ended 6/30/2021**

Baltimore City Beverage Tax	\$10,000,000
FY 2020 True-up Beverage Tax	\$2,903,142
Baltimore City Retirees Health Insurance	\$10,000,000
Transfer from Facilities Fund BRFA	\$0
Baltimore City VTL Facility Rental Fee	\$700,000
Baltimore City Table Game Revenues	\$1,644,908
Baltimore City Public Schools	\$20,000,000
Maryland State Lottery	\$20,000,000
Investment Income State Treasurer	\$334,815
Investment Income Bond Proceeds	\$2,446,804
Energy Rebates	\$209,968
	<u>\$68,239,636</u>

**Maryland Stadium Authority  
Baltimore City Public Schools  
Series 2016 Summary  
12 Periods Ended 6/30/2021**

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

**Maryland Stadium Authority  
Baltimore City Public Schools  
Series 2018A Summary  
12 Periods Ended 6/30/2021**

Series 2018A proceeds for construction	\$495,693,704.72
Arlington Elementary/Middle School	\$16,870,905.28
Arundel Elementary/Middle	\$178,215.24
Bay Brook Elementary/Middle School	\$40,053,867.67
Calverton Elementary/Middle School	\$30,360,210.98
Calvin Rodwell Elementary/Middle School	\$37,818,856.76
Cherry Hill Elementary/Middle	\$1,906,767.43
Cross Country Elementary/Middle School	\$907,053.01
Fairmount Harford Building	\$50,874,701.88
Forest Park High School	\$819,818.44
Fort Worthington Elementary School	\$7,000.00
Frederick Elementary School	\$6,481.00
Govans Elementary School	\$19,020,609.38
Harford Heights / Sharp Leadenhall Elementary School	\$38,071,028.77
Highlandtown Elementary/Middle School	\$3,124,358.25
James Mosher Elementary School	\$23,768,970.84
John E. Howard Elementary School	\$1,614,753.44
John Ruhrah Elementary/Middle School	\$45,528,032.78
Lyndhurst Elementary/Middle	\$1,824,271.32
Mary E. Rodman Elementary School	\$25,113,670.98
Medfield Heights Elementary School	\$31,347,608.31
Montebello Elementary/Middle School	\$8,782,372.16
Northwood Elementary School	\$8,668,503.54
Patterson High School	\$60,759,426.66
Pimlico Elementary/Middle School	\$519,364.55
Robert Coleman Elementary School	\$5,554,118.48
Robert E. Poole	\$9,034,234.89
Walter P. Carter Elementary/Middle School	\$53,575,085.15
Wildwood Elementary/Middle School	\$0.00
Total Expenditures	-\$516,110,287.19
Plus Investment Income	-\$20,416,582.47
Remaining proceeds	\$20,416,582.47
	\$0.00

**Maryland Stadium Authority  
Baltimore City Public Schools  
Series 2020B Summary  
12 Periods Ended 6/30/2021**

Series 2020B proceeds for construction	\$50,001,591.07
Northwood	\$14,520,650.99
	\$35,480,940.08
Plus Investment Income	\$15,363.04
Remaining proceeds	\$35,496,303.12



**Baltimore City Public Schools**  
**Series 2016, Series 2018A, Series 2020A & Series 2020B Summary**  
**12 Periods Ended 6/30/2021**

	2016	2018A	2020A	2020B	Total
Arlington Elementary/Middle School	\$21,089,577.67	\$16,870,905.28	\$0.00	\$0.00	\$37,960,482.95
Arundel Elementary/Middle	\$39,518,514.83	\$178,215.24	\$0.00	\$0.00	\$39,696,730.07
Bay Brook Elementary/Middle School	\$0.00	\$40,053,867.67	\$0.00	\$0.00	\$40,053,867.67
Calverton Elementary/Middle School	\$0.00	\$30,360,210.98	\$0.00	\$0.00	\$30,360,210.98
Calvin Rodwell Elementary/Middle School	\$0.00	\$37,818,856.76	\$0.00	\$0.00	\$37,818,856.76
Cherry Hill Elementary/Middle	\$44,954,604.53	\$1,906,767.43	\$0.00	\$0.00	\$46,861,371.96
Cross Country Elementary/Middle School	\$0.00	\$907,053.01	\$0.00	\$0.00	\$907,053.01
Fairmount Harford Building	\$0.00	\$50,874,701.88	\$0.00	\$0.00	\$50,874,701.88
Forest Park High School	\$61,765,815.65	\$819,818.44	\$0.00	\$0.00	\$62,585,634.09
Fort Worthington Elementary School	\$34,893,762.58	\$7,000.00	\$0.00	\$0.00	\$34,900,762.58
Frederick Elementary School	\$26,843,260.02	\$6,481.00	\$0.00	\$0.00	\$26,849,741.02
Govans Elementary School	\$0.00	\$19,020,609.38	\$0.00	\$0.00	\$19,020,609.38
Harford Heights / Sharp Leadenhall Elementary School	\$0.00	\$38,071,028.77	\$0.00	\$0.00	\$38,071,028.77
Highlandtown Elementary/Middle School	\$0.00	\$3,124,358.25	\$0.00	\$0.00	\$3,124,358.25
James Mosher Elementary School	\$0.00	\$23,768,970.84	\$0.00	\$0.00	\$23,768,970.84
John E. Howard Elementary School	\$32,240,342.33	\$1,614,753.44	\$0.00	\$0.00	\$33,855,095.77
John Ruhrah Elementary/Middle School	\$0.00	\$45,528,032.78	\$0.00	\$0.00	\$45,528,032.78
Lyndhurst Elementary/Middle	\$39,210,210.42	\$1,824,271.32	\$0.00	\$0.00	\$41,034,481.74
Mary E. Rodman Elementary School	\$0.00	\$25,113,670.98	\$0.00	\$0.00	\$25,113,670.98
Medfield Heights Elementary School	\$0.00	\$31,347,608.31	\$0.00	\$0.00	\$31,347,608.31
Montebello Elementary/Middle School	\$0.00	\$8,782,372.16	\$0.00	\$0.00	\$8,782,372.16
Northwood Elementary School	\$0.00	\$8,668,503.54	\$0.00	\$14,520,650.99	\$23,189,154.53
Patterson High School	\$2,366,751.72	\$60,759,426.66	\$0.00	\$0.00	\$63,126,178.38
Pimlico Elementary/Middle School	\$41,188,195.10	\$519,364.55	\$0.00	\$0.00	\$41,707,559.65
Robert Coleman Elementary School	\$0.00	\$5,554,118.48	\$0.00	\$0.00	\$5,554,118.48
Robert E. Poole	\$44,412,778.50	\$9,034,234.89	\$0.00	\$0.00	\$53,447,013.39
Walter P. Carter Elementary/Middle School	\$0.00	\$53,575,085.15	\$0.00	\$0.00	\$53,575,085.15
Wildwood Elementary/Middle School	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
	<u>\$388,483,813.35</u>	<u>\$516,110,287.19</u>	<u>\$0.00</u>	<u>\$14,520,650.99</u>	<u>\$919,114,751.53</u>

## Exhibit 4: Change Orders with Contract Amounts

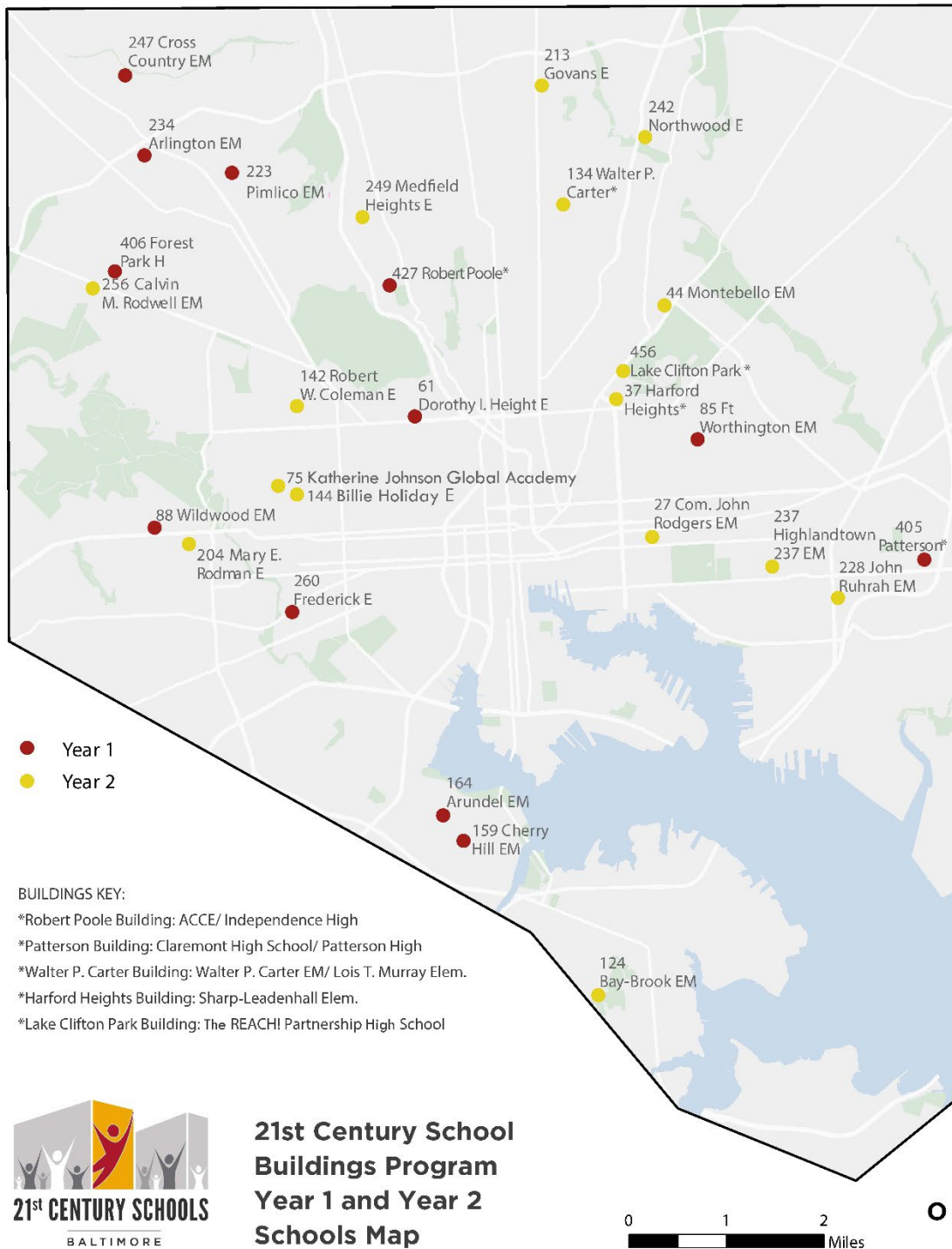
Change Orders with Contract Amount (All Active Projects)							
Project	Company Name	Contract Type	Base Contract Amt	Number of Change Orders	Total Amount of Changes	Contract Including This Change Amt	
21st Century Program Costs	Alliant Insurance Services, Inc.	Alliant_Insurance Brokerage and Administration Services_OCIP	\$1,318,396.00	1	\$460,000.00	\$1,378,396.00	
	BATTA Environmental Associates, Inc.	Coleman_V Water Testing_Bat Environmental	\$4,998.91	1	\$840.48	\$4,939.27	
	BATTA Environmental Associates, Inc.	Farmington_V Water Testing_Bat Environmental	\$6,791.33	1	\$888.25	\$6,222.86	
	BATTA Environmental Associates, Inc.	Farmington_V Water Testing_Bat Environmental	\$6,546.79	2	\$1,123.88	\$8,076.35	
	City Schools Partners	City Schools Partners Program Management Contract	\$6,257,616.00	4	\$2,546,775.43	\$3,810,840.57	
	District Moving Companies, Inc.	ACCE_Robert Poole Building_District Moving Company_Move	\$63,850.00	1	(\$7,252.50)	\$56,597.50	
	District Moving Companies, Inc.	Arlington Elementary School_District Moving Companies, Inc_More In	\$55,620.00	2	\$25,993.75	\$81,613.75	
	District Moving Companies, Inc.	Arlington_District Moving Company_Move Out	\$60,300.00	2	\$1,612.50	\$61,912.50	
	District Moving Companies, Inc.	Bay Brook_District Moving Interactive Board Move	\$1,930.00	1	\$5,022.00	\$6,952.00	
	District Moving Companies, Inc.	Cross Country_District Moving Services_Move	\$70,620.00	1	(\$9,881.25)	\$60,738.75	
	District Moving Companies, Inc.	Forest Park_District Moving Companies_Move	\$64,200.00	2	\$6,611.00	\$70,811.00	
	District Moving Companies, Inc.	Fort Worthington_District Moving_Move	\$37,400.00	1	(\$7,240.00)	\$30,160.00	
	District Moving Companies, Inc.	Frederick_District Moving_Move	\$26,411.00	1	(\$4,791.00)	\$21,620.00	
	District Moving Companies, Inc.	Gowans_District Moving Companies, Inc.	\$64,680.00	1	(\$1,257.50)	\$63,422.50	
	District Moving Companies, Inc.	Highlandtown_District Moving_Smeltworks	\$5,170.00	1	\$10,161.00	\$15,331.00	
	District Moving Companies, Inc.	John Ruhoff Elementary/Middle School_District Moving Companies, Inc_Move In	\$55,968.00	1	(\$6,391.75)	\$49,576.25	
	District Moving Companies, Inc.	John Ruhoff_District Moving Company_Move Out	\$107,900.00	6	\$20,378.00	\$128,278.00	
	District Moving Companies, Inc.	Mary E Rodman_District Moving Company_Move In	\$81,032.00	1	(\$25,439.25)	\$55,592.75	
	District Moving Companies, Inc.	Mary E Rodman_District Moving Company_Move Out	\$60,000.00	1	\$6,550.00	\$66,550.00	
	District Moving Companies, Inc.	Medfield Heights_District Moving Companies, Inc	\$64,700.00	1	\$10.00	\$64,710.00	
	District Moving Companies, Inc.	Montebello_District Moving Company_Move Out	\$75,218.00	1	(\$1,678.50)	\$73,539.50	
	Down, Inc.	Arlington_Douzon Furniture Procurement	\$674,127.59	1	(\$2,098.44)	\$672,029.15	
	Down, Inc.	Bay Brook_Douzon Furniture Procurement	\$1,000,223.05	1	(\$80,061.97)	\$920,161.08	
	Down, Inc.	Calvin Rodewal_Douzon Furniture Procurement	\$985,455.13	1	(\$57,111.88)	\$928,343.25	
	Down, Inc.	Forest Park_Douzon Inc_Furniture	\$1,102,158.92	1	(\$31,325.59)	\$1,070,833.33	
	Down, Inc.	Fr Worthington_Douzon Furniture Procurement	\$586,667.62	1	(\$11,168.49)	\$575,499.13	
	Down, Inc.	John E Howard_Douzon Inc Furniture Procurement	\$627,667.65	1	(\$49,037.47)	\$578,630.18	
	Down, Inc.	Mary E Rodman_Douzon Furniture Procurement	\$698,271.12	1	(\$56,198.28)	\$642,072.84	
	Down, Inc.	Primke_Douzon Furniture Procurement	\$985,232.11	1	(\$61,034.68)	\$924,197.43	
	Educational Systems Planning (ESP)	Calvin_ESP_Secondary AVIT Design_AVIT	\$41,145.00	1	\$4,125.00	\$45,270.00	
	Educational Systems Planning (ESP)	Gowans_ESP_Secondary AVIT Design_AVIT	\$41,775.00	1	\$4,125.00	\$45,900.00	
	Global Consulting, Inc.	Calvin_V Water Testing_Global Consulting	\$6,352.00	3	\$64.80	\$6,416.80	
	Global Consulting, Inc.	Chem Hill_V Water Testing_Global Consulting	\$284.70	1	\$284.70	\$285,398.60	
	Global Consulting, Inc.	Farmington Heights_V Water Testing_Global Consulting	\$5,363.20	4	\$2,237.40	\$7,600.60	
	Global Consulting, Inc.	Medfield Heights_V Water Testing_Global Consulting	\$10,354.86	2	\$1,254.64	\$11,609.50	
	Hoffberger Moving Services LLC	Arundel_Hoffberger_Move	\$34,818.00	1	(\$18,793.25)	\$16,024.75	
	Hoffberger Moving Services LLC	Bay Brook_Hoffberger Moving Services_Move	\$33,294.00	1	(\$6,791.40)	\$26,502.60	
	Hoffberger Moving Services LLC	Bay Brook_Curtis_Hoffberger Moving Services_Move	\$9,757.50	1	(\$4,073.50)	\$5,684.00	
	Hoffberger Moving Services LLC	Bay Brook_Hoffberger Moving Services_Move Out	\$58,710.00	1	(\$18,124.75)	\$40,585.25	
	Hoffberger Moving Services LLC	Calvin_G Woodson_Hoffberger Moving Services_Move	\$26,258.00	1	(\$12,218.00)	\$14,040.00	
	Hoffberger Moving Services LLC	Chem Hill_Hoffberger Moving Services_Move	\$34,122.00	2	\$44.25	\$34,166.25	
	Hoffberger Moving Services LLC	Farmington Heights_Hoffberger Moving Services	\$65,689.20	1	(\$15,610.39)	\$50,078.81	
	Hoffberger Moving Services LLC	James Mosher Elementary School_Hoffberger Moving Services	\$52,154.40	1	(\$20,238.15)	\$31,916.25	
	Hoffberger Moving Services LLC	James Mosher_Hoffberger Moving_Move In	\$45,897.50	1	\$4,130.30	\$50,027.80	
	Hoffberger Moving Services LLC	John E Howard_Hoffberger_Move	\$54,804.00	1	\$1,626.00	\$56,430.00	
	Hoffberger Moving Services LLC	Lindhurst_Hoffberger_Move	\$54,763.85	1	(\$19,253.85)	\$35,510.00	
	Hoffberger Moving Services LLC	Medfield Heights_Hoffberger Moving Services_Move In	\$39,148.45	1	(\$21,297.52)	\$17,850.93	
	Hoffberger Moving Services LLC	Northwood_Hoffberger Moving Services_Move	\$21,627.60	1	\$2,162.60	\$23,790.20	
	Hoffberger Moving Services LLC	Robert Coleman_Hoffberger Moving Services_Move	\$76,965.40	1	(\$36,745.45)	\$40,219.95	
	Hoffberger Moving Services LLC	Robert Coleman_Hoffberger Moving_Move In	\$43,300.00	1	\$56.00	\$43,356.00	
	Hoffberger Moving Services LLC	Reginal Heights_Hoffberger Moving_Move	\$12,876.00	1	(\$6,539.00)	\$6,337.00	
	Inspections Experts, Inc. (IE)	Bay Brook_V Water Testing_Inspection Experts	\$8,988.40	2	\$1,111.48	\$10,100.40	
	Inspections Experts, Inc. (IE)	Forest Park_V Water Testing_Inspection Experts	\$15,082.05	1	\$1,230.55	\$16,312.60	
	Inspections Experts, Inc. (IE)	Mosher_V Water Testing_Inspection Experts	\$6,234.00	1	\$3,471.50	\$9,705.50	
	Institute for Building Technology and Safety	IBTS_Third Party Code Consultant	\$24,243.73	1	\$1,789.02	\$26,032.75	
	Interfax-PSI	Arlington_V Water Testing_Interfax PSI	\$5,034.00	3	\$5,034.00	\$10,068.00	
	Interfax-PSI	Patterson_V Water Testing_Interfax PSI	\$7,832.00	1	\$1,732.00	\$9,564.00	
	Interfax-PSI	Rodman_V Water Testing_Interfax PSI	\$6,884.00	2	\$6,811.64	\$13,695.64	
	Jennifer L. Strabough	Jennifer L. Strabough_A Appraisal Year 1 and Year 2	\$5,000.00	3	\$1,700.00	\$6,700.00	
	Lowe's Home Improvement LLC	Lowe's Home Improvement	\$95,596.00	2	\$1,526.48	\$97,122.48	
	MOAC, Inc.	Arlington_MOAC_AVIT Design Review_AVIT	\$7,550.00	1	(\$1,636.80)	\$5,913.20	
	MOAC, Inc.	Arlington_MOAC_Secondary AVIT Design_AVIT	\$59,950.00	1	(\$1,305.01)	\$58,644.99	
	MOAC, Inc.	Cross Country_MOAC_AVIT Design Review	\$7,425.00	1	\$6,000.00	\$13,425.00	
	MOAC, Inc.	Cross Country_MOAC_AVIT Secondary Package	\$49,200.00	1	\$5,175.00	\$54,375.00	
	MOAC, Inc.	MOAC_BCS AVIT Design Standards_AVIT	\$59,026.00	1	(\$1,827.00)	\$57,199.00	
	MOAC, Inc.	MOAC_BCS AVIT Standards Annual Update	\$15,000.00	1	\$3,080.20	\$18,080.20	
	Pleaus	Pleaus_AVIT_Fort Worthington	\$2,197,136.26	1	(\$363,403.48)	\$1,833,732.78	
	Pleaus	Pleaus_AVIT_Fredrick	\$1,865,368.87	1	(\$286,074.80)	\$1,579,294.07	
	School Specialty, Inc.	Arundel_School Specialty Furniture Procurement	\$867,769.31	1	(\$48,849.28)	\$818,920.03	
	School Specialty, Inc.	Chem Hill_School Specialty Furniture Procurement	\$1,235,917.36	1	\$65,371.06	\$1,170,546.30	
	School Specialty, Inc.	Farmington Heights_School Specialty Furniture Procurement	\$1,197,838.88	2	(\$2,553.71)	\$1,195,285.17	
	School Specialty, Inc.	Frederick_School Specialty Furniture Procurement	\$657,588.87	1	(\$66,116.89)	\$591,471.98	
	School Specialty, Inc.	John Ruhoff_School Specialty Furniture Procurement	\$1,424,034.25	1	(\$194,255.81)	\$1,229,778.44	
	School Specialty, Inc.	Lindhurst_School Specialty Furniture Procurement	\$1,065,641.60	1	(\$1,387.39)	\$1,064,254.21	
	School Specialty, Inc.	Robert Poole_School Specialty Furniture Procurement	\$1,096,611.64	1	(\$61,152.42)	\$1,035,459.22	
	School Specialty, Inc.	Water P Carter_Lost Y Mumps_School Specialty Furniture Procurement	\$338,356.01	1	\$53,080.77	\$391,436.78	
	Soil and Land Use Technology, Inc. (S&LUT)	Calvin_Robert_V Water Testing_S&LUT	\$11,586.40	2	\$867.00	\$12,453.40	
	Soil and Land Use Technology, Inc. (S&LUT)	Harford Heights_V Water Testing_S&LUT	\$8,842.00	2	\$9,988.72	\$18,830.72	
	Soil and Land Use Technology, Inc. (S&LUT)	Robert Poole_V Water Testing_S&LUT	\$8,141.31	2	\$198.69	\$8,340.00	
	Soil and Land Use Technology, Inc. (S&LUT)	Water P Carter_V Water Testing_S&LUT	\$14,758.18	1	(\$2,287.06)	\$12,471.12	
	T&B Contractors, Inc.	Highlandtown_T&B Contractors_Fredrick ES	\$124,022.00	1	(\$1,020.00)	\$123,002.00	
	Walters Relocations, Inc.	Calvin Rodewal_Walters Relocation_Move	\$49,731.10	1	(\$2,937.10)	\$46,794.00	
	Walters Relocations, Inc.	Calvin Rodewal_Walters Relocations_Move Out	\$59,540.00	2	\$1,998.88	\$61,538.88	
	Walters Relocations, Inc.	Harford Heights_Shaw Leadenhal_Walters Relocation_Move In	\$16,844.00	1	(\$1,404.50)	\$15,439.50	
	Walters Relocations, Inc.	Harford Heights_Walters Relocation	\$62,865.00	1	\$6,988.87	\$69,853.87	
	Walters Relocations, Inc.	Harford Heights_Walters Relocation Inc_Move In	\$49,714.50	1	(\$5,474.50)	\$44,240.00	
	Walters Relocations, Inc.	Highlandtown_Walters Relocation_Move_Out	\$63,257.50	1	(\$0.35)	\$63,257.15	
	Walters Relocations, Inc.	Patterson_Walters Relocation_Move In	\$81,862.00	1	\$1,213.80	\$83,075.80	
	Walters Relocations, Inc.	Primke_Walters Relocations_Move	\$27,133.00	1	(\$2,069.80)	\$25,063.20	
	Walters Relocations, Inc.	Water P Carter_Lost Y Mumps_Walters Relocation_Move In	\$20,530.40	1	(\$5,510.20)	\$15,020.20	
	Walters Relocations, Inc.	Water P Carter_Walters Relocation_Move	\$35,548.43	1	(\$2,274.43)	\$33,274.00	
	Walters Relocations, Inc.	Water P Carter_Walters Relocation_Move	\$127,868.00	1	(\$1,408.50)	\$126,459.50	
	21st Century Program Costs			\$4,155,424.00	124	\$3,500,939.63	\$7,656,363.63
	Arlington PK-5	Design Collective Inc_AE Design Services	\$71,784.00	15	\$180,990.73	\$1,512,874.73	
	DuIn Construction, Inc.	DuIn CM - OMP 4-24-19	\$37,262,000.00	2	(\$1,489,339.76)	\$35,772,660.24	
	DuIn Construction, Inc.	DuIn Construction Inc_Pro-Construction CM Services	\$115,253.50	1	\$1,559.46	\$116,812.96	
	Kibat Consulting Engineers, Inc.	Kibat DC	\$89,815.95	1	\$12,174.95	\$101,990.90	
	Arlington PK-5		\$30,201,053.49	69	(\$1,316,464.44)	\$28,884,589.05	
	Arundel PK-2	OWWO Inc.	\$1,879,800.00	5	\$1,935,262.00	\$3,815,062.00	
	MCN Builders/Southway	MCN Builders/Southway_Construction	\$36,593,033.00	3	(\$1,560,166.56)	\$35,032,866.44	
MCN Builders/Southway	MCN Builders/Southway_Pro-Construction Services	\$95,274.00	1	(\$14,093.00)	\$81,181.00		
RMF Engineering, Inc.	RMF_Commissioning Services	\$110,942.00	1	(\$5,902.00)	\$105,040.00		
Specialized Engineering	Specialized_T&I Services	\$89,908.00	2	\$46,696.50	\$136,604.50		
Arundel PK-2		\$12,529,282.00	12	\$1,516,824.80	\$14,046,106.80		
Bay Brook Elementary/Middle School	T&B Contractors, Inc.	\$175,224.00	1	(\$7,714.10)	\$167,509.90		
Bay Brook Elementary/Middle School		\$175,224.00	1	(\$7,714.10)	\$167,509.90		
Clawson PK-3	ATC Group Services LLC	\$110,600.00	1	\$2,268.76	\$112,868.76		
Clawson PK-3		\$110,600.00	1	\$2,268.76	\$112,868.76		
Cherry Hill 3-B	Advanced Building Performance	\$101,945.25	1	(\$19.44)	\$101,925.81		
District Moving Companies, Inc.	District Moving_B&R Services	\$89,197.50	1	(\$3,837.50)	\$85,360.00		
ECB MacArthur, LLC	ECB MacArthur	\$120,945.00	1	(\$1,550.24)	\$119,394.76		
Hess Construction	Hess Construction_Construction Services	\$42,895,788.00	1	\$2,177,244.44	\$44,073,032.44		
JRS Architects, Inc.	JRS_AIE Services	\$1,830,040.00	14	\$230,229.72	\$2,060,269.72		
T&B Contractors, Inc.	T&B_Swing Space Services	\$757,381.00	1	\$666.37	\$758,047.37		
Cherry Hill 3-B		\$12,529,282.00	12	\$1,516,824.80	\$14,046,106.80		
Cross Country Elementary/Middle School	Colmore Architects, an ATI Company	\$1,995,676.40	2	(\$1,019,691.51)	\$975,984.89		
T&B Contractors, Inc.	T&B Contractors_Swing Space Repairs	\$141,231.25	1	\$565,600.25	\$706,832.50		
Turner Construction Company	Turner_Pro-Construction Services	\$147,238.00	1	\$10,136.20	\$157,374.20		
Cross Country Elementary/Middle School		\$147,238.00	1	\$10,136.20	\$157,374.20		
Farmington Harford HB	Breac Engineering, Inc.	\$79,229.00	1	\$26,441.40	\$105,670.40		
ECB MacArthur, LLC	ECB - T&I Services	\$74,302.00	1	\$4,100.52	\$78,402.52		
MCN Builders/Southway	MCN Builders/Southway_Construction	\$112,593.00	1	\$10,388.00	\$122,981.00		
MCN Builders/Southway	MCN Builders/Southway_CONSTRUCTION SERVICE	\$49,216,632.00	3	\$1,247,553.76	\$50,464,185.76		
Farmington Harford HS		\$80,681,097.20	7	\$1,669,107.81	\$82,350,205.01		
Forest Park High School	Hess Construction	\$56,193,083.00	1	\$2,564,163.88	\$58,757,246.88		
Hess Construction	Hess_Pro-Construction Services	\$112,691.00	1	\$1,214.05	\$113,905.05		
H&B-Carnes Engineering Associates	H&B-Carnes Testing & Inspection Services	\$68,526.00	3	\$35,802.25	\$104,328.25		
SEI Architects	Smolen Emr Bonch Architects_AIE Services	\$2,638,274.00	9	\$168,733.81	\$2,807,007.81		
T&B Contractors, Inc.	T&B_Swing Space Services	\$724,120.00	1	\$167,190.10	\$891,310.10		

	Waters Relocations, Inc.	Waters Relocations_M&R Services		\$114,206.15	3	\$3,874.85	\$118,181.00
Forest Park High School	Froehling & Robertson, Inc.	Froehling and Robertson		\$59,670,268.95	18	\$2,566,698.79	\$62,236,967.74
Frederick Elementary School	O'Beane Building Company	O'Beane_Construction Services		\$45,033.40	3	\$26,285.19	\$71,318.59
	O'Beane Building Company	O'Beane_Pre-Construction Services		\$25,135,252.00	4	\$5,958,107.50	\$30,093,359.50
	Remolds Building Solutions	Remolds_Commissioning Services		\$118,223.00	7	\$36,560.02	\$154,783.02
	USA Architects	USA Architects_AE Services		\$88,383.00	1	\$8,414.35	\$96,797.35
Frederick Elementary School	Froehling & Robertson, Inc.	FR_3rd Party Testing and Inspection		\$1,277,000.00	3	\$44,184.15	\$1,321,184.15
Frederick Elementary School	Froehling & Robertson, Inc.	FR_3rd Party Testing and Inspection		\$2,142,000.00	24	\$89,250.00	\$2,231,250.00
Frederick Elementary School	Froehling & Robertson, Inc.	FR_3rd Party Testing and Inspection		\$96,452.40	1	\$48,126.20	\$144,578.60
	O'Beane Building Company	O'Beane_Construction Contract		\$33,089,648.00	1	\$658,869.54	\$33,748,517.54
	O'Beane Building Company	O'Beane_Pre-Construction Services		\$1,203,001.00	4	\$2,250.20	\$1,205,251.20
	Grimm & Parker	Grimm & Parker_AE Services		\$3,841,251.00	5	\$49,910.74	\$3,891,161.74
	Remolds Building Solutions	Remolds_Commissioning Services		\$82,517.00	1	\$3,886.00	\$86,403.00
Frederick Elementary School	Keller Construction Management	Keller_Pre-Construction Services		\$35,224,834.40	12	\$1,608,724.00	\$36,833,558.40
Conowingo Elementary School	Keller Construction Management	Keller_Pre-Construction Services		\$1,521,500.00	1	\$35,000.00	\$1,556,500.00
Highlandown #237 ES	JRS Architects, Inc.	JRS_AE Services		\$152,823.00	1	\$258,018.00	\$410,841.00
Highlandown #237 ES	JRS Architects, Inc.	JRS_AE Services		\$1,000,291.55	1	\$82,895.00	\$1,083,186.55
Highlandown #237 ES	JRS Architects, Inc.	JRS_AE Services		\$1,000,291.55	1	\$82,895.00	\$1,083,186.55
James Mober Elementary School	TBO Contractors, Inc.	TBO_Contractors_Swing Space		\$1,600,918.00	1	\$50,699.00	\$1,651,617.00
James Mober Elementary School	TBO Contractors, Inc.	TBO_Contractors_Swing Space		\$559,411.00	1	\$69,034.00	\$628,445.00
John Eger Howard Elementary School	Cho Benn Hoback & Associates (Quinn Evans)	Cho Benn Hoback_AE Services		\$1,619,448.00	12	\$180,827.75	\$1,800,275.75
	Hills-Carnes Engineering Associates	Hills-Carnes_T&I Services		\$89,181.80	3	\$29,110.90	\$118,292.70
	J. Vinton Schuler	J. Vinton Schuler_CM Services O&M		\$28,599,808.00	18	\$1,938,686.28	\$30,538,494.28
	J. Vinton Schuler	J. Vinton Schuler_Pre-Construction Services		\$141,501.00	2	\$27,451.84	\$168,952.84
	J.A.K. Construction Co., Inc.	J.A.K. Construction_Swing Space Contractor		\$138,500.00	2	\$51,118.69	\$189,618.69
	RMF Engineering, Inc.	RMF Engineering_Co Agent		\$1,059,000.00	1	\$8,481.00	\$1,067,481.00
	The Kane Company/Office Movers, Inc.	The Kane Company/Office Movers_M&R Services		\$1,673,637.00	1	\$1,581.00	\$1,675,218.00
John Eger Howard Elementary School	The Kane Company/Office Movers, Inc.	The Kane Company/Office Movers_M&R Services		\$39,421,148.69	39	\$3,419,975.17	\$42,841,123.86
John Rutrah Elementary/Middle School	MCN Build/Southway	MCN Southway_Construction Services		\$42,759,429.00	1	\$1,225,984.95	\$43,985,413.95
	Modular Genus, Inc.	Modular Genus_Portable Classroom Lease		\$1,307,988.00	2	\$68,225.16	\$1,376,213.16
	TBO Contractors, Inc.	TBO_Contractors_L&S Renovations		\$23,889,700.00	1	\$2,889,265.17	\$26,778,965.17
John Rutrah Elementary/Middle School	Hills-Carnes Engineering Associates	Hills-Carnes_Testing & Inspection Services		\$48,114.00	4	\$1,207,818.00	\$1,255,932.00
	O.T. Neighoff & Sons, Inc.	O.T. Neighoff & Sons, Inc._Estimator Reporting & Waterproofing		\$22,270.00	1	\$1,800.00	\$24,070.00
	Sally & Associates/Intelligence, PLLC	Sally & Associates/Intelligence/Commissioning Services		\$49,615.00	1	\$1,622.00	\$51,237.00
	STV Inc.	STV Incorporated_AE Services		\$1,432,800.00	7	\$176,432.39	\$1,609,232.39
	The Kane Company/Office Movers, Inc.	The Kane Company/Office Movers_Moving and Relocation Services		\$50,274.00	1	\$388.00	\$50,662.00
	TBO Contractors, Inc.	TBO_Contractors_Swing Space Renovations for Wood Blotting Building		\$92,220.00	1	\$29,324.00	\$121,544.00
	Turner Construction Company	Turner_ALM_O&M Construction Services		\$1,084,000.00	6	\$1,084,000.00	\$2,168,000.00
	Turner Construction Company	Turner_Pre-Construction Services		\$1,084,000.00	2	\$1,014.50	\$1,085,014.50
	Turner Logistics, LLC	Turner Logistics_LL_CollectPurchase Mech & Elec Equipment		\$2,221,000.00	7	\$88,781.03	\$2,309,781.03
	Wis, Janney, Elstner Associates, Inc. (WJAE)	Wis, Janney, Elstner Associates, Inc._Water Leakage Investigation		\$7,300.00	1	\$190.25	\$7,490.25
Lynhurst PK-8	MCN Build/Southway	MCN Southway_Construction O&M		\$16,420,800.00	2	\$1,520,800.00	\$17,941,600.00
Mary E. Rodman PK-5	MCN Build/Southway	MCN Southway_Construction O&M		\$25,533,719.00	2	\$2,589,359.74	\$28,123,078.74
Mary E. Rodman PK-5	TBO Contractors, Inc.	TBO Contractors		\$1,737,730.00	1	\$70,094.24	\$1,807,824.24
Medfield Heights Elementary School	Turner Construction Company	Turner_Pre-Construction		\$1,412,310.00	1	\$51,481.22	\$1,463,791.22
Medfield Heights Elementary School	Turner Construction Company	Turner_Pre-Construction		\$335,863.60	2	\$181,585.46	\$517,449.06
Montebello Elementary/Middle School	Crabtree Rohrbaugh & Associates	Crabtree Rohrbaugh & Associates_Design Services		\$1,351,530.53	1	\$75,730.00	\$1,427,260.53
Montebello Elementary/Middle School	TBO Contractors, Inc.	TBO_Contractors_Swing Space		\$287,888.00	1	\$3,914.12	\$291,802.12
Montebello Elementary/Middle School	TBO Contractors, Inc.	TBO_Contractors_Swing Space		\$1,129,283.00	2	\$1,129,283.00	\$2,258,566.00
Northwood Elementary School	Maryland Stadium Authority	Davis Construction_Pre-Con Services		\$179,216.00	1	\$7,000.00	\$186,216.00
Northwood Elementary School	Skanska	Skanska_Pre-Construction Services		\$179,216.00	1	\$7,000.00	\$186,216.00
Paterson HS	Skanska	Skanska_Pre-Construction Services		\$1,250,831.00	1	\$58,804.47	\$1,309,635.47
Paterson HS	Starke	Starke_AE Services		\$2,789,800.00	4	\$4,428,546.00	\$7,218,346.00
Paterson HS	Starke	Starke_AE Services		\$2,784,963.63	5	\$689,958.67	\$3,474,922.30
Pinckney PK-8	Design Collective	Design Collective_AE Design Services		\$1,820,000.00	15	\$4,780.00	\$1,824,780.00
	Dustin Construction, Inc.	Dustin Const Inc_O&M-P		\$2,489,491.49	5	\$36,289.12	\$2,525,780.61
	Dustin Construction, Inc.	Dustin Construction Inc_Pre-Construction O&M Services		\$1,125,250.00	1	\$65,861.09	\$1,191,111.09
	Hills-Carnes Engineering Associates	Hills-Carnes_Testing & Inspection		\$180,370.00	1	\$51,219.75	\$231,589.75
	The Kane Company/Office Movers, Inc.	The Kane Company/Office Movers_M&R Services		\$1,084,251.00	1	\$4,836.80	\$1,089,087.80
	TBO Contractors, Inc.	TBO_Contractors-Garmon Swing Space Contract		\$88,767.40	1	\$38,844.26	\$127,611.66
Pinckney PK-8	TBO Contractors, Inc.	TBO_Contractors-Garmon Swing Space Contract		\$1,129,283.00	2	\$1,129,283.00	\$2,258,566.00
Robert Peole Building	CAM Construction Company, Inc.	CAM_Construction_CM Services O&M		\$38,507,745.00	8	\$4,147,460.00	\$42,655,205.00
	CAM Construction Company, Inc.	CAM_Construction_Pre-Construction Services		\$105,268.00	1	\$1,674.00	\$106,942.00
	District Moving Companies, Inc.	District Moving Companies_M&R Services		\$78,477.00	1	\$4,900.10	\$83,377.10
	J.A.K. Construction Co., Inc.	J.A.K. Construction_Swing Space Contractor		\$352,400.00	2	\$17,530.11	\$369,930.11
	JRS Architects, Inc.	JRS_AE Services		\$2,486,870.00	20	\$197,603.49	\$2,684,473.49
	RMF Engineering, Inc.	RMF Engineering_Co Agent		\$97,565.00	1	\$1,005.00	\$98,570.00
	Specialized Engineering	Specialized Engineering_T&I Services		\$12,548.00	1	\$81,243.00	\$93,791.00
Robert Peole Building	Specialized Engineering	Specialized Engineering_T&I Services		\$12,548.00	1	\$81,243.00	\$93,791.00
Robert W. Coleman Elementary School	Centennial Contractors Enterprises, Inc.	Centennial_Swing Space Contractor		\$284,236.82	1	\$30,218.07	\$314,454.89
	MCN Build/Southway	MCN Build Southway_Pre-Con Services		\$113,681.00	1	\$10,488.80	\$124,169.80
	RRMM Luminis Architects, PC	RRMM Luminis_AE Services		\$898,288.00	6	\$31,065.58	\$929,353.58
Robert W. Coleman Elementary School	RRMM Luminis Architects, PC	RRMM Luminis_AE Services		\$898,288.00	6	\$31,065.58	\$929,353.58
Walker P. Carter - PK-8	ECS MO-Sentis, LLC	ECS_Testing and Inspections		\$202,316.50	3	\$38,830.00	\$241,146.50
	TBO Contractors, Inc.	TBO_Contractors_Swing Space		\$218,741.00	1	\$53,842.88	\$272,583.88
	Whiting-Turner Contracting Company	Whiting-Turner_Pre-Construction Services		\$258,574.31	1	\$38,709.34	\$297,283.65
Water P. Carter - PK-8	Cannon Design	Lot 3_P&W/Estimote High Schools_Cannon Design_Feasibility Study		\$145,005.00	2	\$40,100.00	\$185,105.00
	Calmore Architects, Inc.	Lot 4_James Mosher E&S_Calmore Architects Inc_Feasibility Study		\$88,955.00	1	\$10,800.00	\$99,755.00
	Crabtree, Rohrbaugh & Associates	Lot 2_Owens E&S_Crabtree Rohrbaugh Inc_Feasibility Study		\$61,260.00	1	\$10,911.74	\$72,171.74
	Design Collective	Lot 1_Cross Country E&S/Design Collective Inc_Feasibility Study		\$47,840.00	3	\$15,619.14	\$63,459.14
	Grimm & Parker	Lot 3_Harford Heights_Grimm & Parker_Feasibility Study		\$62,448.30	1	\$6,276.00	\$68,724.30
	OWVO Inc.	Lot 2_Commodore John Rodgers E&S		\$62,368.00	1	\$123,944.00	\$186,312.00
	OWVO Inc.	Lot 3_Highlandown #237		\$62,368.00	2	\$25,710.00	\$88,078.00
	JRS Architects, Inc.	Lot 3_Bay Brook_JRS Architects_Feasibility Study		\$57,800.00	1	\$17,160.00	\$74,960.00
	JRS Architects, Inc.	Lot 2_Calverton E&S/JRS Architects_Feasibility Study		\$57,800.00	1	\$7,500.00	\$65,300.00
	JRS Architects, Inc.	Lot 2_Ow College_JRS Architects_Feasibility Study		\$83,574.24	1	\$4,377.00	\$87,951.24
	Marks, Thomas Architects	Lot 3_Montebello_Marks Thomas Architects_Feasibility Study		\$58,000.00	1	\$6,900.00	\$64,900.00
	Peace Baker Architects (a diviso of PRIME AE Group, Inc.)	Lot 2_Walker P Carter_Peace Baker/Thomas Architects_Feasibility Study		\$53,389.46	1	\$18,100.00	\$71,489.46
	RRMM Luminis Architects, PC	Lot 4_Northwood_E&S/RRMM Architects_PC_Feasibility Study		\$70,881.80	1	\$10,537.52	\$81,419.32
	RRMM Luminis Architects, PC	Lot 4_Robert W Coleman_RRMM Architects_PC_Feasibility Study		\$62,242.60	1	\$10,887.40	\$73,130.00
	Starke	Lot 3_Mary E Rodman ES_Starke Architecture_Feasibility Study_May 2016		\$54,393.00	1	\$16,402.27	\$70,795.27
Year 21 feasibility Studies	Starke	Lot 3_Mary E Rodman ES_Starke Architecture_Feasibility Study_May 2016		\$116,500.53	19	\$10,820.13	\$127,320.66
Overall - Calculated				\$62,716,172.44	408	\$86,714,500.70	\$149,430,673.14

**AVIT & Telecom Scope Amendments Included Above (All Active Projects)**

Project	Company Name	Contract Title	Total Amount of Changes
Annapolis PK-2	MCN Build/Southway	MCN Build/Southway_Construction	\$1,604,288.00
Cherry Hill S-8	Hess Construction	Hess Construction_Construction Services	\$2,172,244.44
Forest Park High School	Hess Construction	HESB_O&M Construction Services	\$2,024,163.98
John Eger Howard Elementary School	J. Vinton Schuler	J. Vinton Schuler_CM Services O&M	\$1,943,508.00
Pinckney PK-8	Dustin Construction, Inc.	Dustin Const Inc_O&M-P	\$1,234,141.28
Lynhurst PK-8	Turner Construction Company	Turner_ALM_O&M Construction Services	\$2,424,780.00
Robert Peole Building	CAM Construction Company, Inc.	CAM_Construction_CM Services O&M	\$2,443,815.00
Overall - Calculated			\$15,250,882.67

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



## Exhibit 6: List of Surplus School Facilities

List of Surplus School Facilities  
(2021 Annual Report Exhibit 6)

Bldg Name	Bldg Number	Bldg Address	Program Closure Date	Program Relocation Date	Building Surplus Date as of 2021*	Building Surplus Date as of 2022*	Swing Space	Sq. Footage	SRC	2022 Status/ Explanation Change
Laurence G. Paquin	457	2200 Sinclair Lane, 21213	2013		2013	2013		57,850	425	Surplused
Waverly Middle (Building)	115	701 E. 34th Street, 21218	2014		2014	2014		40,680	234	Surplused
Corps Building	866	5000 Gwynn Oak Avenue, 21207			2014	2014		10,206		Surplused
Langston Hughes	5	5011 Arbutus Avenue, 21215	2015		2015	2015		40,920	305	Surplused
Dr. Rayner Browne	25	1000 North Montford Avenue, 21205	2015		2015	2015		40,920	229	Surplused
William Pinderhughes	28	1200 N. Fremont Avenue, 21217	2009		2015	2015		34,757	460	Surplused
Independence Charter Modular	333	1250 W. 36th Street, 21211		2018	2015	2015		9,280		Surplused
Samuel B. Morse Elementary	98	424 S. Pulaski Street, 21223	2017		2017	2017		63,205	471	Surplused
Westside Elementary	24	2235 N. Fulton Avenue, 21217	2016		2018	2018		73,740	541	Surplused
Rognell Heights	89	4300 Sidehill Road, 21229	2018		2018	2018		78,988	359	Surplused
Potapso	163	844 Roundview Road, 21225	2013		2018	2018		73,620	433	Surplused
Lake Clifton Building	40	2801 Saint Lo Drive, 21213		2019	2019	2019		485,622	2,540	Surplused
Dr. Roland Patterson	82	4701 Greenspring Ave, 21209		2019	2019	2019		347,800	2,540	Surplused
Gilmor	107	1311 N Gilmor St, 21217	2019		2019	2019		77,290	347	Surplused
Sarah M. Roach	73	3434 Old Frederick Road, 21229	2020		2020	2020		44,874	258	Surplused
Grove Park	224	5545 Kennison Avenue, 21215			2020	2020		58,589	331	Surplused
Dr. Martin Luther King, Jr.	254	3750 Greenspring Ave, 21211	2020		2020	2020		100,100	419	Surplused
William C. March	37	2050 N. Wolfe St., 21213	2013		2021	2021	Designated Swing Space	97,809	714	Surplused
Alexander Hamilton	145	800 Poplar Grove Street, 21216	2021		2021	2021		53,304	314	Surplused
Gullford	214	4520 York Road, 21212	2021		2021	2021		65,851	407	Surplused
Lois T. Murray	313	1600 E. Arlington Avenue, 21239	na	2021	2021	2021		20,725	60	Surplused
Sharp Leadenhall	314	150 W West Street, 21230	na	2021	2021	2021		20,725	20	Surplused
West Baltimore	80	201 North Bend Road, 21229			2022	2022	Designated Swing Space	244,681	1,460	Bldg added to Exhibit 6 per the Jan 11, 2022 board vote to be surplused 2022.
Southeast Building	255	6820 Fait Avenue, 21224	2016		2024	2024	Temporary Swing Space	95,000	319	No change. Bldg to surplus in 2024.
Thurgood Marshall	170	5001 Sinclair Lane, 21206		2020	2023	2025	Designated Swing Space	269,975	1,473	Surplus date changed from 2023 to 2025 per the Jan 11, 2022 board vote. Bldg continues to be used as swing space for Vanguard M and Furley E.
Northwestern High	401	6900 Park Heights Avenue, 21215	2017		2021	2025	Temporary Swing Space	307,200	1,535	No change.

Sq. Footage SRC

Total 2022 Exhibit 6	2,813,711	16,194
Total 2021 Exhibit 6	2,679,762	15,020
Total 2020 Exhibit 6	2,679,762	15,020
Total 2019 Exhibit 6	2,639,963	14,769
Total April 2018 Exhibit 6	2,685,478	14,913
Total July 2015 Exhibit 6	2,732,620	14,265
Total Original Exhibit 6	2,384,844	

Shaded lines indicate buildings surplused as of the end of the current school year.  
Black indicates a change from prior year



# Exhibit 7a: Procurement

Project Number & Contract Number	Project Name	Advertisement Date	Award Date	Vendor	Original Contract Amount	MBE Contract Goal	MBE Contract Commitment	MBE Contract Participation	MBE Total Participation (Spend)	MBE Total Commitment (Spend)
<b>YEAR 4 SCHOOLS</b>										
<b>THE CANTONARY SCHOOL @ J EDWARDS PROGRAM</b>										
BES-001	Program Manager Services		5/7/2014	City School Partners	\$ 0,377,816.30	24.00%	24.00%	\$ 1,114,700.73	\$ 1,114,700.73	24.00%
BES-002	LEC-Vareen Building Consulting Services	4/3/2014	8/13/2014	Loxley Partners	\$ 963,898.00	10.00%	11.18%	\$ 101,219.02	\$ 101,219.02	11.18%
BES-024	Code Consultant - Year 1	3/24/2015	6/4/2015	Institute for Building Technology & Safety	\$ 924,934.79	10.00%	11.00%	\$ 101,742.82	\$ 101,742.82	11.00%
BES-049	Risk Management Consulting Services	9/22/2015	6/28/2016	Bickman Corporation	\$ 672,454.00	0.00%	0.00%	\$ -	\$ -	0.00%
BES-047	DC P-Insurance Brokerage and Administration Services	8/13/2016	10/31/2016	Alliant Insurance Services, Inc.	\$ 11,983,998.00	10% (fee only)	10% (fee only)	\$ 130,000.00	\$ 130,000.00	20.00%
<b>AF - MCTON</b>										
BES-006	A/E - Arching	8/17/2015	8/17/2015 PD	Design Collective	\$ 1,711,844.00	24.00%	24.00%	\$ 66,739.33	\$ 66,739.33	24.00%
BES-023	CM - Restoration - Addition	4/12/2015	9/2/2015 *O	Dustin Construction	\$ 11,233,500	20.00%	20.00%	\$ 2,246,700	\$ 2,246,700	20.00%
BES-028	025-A1 Commissioning Agent - Addition	8/23/2016	11/9/2016	Dustin Construction	\$ 37,262,000.00	30.00%	33.00%	\$ 11,551,200.00	\$ 11,551,200.00	31.00%
BES-049	Commissioning Agent - Addition	8/23/2016	11/9/2016	Risary, Inc.	\$ 89,811.95	10.00%	14.00%	\$ 12,574.73	\$ 12,574.73	14.00%
BES-049	Commissioning Agent - Addition	8/23/2016	11/9/2016	Risary, Inc.	\$ 133,280.50	10.00%	10.00%	\$ 13,274.60	\$ 13,274.60	10.00%
BES-020	A/E - Arching	1/23/2015	4/7/2015	GW&S, Inc./Architects	\$ 1,878,800.00	20.00%	20.00%	\$ 374,822.00	\$ 374,822.00	20.00%
BES-021	CM - Arching	1/23/2015	4/7/2015	GW&S, Inc./Architects	\$ 5,212,000	20.00%	20.00%	\$ 1,042,400	\$ 1,042,400	20.00%
BES-029	025-A1 Annual GMP Amendment	7/27/2016	7/27/2016	MCM East/Southern Builders, LLC	\$ 36,819,533.00	30.00%	30.00%	\$ 11,045,259.90	\$ 11,045,259.90	30.00%
BES-029	Commissioning Agent - Arching	6/23/2015	5/27/2015	RFI Engineering	\$ 110,942.00	10.00%	10.00%	\$ 10,989.56	\$ 10,989.56	10.00%
BES-023	Architect - I & II	5/24/2014	7/14/2014	Specialized Engineering	\$ 43,506.00	10.00%	10.00%	\$ 4,350.60	\$ 4,350.60	10.00%
BES-049	Bill of Materials - I & II - Addition	6/25/2016	10/27/2016	School Specialty, Inc.	\$ 1,027,973.00	15.00%	15.00%	\$ 154,195.95	\$ 154,195.95	15.00%
<b>CHEVY HILL</b>										
BES-038	A/E - Chevy Hill Middle School	1/23/2015	3/21/2015 PD	JIS Architects, Inc. **	\$ 1,930,870.00	20.00%	20.00%	\$ 386,174.00	\$ 386,174.00	20.00%
BES-038	CM - Chevy Hill Middle School	1/23/2015	3/21/2015 PD	HSS Construction & Engineering	\$ 107,513.10	24.00%	24.00%	\$ 25,809.15	\$ 25,809.15	24.00%
BES-038	018-A1.2 Chevy Hill Middle School GMP Amendment Total	5/24/2017	5/24/2017	HSS Construction & Engineering	\$ 42,088,788.00	30.00%	33.50%	\$ 14,178,781.87	\$ 14,178,781.87	33.50%
BES-038	Commissioning Agent - Chevy Hill	8/23/2015	6/12/2015 PD	Advanced Building Performance (ABP)**	\$ 103,945.25	10.00%	10.00%	\$ 10,394.53	\$ 10,394.53	10.00%
BES-040	Swing Space Rens - Chevy Hill	5/24/2016	6/24/2016	Tri-Contractors, Inc. **	\$ 732,313.00	0.00%	0.00%	\$ -	\$ -	0.00%
BES-048	Moving & Relocation Serv. - Chevy Hill	4/13/2016	6/27/2016	Flonier Moving Companies, Inc.	\$ 88,187.00	0.00%	0.00%	\$ -	\$ -	0.00%
BES-040	Chevy Hill Middle School - I & II	1/24/2015	2/2/2015	ECM-McAllan's - C	\$ 126,844.00	10.00%	10.00%	\$ 12,684.40	\$ 12,684.40	10.00%
BES-040	Bill of Materials - I & II - Addition	6/25/2016	10/27/2016	School Specialty, Inc.	\$ 1,233,971.30	10.00%	10.00%	\$ 123,397.13	\$ 123,397.13	10.00%
<b>FOREST PARK</b>										
BES-022	A/E - Forest Park HS	3/22/2015	8/27/2015 *O	Smolen Sm. Ilkovich D-31 Architects	\$ 2,638,216.00	20.00%	20.00%	\$ 527,643.20	\$ 527,643.20	20.00%
BES-023	CM - Forest Park HS	1/23/2015	7/15/2015	HSS Construction & Engineering	\$ 118,581.80	24.00%	24.00%	\$ 28,461.63	\$ 28,461.63	24.00%
BES-023	025-A1 Forest Park HS GMP Amendment	3/11/2017	3/11/2017	HSS Construction & Engineering	\$ 36,105,083.00	30.00%	33.50%	\$ 10,831,524.85	\$ 10,831,524.85	33.50%
BES-023	Commissioning Agent - Forest Park	8/23/2015	3/24/2016	Advanced Building Performance (ABP)**	\$ 100,288.65	10.00%	10.00%	\$ 10,028.87	\$ 10,028.87	10.00%
BES-022	Swing Space Rens - Forest Park	6/24/2016	6/24/2016	Tri-Contractors, Inc. **	\$ 874,117.00	0.00%	0.00%	\$ -	\$ -	0.00%
BES-047	Moving & Relocation Serv. - Forest Park	4/13/2016	6/27/2016	Flonier Moving Companies, Inc. **	\$ 114,206.15	0.00%	0.00%	\$ -	\$ -	0.00%
BES-021	Forest Park HS - I & II	1/28/2015	2/4/2015	PHI-Carries engineering Associates, Inc.	\$ 88,516.00	10.00%	10.00%	\$ 8,851.60	\$ 8,851.60	10.00%
BES-021	Bill of Materials - I & II - Addition	6/25/2016	10/27/2016	Duon, Inc.	\$ 110,376.83	10.00%	10.00%	\$ 11,037.68	\$ 11,037.68	10.00%
<b>FREDERICK</b>										
BES-004	A/E - Frederick Elementary	7/12/2014	9/2/2014	USA Architects (Planners & Interior Designers) USA	\$ 1,127,000.00	20.00%	20.00%	\$ 225,400.00	\$ 225,400.00	20.00%
BES-008	CM - Frederick Elementary	8/21/2014	1/27/2015	GI-Bone Building Company	\$ 118,331.80	24.00%	24.00%	\$ 28,399.63	\$ 28,399.63	24.00%
BES-007	025-A1 Frederick GMP Amendment Total	3/14/2014	12/10/2014	GI-Bone Building Company	\$ 29,135,422.00	32.00%	32.00%	\$ 9,320,627.12	\$ 9,320,627.12	31.80%
BES-007	Commissioning Agent - Frederick	10/14/2014	12/10/2014	Neyens Consult Engineers	\$ 68,833.00	10.00%	10.00%	\$ 6,883.30	\$ 6,883.30	10.00%
BES-023	Frederick - I & II	1/23/2015	7/17/2015	Freelink & Robinson, Inc.	\$ 88,309.40	10.00%	12.00%	\$ 8,830.94	\$ 8,830.94	12.00%
BES-022	Frederick Design, Finish and Install AV, Network, & Telecom	1/27/2017	3/21/2017	Next Installations, Inc. dba Plexus Group (S&P)**	\$ 1,963,336.87	15.00%	15.00%	\$ 294,500.53	\$ 294,500.53	15.00%
BES-047	Moving & Relocation Serv. - Frederick	3/13/2017	4/11/2017	Flonier Moving Companies, Inc.	\$ 76,811.00	0.00%	0.00%	\$ -	\$ -	0.00%
BES-047	Bill of Materials - I & II - Frederick	6/25/2016	10/27/2016	School Specialty, Inc.	\$ 657,538.27	15.00%	15.00%	\$ 98,630.73	\$ 98,630.73	15.00%
<b>FT WORTHINGTON</b>										
BES-006	A/E - Fort Worthington Elementary	6/23/2014	9/17/2014	Grinn & Parnell Architects (GP)	\$ 1,841,377.00	24.00%	27.14%	\$ 450,333.54	\$ 450,333.54	27.14%
BES-006	CM Services - Ft. Worthington	9/21/2014	1/9/2015	G Bone Building Company	\$ 130,891.00	20.00%	20.00%	\$ 26,178.20	\$ 26,178.20	20.00%
BES-006	Fort Worthington GMP Total	3/28/2014	3/28/2014	G Bone Building Company	\$ 33,080,346.00	32.00%	31.80%	\$ 10,599,266.40	\$ 10,599,266.40	31.80%
BES-021	Commissioning Agent - Ft. Worthington	10/14/2014	12/10/2014	Neyens Consult Engineers	\$ 82,117.00	10.00%	10.00%	\$ 8,211.70	\$ 8,211.70	10.00%
BES-023	Fort Worthington - I & II	1/23/2015	2/11/2015	Freelink & Robinson, Inc.	\$ 96,422.40	10.00%	12.00%	\$ 9,642.24	\$ 9,642.24	12.00%
BES-048	IT Work - Design, Install and Install AV, Network, & Telecom	1/25/2017	3/21/2017	Next Installations, Inc. dba Plexus Group (S&P)**	\$ 2,187,130.35	15.00%	15.00%	\$ 328,069.54	\$ 328,069.54	15.00%
BES-046	Moving & Relocation Serv. - Ft. Worthington	3/13/2017	4/11/2017	Flonier Moving Companies, Inc.	\$ 27,400.00	0.00%	0.00%	\$ -	\$ -	0.00%
BES-046	Bill of Materials - Ft. Worthington	6/23/2016	10/27/2016	Duon, Inc.	\$ 88,857.82	10.00%	10.00%	\$ 8,885.78	\$ 8,885.78	10.00%
<b>GRANDVIEW</b>										
BES-011	A/E - John E. Howard Elementary	10/20/2014	1/29/2015	Olson Hoenig & Associates**	\$ 1,519,446.00	20.00%	21.38%	\$ 317,850.41	\$ 317,850.41	20.00%
BES-011	CM - Preconstruction Services - John E. Howard Elementary	10/20/2014	2/15/2015	Olson Hoenig & Associates**	\$ 1,519,446.00	20.00%	20.00%	\$ 303,891.20	\$ 303,891.20	20.00%
BES-011	011-A1 John E. Howard GMP Amendment	7/27/2016	7/27/2016	JYNON Schaefer & Sons, Inc. (JYS)	\$ 28,139,808.00	30.00%	33.60%	\$ 9,343,073.39	\$ 9,343,073.39	33.60%
BES-038	Commissioning Agent - John E. Howard	8/22/2015	8/27/2015	RFI Engineering	\$ 200,021.00	10.00%	11.00%	\$ 20,002.10	\$ 20,002.10	11.00%
BES-038	Bill of Materials - I & II - Howard	6/24/2016	10/27/2016	J.A.S. Construction	\$ 1,897,659.00	0.00%	0.00%	\$ -	\$ -	0.00%
BES-045	Moving & Relocation Serv. - John E. Howard	4/13/2016	5/2/2016	The Karsan Company/Offier Moores, Inc.	\$ 47,613.10	0.00%	0.00%	\$ -	\$ -	0.00%
BES-046	CM - John E. Howard	5/20/2014	7/14/2014	PHI-Carries engineering Associates, Inc.	\$ 89,181.80	10.00%	10.00%	\$ 8,918.18	\$ 8,918.18	10.00%
BES-047	Moving & Relocation Serv. - John E. Howard	4/13/2016	5/2/2016	Flonier Moving Companies**	\$ 42,801.35	0.00%	0.00%	\$ -	\$ -	0.00%
BES-048	Bill of Materials - I & II - John E. Howard	6/23/2016	10/27/2016	Duon, Inc.	\$ 171,176.00	0.00%	0.00%	\$ -	\$ -	0.00%
BES-047	Bill of Materials - I & II - John E. Howard	6/23/2016	10/27/2016	Duon, Inc.	\$ 827,957.25	10.00%	10.00%	\$ 82,795.73	\$ 82,795.73	10.00%
<b>GRANDVIEW (formerly FT WORTHINGTON)</b>										
BES-009	A/E - Lyndhurst Elementary	10/20/2014	1/29/2015	J.Y. Inc.	\$ 1,422,800.00	20.00%	20.00%	\$ 284,560.00	\$ 284,560.00	20.00%
BES-009	CM - Lyndhurst Elementary	10/20/2014	2/18/2015	Turner Construction Company	\$ 10,811,000.00	20.00%	20.00%	\$ 2,162,200.00	\$ 2,162,200.00	20.00%
BES-009	018-A1 Lyndhurst GMP Amendment	10/20/2014	5/15/2016	Turner Construction Company**	\$ 33,704,180.00	30.00%	30.00%	\$ 10,111,254.00	\$ 10,111,254.00	30.00%
BES-015	Commissioning Agent - Lyndhurst Elementary	4/22/2015	8/27/2015	Selly & Associates Inc. **	\$ 491,110.00	10.00%	10.00%	\$ 49,111.00	\$ 49,111.00	10.00%
BES-047	Swing Space Rens - Lyndhurst	3/13/2016	4/27/2016	The Evermore, Inc. **	\$ 32,422.00	0.00%	0.00%	\$ -	\$ -	0.00%
BES-047	Moving & Relocation Serv. - Lyndhurst	4/13/2016	5/2/2016	The Karsan Company/Offier Moores, Inc.	\$ 36,218.00	0.00%	0.00%	\$ -	\$ -	0.00%
BES-044	Lyndhurst - I & II	1/23/2015	7/14/2015	JIS Architects, Inc. **	\$ 84,114.00	10.00%	10.00%	\$ 8,411.40	\$ 8,411.40	10.00%
BES-048	Moving & Relocation Serv. - Lyndhurst	4/13/2016	5/2/2016	Flonier Moving Companies**	\$ 54,783.85	0.00%	0.00%	\$ -	\$ -	0.00%
BES-047	Water leakage investigation at Lyndhurst	9/25/2016	11/18/2016	WBS, James, Esther Assoc (JEA), Inc.	\$ 7,200.00	0.00%	0.00%	\$ -	\$ -	0.00%
BES-048	Bill of Materials - I & II - Lyndhurst	6/23/2016	10/27/2016	The Karsan Company/Offier Moores, Inc.	\$ 175,570.00	0.00%	0.00%	\$ -	\$ -	0.00%
BES-048	Bill of Materials - I & II - Lyndhurst	6/23/2016	10/27/2016	School Specialty, Inc.	\$ 1,081,640.00	10.00%	10.00%	\$ 108,164.00	\$ 108,164.00	10.00%
<b>GRANDVIEW (formerly FT WORTHINGTON)</b>										
BES-038	A/E - Patterson/Cherry Hill GMP	2/16/2016	7/27/2016	Stavis Architecture	\$ 2,998,493.00	20.00%	20.00%	\$ 599,698.60	\$ 599,698.60	20.00%
BES-038	CM - Patterson/Cherry Hill GMP	2/16/2016	7/27/2016	Stavis Architecture	\$ 13,051.83	20.00%	20.00%	\$ 2,610.37	\$ 2,610.37	20.00%
BES-038	037-A1 Patterson/Cherry Hill GMP Amendment	N/A	6/10/2017	Stavis USA Building	\$ 88,478,118.00	30.00%	33.00%	\$ 26,543,433.40	\$ 26,543,433.40	33.00%
BES-038	Commissioning Agent - Patterson/Cherry Hill	3/17/2017	4/12/2017	Advanced Building Performance (ABP)**	\$ 128,076.40	10.00%	10.00%	\$ 12,807.64	\$ 12,807.64	10.00%
BES-038	Commissioning Agent - Patterson	3/29/2015	5/27/2015	RFI Engineering	\$ 89,280.00	10.00%	10.00%	\$ 8,928.00	\$ 8,928.00	10.00%
BES-040	Bill of Materials - I & II - Patterson	6/10/2016	10/27/2016	School Specialty, Inc.	\$ 2,002,488.48	10.00%	10.00%	\$ 200,248.85	\$ 200,248.85	10.00%
<b>GRANDVIEW (formerly FT WORTHINGTON)</b>										
BES-028	A/E - Pinney	4/1/2015	8/21/2015	Design Collective	\$ 1,820,000.00	20.00%	20.00%	\$ 364,000.00	\$ 364,000.00	20.00%
BES-027	CM - Pinney	4/1/2015	9/10/2015	Dustin Construction	\$ 11,233,500	2				

Project Number & Contract Number	Project Name	Advertisement Date	Award Date	Vendor	Original Contract Amount	MSE Contract Goal	MSE Contract Commitment	MSE Contract Participation	MSE Total Participation (Spend)	MSE Total Commitment (Spend)
<b>TEAM 2 SCHOOLS</b>										
<b>High School (HS) / Middle School (MS) / Elementary (EM) / Middle (MD) / High (HD) / Vocational (V) / Other (O)</b>										
RC3-02-100	Code Consultant - Year 2	7/2/2017	11/7/2017	netrise for Building, Technology & Safety	\$	1,528,500.00	10.00%	10.00%	\$ 152,850.00	\$ 152,850.00
RC3-02-110-ESP	Institutional Technology & Telecommunication Design Consultant	8/10/2017	11/7/2017	Educational Systems Planning Johnson, Mirman & Thompson (JMI) Mark C. Anderson Consultants (MAC) Nancy Koenig Companies, Inc. (NKC) Offshore Group Services, LLC (HVS)**	\$	1,200,000.00	0.00%	0.00%	\$	\$ 0.00%
RC3-02-115-WB	Moving & Relocation Services	1/23/2018	3/7/2018	Walters Relocations, Inc. (WR)**	\$	1,400,000.00	0.00%	0.00%	\$ 1,753,987.36	\$ 1,753,987.36
RC3-02-120-ES	Water Testing Services	3/2/2018	7/12/2018	Soil and Land Use Technology, Inc. (SLU)** Inspection Experts, Inc. (IEI) BATAA Environmental Services, Inc. (BATAA)** Professional Service Industries, Inc. (PSI)	\$	1,200,000.00	0.00%	0.00%	\$ 70,472.71	\$ 70,472.71
<b>FACILITY STUDIES</b>										
RC3-202	SS - Meridian High School Elementary School	1/11/2015	7/27/2015	Miller Architects**	\$	80,477.00	30.00%	40.47%	\$ 32,811.04	\$ 80,477.00
RC3-203	SS - Cross Country	2/11/2015	7/27/2015	Design Collective (DC)	\$	47,500.00	29.00%	35.80%	\$ 17,065.00	\$ 47,500.00
RC3-204	SS - John Taylor	2/11/2015	7/27/2015	Design Collective (DC)	\$	45,500.00	29.00%	35.70%	\$ 16,243.50	\$ 45,500.00
RC3-205	SS - Calum M. Rowland	4/11/2015	7/27/2015	Design Collective (DC)	\$	76,343.00	29.00%	36.13%	\$ 28,007.24	\$ 76,343.00
RC3-206	SS - Lenora	7/21/2015	11/3/2015	Carbone, Rothaupt & Associates Architects	\$	61,293.00	29.00%	36.79%	\$ 22,446.26	\$ 61,293.00
RC3-207	SS - Jay Brook	7/27/2015	11/3/2015	JRS Architects**	\$	37,000.00	29.00%	31.50%	\$ 17,933.00	\$ 37,000.00
RC3-208	SS - Calverton	7/27/2015	11/3/2015	JRS Architects**	\$	37,000.00	29.00%	31.50%	\$ 17,933.00	\$ 37,000.00
RC3-209	SS - Walker P. Carter	7/27/2015	11/3/2015	Merita Bailey/Towler JV	\$	55,499.46	29.00%	31.80%	\$ 27,423.42	\$ 55,499.46
RC3-210	SS - Robert W. Coleman	1/8/2016	4/7/2016	Green + Parker Architects	\$	57,348.10	29.00%	39.44%	\$ 22,671.73	\$ 57,348.10
RC3-211	SS - Northwood	1/8/2016	4/7/2016	Thomas, Ryan Architects**	\$	58,400.00	29.00%	42.00%	\$ 24,572.00	\$ 58,400.00
RC3-212	SS - Mary Odrian	1/8/2016	4/7/2016	Stevens Architecture	\$	54,752.00	29.00%	32.00%	\$ 17,625.67	\$ 54,752.00
RC3-213	SS - James Mosher	2/8/2017	7/12/2017	Calverton Architects, Inc.	\$	66,555.00	29.00%	44.00%	\$ 29,246.20	\$ 66,555.00
RC3-214	SS - Northwood	2/8/2017	7/12/2017	Stevens Architecture	\$	75,880.00	29.00%	36.00%	\$ 27,514.40	\$ 75,880.00
RC3-215	SS - Robert W. Coleman	2/8/2017	8/27/2017	4-NM Architects - NC	\$	62,412.00	29.00%	32.00%	\$ 20,177.63	\$ 62,412.00
RC3-216	SS - Robert W. Coleman	3/11/2017	11/7/2017	GWKS, Inc./Architects	\$	62,358.00	29.00%	34.30%	\$ 21,578.87	\$ 62,358.00
RC3-217	SS - Frederick Douglas Subgrade	4/15/2017	11/7/2017	GWKS, Inc./Architects	\$	62,358.00	29.00%	34.00%	\$ 21,578.87	\$ 62,358.00
RC3-218	SS - Bullittown City College	3/13/2020	5/8/2020	JRS Architects, Inc.**	\$	94,195.00	29.00%	29.20%	\$ 27,265.82	\$ 94,195.00
RC3-219	SS - Bullittown City College	3/13/2020	5/8/2020	JRS Architects, Inc.**	\$	83,574.24	29.00%	29.00%	\$ 24,236.53	\$ 83,574.24
RC3-220	SS - Bullittown City College	3/13/2020	5/8/2020	Greenway Design	\$	14,000.00	29.00%	29.00%	\$ 4,127.51	\$ 14,000.00
<b>NEW YORK ELEMENTARY/MIDDLE</b>										
RC3-02-004-A	AE - Day Trade E/M	8/14/2017	8/16/2017	Carbone, Rothaupt & Associates	\$	21,794,170.00	31.00%	31.10%	\$ 6,748,898.00	\$ 21,794,170.00
RC3-02-004-B	EM - Pre Construction - Day Trade E/M	8/14/2017	8/16/2017	CAE Construction Company	\$	36,522.00	29.00%	29.00%	\$ 10,591.38	\$ 36,522.00
RC3-02-004-C	GMP - Day Trade E/M	N/A	8/16/2017	CAE Construction Company	\$	39,009,988.00	30.00%	43.00%	\$ 15,995,798.00	\$ 39,009,988.00
RC3-02-004-D	CK - Day Trade E/M	11/8/2017	7/13/2017	Satty & Associates, Inc.**	\$	88,497.70	10.00%	10.00%	\$ 8,849.77	\$ 88,497.70
RC3-02-004-E	SS - Day Trade E/M	4/25/2018	8/2/2018	Trio Contractors, Inc.**	\$	174,247.00	10.00%	10.00%	\$ 17,424.70	\$ 174,247.00
RC3-02-004-F	TI - Bardonia E/M	7/27/2018	9/27/2018	SCS Architects, Inc.**	\$	122,440.00	10.00%	10.00%	\$ 12,244.00	\$ 122,440.00
RC3-02-004-G	Bill of Materials - FF - Day Trade E/M	6/15/2016	9/22/16	Denton, Inc.	\$	1,000,333.05	10.00%	10.00%	\$ 100,033.31	\$ 1,000,333.05
<b>NEW YORK MIDDLE/ELEMENTARY/MIDDLE</b>										
RC3-02-003-A	AE - Calum M. Rowland E/M	5/25/2017	8/16/2017	Design Collective, Inc. / Samaha Assoc. PC JV	\$	1,679,973.88	31.00%	31.20%	\$ 524,588.23	\$ 1,679,973.88
RC3-02-003-B	EM - Pre Construction - Calum M. Rowland E/M	5/24/2017	8/16/2017	Stevens Architecture	\$	7,573,775.00	29.00%	29.00%	\$ 2,190,407.47	\$ 7,573,775.00
RC3-02-003-C	SS - Calum M. Rowland E/M	N/A	10/25/2018	Stevens Architecture	\$	36,786,262.00	30.00%	32.00%	\$ 11,735,222.60	\$ 36,786,262.00
RC3-02-003-D	CK - Calum M. Rowland E/M	11/8/2017	7/13/2017	Satty & Associates, Inc.**	\$	88,497.70	10.00%	10.00%	\$ 8,849.77	\$ 88,497.70
RC3-02-003-E	SS - Calum M. Rowland E/M	4/27/2018	6/27/2018	Central Contract Contractors, Inc.	\$	156,783.00	10.00%	10.00%	\$ 15,678.30	\$ 156,783.00
RC3-02-003-F	TI - Calum M. Rowland E/M	7/15/2018	10/2/2018	DW Group, Inc. / The Specialty Engineering	\$	118,840.00	10.00%	10.00%	\$ 11,884.00	\$ 118,840.00
<b>CAVERTON ELEMENTARY/MIDDLE</b>										
RC3-02-005-A	AE - Calverton E/M	5/17/2016	9/22/2016	JRS Architects, Inc.**	\$	2,026,203.11	31.00%	32.72%	\$ 657,122.12	\$ 2,026,203.11
RC3-02-005-B	EM - Pre Construction - Calverton E/M	5/17/2016	9/22/2016	The Whiting-Turner Contracting Company	\$	180,571.00	29.00%	29.00%	\$ 52,364.59	\$ 180,571.00
RC3-02-005-C	GMP - Calverton E/M	N/A	10/21/2016	The Whiting-Turner Contracting Company	\$	6,188,704.04	30.00%	36.50%	\$ 1,937,740.47	\$ 6,188,704.04
RC3-02-005-D	GMP - Calverton E/M	N/A	4/3/2017	The Whiting-Turner Contracting Company	\$	32,279,139.00	30.00%	33.00%	\$ 10,683,118.67	\$ 32,279,139.00
RC3-02-005-E	CK - Calverton E/M	N/A	7/27/2018	The Whiting-Turner Contracting Company	\$	48,485.00	10.00%	10.00%	\$ 4,848.50	\$ 48,485.00
RC3-02-005-F	SS - Calverton E/M	11/27/2016	1/8/2017	RTKL	\$	46,425.00	30.00%	35.00%	\$ 16,248.75	\$ 46,425.00
RC3-02-005-G	TI - Calverton E/M	12/25/2019	3/2/2020	AIC Group Services, LLC	\$	118,915.00	10.00%	10.00%	\$ 11,891.50	\$ 118,915.00
<b>CROSS COUNTRY ELEMENTARY/MIDDLE</b>										
RC3-02-007-A	AE - Cross Country E/M	6/24/2018	12/28/2018	A11 Inc.**	\$	1,093,676.40	30.00%	30.13%	\$ 328,276.46	\$ 1,093,676.40
RC3-02-007-B	EM - Pre Construction - Cross Country E/M	6/13/2018	12/28/2018	Turner Construction Company	\$	2,807,800.00	29.00%	29.00%	\$ 814,282.00	\$ 2,807,800.00
RC3-02-007-C	GMP - Cross Country E/M	N/A	10/26/2018	Turner Construction Company	\$	1,859,852.00	30.00%	30.00%	\$ 557,955.60	\$ 1,859,852.00
<b>NEW YORK HIGH SCHOOL</b>										
RC3-02-007-D	AE - Cross Country E/M	6/24/2018	12/28/2018	A11 Inc.**	\$	1,093,676.40	30.00%	30.13%	\$ 328,276.46	\$ 1,093,676.40
RC3-02-007-E	EM - Pre Construction - Cross Country E/M	6/13/2018	12/28/2018	Turner Construction Company	\$	2,807,800.00	29.00%	29.00%	\$ 814,282.00	\$ 2,807,800.00
RC3-02-007-F	GMP - Cross Country E/M	N/A	10/26/2018	Turner Construction Company	\$	1,859,852.00	30.00%	30.00%	\$ 557,955.60	\$ 1,859,852.00
<b>NEW YORK VOCATIONAL</b>										
RC3-02-007-G	AE - Cross Country E/M	6/24/2018	12/28/2018	A11 Inc.**	\$	1,093,676.40	30.00%	30.13%	\$ 328,276.46	\$ 1,093,676.40
RC3-02-007-H	EM - Pre Construction - Cross Country E/M	6/13/2018	12/28/2018	Turner Construction Company	\$	2,807,800.00	29.00%	29.00%	\$ 814,282.00	\$ 2,807,800.00
RC3-02-007-I	GMP - Cross Country E/M	N/A	10/26/2018	Turner Construction Company	\$	1,859,852.00	30.00%	30.00%	\$ 557,955.60	\$ 1,859,852.00

Project Number & Contract Number	Project Name	Advertisement Date	Award Date	Vendor	Digital Contract Amount	MBE Contract Goal	MBE Contract Commitment	MBE Contract Participation	MBE Total Participation (spend)	MSE Total Commitment (spend)
DCS-02-014-CX	OK - Montebello EMS	2/28/2020	5/5/2020	Kiart, Inc.	\$ 79,652.00	10.00%	10.00%	7.96%	\$ 79,652.00	\$ 20,000.00
DCS-02-014-SS	SS - Montebello EMS	2/2/2020	7/7/2020	HIO CONTRACTS, INC.**	\$ 287,885.00	0.00%	0.00%	-	\$ 287,885.00	\$ 100,000.00
DCS-02-014-TI	TI - Montebello EMS	2/8/2021	4/5/2021	DIW Group, Inc. USA Specialized Engineering	\$ 88,770.00	10.00%	10.00%	6.87%	\$ 88,770.00	\$ 100,000.00
<b>INDIANWOOD ELEMENTARY SCHOOL</b>										
DCS-02-015-A*	AE - Northwest ES	1/2/2019	4/8/2019	Smalen Eric Houston (S) Architects	\$ 2,097,713.00	31.00%	31.00%	42.07%	\$ 881,407.41	\$ 42,000.00
DCS-02-015-EM	CM - Reconstruction - Northwest ES	1/22/2018	4/6/2019	James G. Davis Construction Corporation	\$ 378,316.00	26.00%	26.00%	29.00%	\$ 5,973.64	\$ 15,000.00
DCS-02-015-GM*1	GMP 1 - Northwest ES	N/A	7/22/2020	James G. Davis Construction Corporation	\$ 2,840,819.00	30.00%	30.00%	8.59%	\$ 2,422,118.42	\$ 30,000.00
DCS-02-015-GM*2	GMP 2 - Northwest ES	N/A	12/16/2020	James G. Davis Construction Corporation	\$ 17,834,778.00	30.00%	30.00%	5.16%	\$ 9,156,708.40	\$ 30,000.00
DCS-02-015-FX	FX - Northwest ES	4/29/2019	7/27/2019	Kiart, Inc.	\$ 88,951.00	10.00%	10.00%	78.00%	\$ 74,171.60	\$ 25,000.00
DCS-02-015-TI	TI - Northwest ES	2/12/2020	7/7/2020	LCS MHA-Atlantic, LLC	\$ 93,177.00	10.00%	10.00%	9.51%	\$ 93,177.00	\$ 10,000.00
DCS-02-015-SS	SS - Northwest ES	6/10/2018	8/24/2021	Duron, Inc.	\$ 875,046.40	10.00%	10.00%	87.36%	\$ 87,366.34	\$ 47,500.00
<b>WALKER CANTONMENTARY SCHOOL</b>										
DCS-02-016-A*	AE - Robert W. Coleman ES	12/1/2018	1/24/2019	SKMM Architects, PC dba SKMM Lubrizol Architects	\$ 880,988.00	31.00%	31.00%	37.00%	\$ 325,747.43	\$ 57,000.00
DCS-02-016-EM	CM - Reconstruction - Robert W. Coleman ES	6/27/2018	7/27/2019	MC V Builders/Southway Builders, LLC	\$ 113,161.00	26.00%	26.00%	32.92%	\$ 37,392.69	\$ 20,000.00
DCS-02-016-GM*1	GMP 1 - Robert W. Coleman ES	N/A	4/1/2020	MC V Builders/Southway Builders, LLC	\$ 1,093,216.00	30.00%	30.00%	64.77%	\$ 706,776.78	\$ 38,130.00
DCS-02-016-GM*2	GMP 2 - Robert W. Coleman ES	N/A	7/22/2020	MC V Builders/Southway Builders, LLC	\$ 17,917,119.00	30.00%	30.00%	5.37%	\$ 9,571,815.40	\$ 30,000.00
DCS-02-016-FX	FX - Robert W. Coleman ES	3/13/2019	5/7/2019	Orion Engineering, Inc. dba O2 Consulting	\$ 64,540.11	10.00%	10.00%	8.84%	\$ 8,484.02	\$ 20,000.00
DCS-02-016-TI	TI - Robert W. Coleman ES	3/31/2020	6/7/2020	Hill-Carter Engineering Associates, Inc.	\$ 457,343.00	10.00%	10.00%	4.67%	\$ 457,343.00	\$ 10,000.00
DCS-02-016-SS	SS - Robert W. Coleman ES	4/28/2019	6/18/2019	Continental Contractors Enterprises, Inc.	\$ 766,736.62	0.00%	0.00%	-	\$ -	\$ 0.00%
DCS-02-016-SS	SS - Robert W. Coleman ES	6/10/2020	7/27/2021	33338 Security, Inc.	\$ 261,733.03	10.00%	10.00%	35.08%	\$ 91,366.62	\$ 16,100.00
<b>WALKER CANTONMENTARY SCHOOL</b>										
DCS-02-017-A*	AE - Walker P. Carter 7th	10/20/2017	1/24/2018	Perini Bailey/Novaris JV	\$ 3,499,988.82	31.00%	31.00%	48.47%	\$ 1,710,444.48	\$ 48,470.00
DCS-02-017-EM	CM - Reconstruction - Walker P. Carter 7th	10/20/2017	1/24/2018	Whiting Turner Contractors Co.	\$ 246,745.31	29.00%	29.00%	15.98%	\$ 39,598.83	\$ 20,000.00
DCS-02-017-GM*	GMP - Walker P. Carter 7th	N/A	4/2/2019	Whiting Turner Contractors Co.	\$ 34,923,438.00	30.00%	30.00%	31.24%	\$ 17,158,082.03	\$ 31,240.00
DCS-02-017-FX	FX - Walker P. Carter 7th	5/16/2018	8/8/2018	Advanced Building Professionals, Inc.**	\$ 96,488.00	10.00%	10.00%	6.648%	\$ 64,488.00	\$ 100,000.00
DCS-02-017-TI	TI - Walker P. Carter 7th	10/28/2018	12/8/2018	LCS MHA-Atlantic, LLC	\$ 302,376.55	10.00%	10.00%	20.22%	\$ 61,214.84	\$ 20,000.00
DCS-02-017-SS	SS - Walker P. Carter 7th	3/12/2018	6/18/2019	Trio Contractors, Inc.**	\$ 218,741.00	0.00%	0.00%	-	\$ -	\$ 100,000.00
DCS-02-017-SS	SS - Walker P. Carter 7th	6/15/2016	5/27/2015	School Specialty, Inc.	\$ 1,187,780.18	10.00%	10.00%	176.16%	\$ 178,168.56	\$ 15,000.00
DCS-02-017-SS	SS of Materials - FFF - Lois T. Shumy 6th	6/10/2020	7/27/2021	School Specialty, Inc.	\$ 333,350.01	10.00%	10.00%	26.00%	\$ 86,827.81	\$ 20,000.00
TOTAL (SS) 2					\$ 398,347,327.44	30.74%	30.74%	143.94%	\$ 183,943,581.64	\$ 188,907,502.25
TOTAL (SS) 1 & SS 2					\$ 1,170,640,487.64	30.81%	30.81%	147.18%	\$ 547,706,706.10	\$ 602,233,228.63

\*\* MBE Firm  
\*\*\* MDCOT MBE Certified at Time of Award

City School Procurement/Contract  
MHA Procurement/By School Contracts

## **Exhibit 7b: MBE Outreach Inclusion Plan and Commitments**

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

---

#### **Background**

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

#### **Purpose**

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

#### **Process**

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

#### **Conclusion**

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

**PLAN DETAILS**

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

<b>OBJECTIVES</b>	<b>STRATEGIES</b>	<b>WHO'S RESPONSIBL</b>	<b>ACHIEVEMENT TO DATE</b>
2. Provide educational assistance to Local MBEs on the methods of doing business on the Projects.	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	
	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	City Schools  MSA	



	strengthen the pool of qualified subcontractors available to work on the Projects.		
3. Encourage prime contractors to utilize Local MBE subcontractors for the commodity or service being bid.	A. MSA will hold roundtable discussions with prime contractors on the goals for MBE participation. Recommend establishing expectations up front and using RFP language to express to primes the expectations re: MBE participation commitments and consequences if they are not achieved (liquidated damages, etc.).	MSA	
	B. Tiered subcontracting. There should be a process in place allowing prime contractors to include tiered subcontracting in calculating MBE participation.	MSA City Schools	

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

**Definitions of Terms in the Plan**

**Advocacy Partners** means business and/or trade associations that are organized to support and promote the utilization of minority and women -owned

businesses in public and private procurement and business development opportunities.

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

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

**Executive Committee** means the Executive Committee defined in the MOU.

**GOMA** means the Governor's Office of Minority Affairs.

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

**MSA** means the Maryland Stadium Authority or its Program Manager for the Projects (Partners for Revitalization of Baltimore City Schools). **Minority Business Enterprise, State-certified MBE, or MBE** means a firm that satisfies the definition in Md. Code Ann., State Fin. & Proc.

§14-301(f) and is certified under the State MBE program by the Maryland Department of Transportation (MDOT) under COMAR 21.11.03. A current directory of certified MBEs is available through the MDOT Office of Minority Business Enterprise, 7201 Corporate Center Drive, Hanover, Maryland 21076, (410) 865-1269, 1-800-544-6056, or TTY (410) 865-1342. The directory is also available on the MDOT website at <http://mbe.state.md.us/directory/>.

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

**STAT Committee** means the STAT Committee defined in the MOU.

**Supplier Diversity Sub-group** means a workgroup, comprising MSA's MBE liaison, a representative of MWBD, a representative of Baltimore City Schools, a representative of GOMA, and representatives of MBE stakeholder organizations who will oversee the administration of the Plan and report to the Executive Committee on this subject. Members of the Supplier Diversity Sub-group who are representatives of MBE stakeholder organizations shall be deemed a "procurement official" under §13-211 of the State Finance and

Procurement Article, Maryland Annotated Code, and an “official” under Title 5, Subtitle 5 of the General Provisions Article, Maryland Annotated Code, for purposes of any response to a request for qualifications, request for proposals, invitation of bids, or other solicitation connected with the Projects and for any awarded contract in connection with the Projects.

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

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

Local Hiring Commitments for New Hires

Year 1 School

\*As of December 31, 2020

Arbinger			
Trade	Contractors	Local New Hires	
00A - Earthwork	Phd Contracting Company	1	
00B - Demolition, Abatement & H. Service	Herman Specialist	2	
00C - Site Utilities	Phd Contracting Company	1	
00D - Site Concrete	Phd Concrete	1	
00E - Landscape, Seed and Sod	William T. King, Inc	1	
00A - Building Concrete	Body Concrete	1	
00F - Mechanical Piles	Foundation and Shoring Solutions	1	
00A - Masonry	Marion Masonry	2	
00A - Steel	SAH Steel Erectors Inc	2	
00A - General Trades	Truitt Construction, Inc	1	
00A - Roofing	Raybort Roofing	1	
00B - Tiling	Allstate Floors	1	
00C - Resident/Flooring	Robson Flooring	1	
00C - Wood Alliance Flooring	Marionese Flooring	1	
00A - Drywall	W&J Tumble	2	
00A - Electrical	Boffo Electrical	1	
<b>Total</b>		<b>26</b>	
<b>Verified / Final</b>		<b>26</b>	

Arundel			
Trade	Contractors	Local New Hires	
00A - Demolition/Removal	Engineered Demolition	1	
00A - Concrete	Phd Concrete	1	
00A - Masonry	Marion Masonry	1	
00A - Structural Steel	Steel Steel	1	
00A - Gen Trades/Rough Carp.	Engineered Demolition	1	
00B - Roofing	Chm Contracting	1	
00C - Glass and Glazing	Glass Industries	1	
00A - Painting	J.A. Anagnostis Contracting	1	
00C - Flooring	Allstate Floors	1	
00A - Plumbing and HVAC	Pro Air	1	
00A - Electrical	Freightlight Electric	1	
00A - Earthwork/Utilities	Coffey Construction	1	
<b>Total</b>		<b>18</b>	
<b>Verified / Final</b>		<b>18</b>	

Cherry Hill			
Trade	Contractors	Local New Hires	
00A - Selective Demolition	HR	1	
00A - Concrete	Carson	1	
00A - Masonry	Marion	1	
00A - Metals	Phd Metals	1	
00A - General Trades/General Trades	JE Construction	1	
00A - Roofing	Insulation	1	
00C - Fiberglass Panel & Gilder	CHT	1	
00C - Curtainwall and Glazements	Glass Industries	1	
00A - Drywall & Acoustic	JE Construction	1	
00A - Mechanical/Plumbing	Hoffen	1	
00A - Electrical	Active Electric	1	
00A - Earthwork/Utilities	Shih Mee	1	
<b>Total</b>		<b>16</b>	
<b>Verified / Final</b>		<b>16</b>	

DOROTHY I. HEIGHT (FORMALLY J.E.H.C.)			
Trade	Contractors	Local New Hires	
00B - LANDSCAPING	William T. King	1	
00C - Demolition and Abatement	Robbie Day	1	
00A - Masonry	Marion Masonry	1	
00A - Structural Steel	Phd Construction	1	
00A - Curtainwall	Glass Industries	1	
00A - Drywall, Plaster & Ceiling	J.A. Anagnostis	1	
00A - Plumbing/HVAC	Hess Brothers	1	
00C - Electrician	Robson	1	
00A - Electrical	Omniel	1	
<b>Total</b>		<b>10</b>	
<b>Verified / Final</b>		<b>10</b>	

Forest Park			
Trade	Contractors	Local New Hires	
00A - Concrete	Body	1	
00A - Masonry	Marion Masonry	1	
00A - Metal	Phd	1	
00A - Drywall & Acoustic	Phd Inc	1	
00B - Tiling	Phd	1	
00C - Resident's Counter	Phd	1	
00C - Final Landscaping	Phd	1	
00A - Mechanical/Plumbing	Phd	1	
00A - Earthwork	Phd	1	
<b>Total</b>		<b>10</b>	
<b>Verified / Final</b>		<b>10</b>	

Fort Washington			
Trade	Contractors	Local New Hires	
00A - Demolition/Removal	Burke & Frazier Contracting Inc	1	
00B - Earthwork/Utilities	Phd Contracting Company Inc	1	
00C - Site Utilities	Phd Contracting Company Inc	1	
00E - Landscaping	Warren H. Brown, Inc	1	
00A - Concrete	PHD Concrete Construction	1	
00A - Masonry	Marion Masonry of Maryland, Inc	1	
00A - Gen Trades/Rough Carp.	Homebased General Contractors, Inc.	1	
00A - Drywall & Ceiling	Cindell Construction, Inc.	1	
00C - Tile	Allstate Floors	1	
00A - Plumbing & HVAC	W&J Tumble, Inc	1	
00A - Electrical	Brown and Hearn, Inc	1	
<b>Total</b>		<b>10</b>	
<b>Verified / Final</b>		<b>10</b>	

Frederick			
Trade	Contractors	Local New Hires	
00A - Demolition	Bauer	1	
00B - Site Work/Site Utilities	JEM	1	
00C - Landscaping	MT King, Inc	1	
00A - Concrete	Dance Dry Bars	1	
00A - Masonry	Marion Masonry of Maryland, Inc	1	
00B - Finish Carpentry	Falton Drywall, Inc	1	
00A - Roofing	Kalorath Roofing & Sheet Metal, Inc.	1	
00A - Glass & Glazing	Brayner Builders, Inc.	1	
00B - Drywall & Ceiling	PHD Acoustical Co.	1	
00A - Plumbing & HVAC	Hoffen Company	1	
<b>Total</b>		<b>10</b>	
<b>Verified / Final</b>		<b>10</b>	

Lyndhurst			
Trade	Contractors	Local New Hires	
00A - Demolition & Abatement	AC ECO	1	
00A - Masonry	First Choice Masonry	1	
00A - Structural Steel & Misc Metals	Kankey Manufacturing	1	
00A - Millwork	Mahogany	1	
00A - Drywall	Altruda	1	
00B - Drywall	Phd Contracting	1	
00C - Ceramic & Stone Tile	Allstate	1	
00C - Flooring	Allstate Flooring	1	
00A - Plumbing/HVAC/Ceiling	Hoffen Company	1	
00A - Windows, Doors, Awnings, Shutters	Commercial Cabinet & Screen	1	
<b>Total</b>		<b>10</b>	
<b>Verified / Final</b>		<b>10</b>	

Pawnee			
Trade	Contractors	Local New Hires	
00C - Acoustical	Dustin Construction	1	
00A - Demolition & Abatement	Burke & Frazier	1	
00A - Earthwork	Phd	1	
00B - Demolition/Removal	Interior Specialists	1	
00C - Site Utilities	Phd Contractor	1	
00C - Site Concrete	Phd	1	
00A - Building Concrete	Dance Dry Bars	1	
00B - Mechanical Piles	Foundation and Shoring	1	
00A - Masonry	Marion	1	
00A - Steel	SAH Steel	1	
00A - General Trades	Dustin Construction	1	
00A - Roofing	Phd Roofing	1	
00A - Drywall	Phd Inc	1	
00B - Tiling	Phd Floors	1	
00C - Resident Flooring	Robson Flooring	1	
00C - Plaster/Plaster Coatings	SCCP	1	
00A - Mechanical	Tomson Mechanical	1	
00C - Bricklay	Fair Mark Inc	1	
<b>Total</b>		<b>10</b>	
<b>Verified / Final</b>		<b>10</b>	

Rehoboth Beach			
Trade	Contractors	Local New Hires	
00A - Fire Protection	Gold Fire Protection	1	
00A - Electrical	Unwired Electrical	1	
00A - Demolition & Abatement	Robbie Specialist	1	
00A - Building Concrete	PHD Concrete Firm	1	
00A - Masonry	Marion Masonry	1	
00A - Metal	Steel Fab	1	
00A - Drywall & Acoustic	Arena Contracting	1	
00A - Earthwork/Utilities	Conroy Construction	1	
00C - Resident Flooring	Dance Concrete	1	
00C - Painter	Elite Painter	1	
<b>Total</b>		<b>10</b>	
<b>Verified / Final</b>		<b>10</b>	

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

### Local Hiring Commitments for New Hires

Year II Schools

\*As of December 2021

Bay-Brook		
Trade	Contractors	Local New Hires
06A Demolition & Abatement	Interior Specialists	1
06A Masonry	Karon Masonry	2
06A Openings	A.L. Ingram	1
06E Finishes	NLP Painting	1
07A Communications	Computata System	4
	<b>Total</b>	<b>9</b>
	<b>Verified/Final</b>	<b>27</b>

Calverton		
TRADE	CONTRACTORS	LOCAL NEW HIRES
06 Existing Conditions (Demolition/Abatement)	Berg Corporation	2
09 Concrete	Premier Concrete	2
04 Masonry	KaKon Masonry	1
06 Metals	S.A. Halar	1
07A Roofing	Cole Roofing	1
06A Openings	Quality Walls & Windows	1
06A Finishes	J&G Group	2
06B VCT & Carpet Tile	Carpet For Pennies	4
06E Ceramic Tile	L&R Enterprises	1
09 Heating, Ventilating and Air Conditioning	Hoer Brothers	1
06 Electrical	Action Electric	2
04 Earthwork	Carter Site Service	4
	<b>Total</b>	<b>22</b>

Calvin M. Rodwell		
Trade	Contractors	Local New Hires
06A Masonry	Karon Masonry	2
06B Misc. Metals & Ornamental Rails	Mosay	1
06A1 Rough Carpentry	Punch List Specialist Team	2
07B Roofing	IronShore Contracting	1
09A Drivwall, ACT & Insulation	Dynamic Contracting	12
06A Mechanical	W.G. Tomko Inc	1
06A Electrical	BoMark Electric	1
06B Site Concrete	Cherry Chase	1
04A Earthwork	P&J Contracting Co.	1
06A Site Utilities	P&J Contracting Co.	1
	<b>Total</b>	<b>24</b>
	<b>Verified/Final</b>	<b>33</b>

Cross Country		
Trade	Contractors	Local New Hires
06A Demolition & Abatement	ESI Demo	0
	<b>Total</b>	<b>0</b>

Fairmount-Harford		
Trade	Contractors	Local New Hires
06A Demolition & Abatement	Interior Specialists	4
06A Cast-in-Place Concrete	Premier Concrete, Inc	5
06A General Trade	MCN/SBI JV	3
07B Roofing and Waterproofing	CHU Contracting, Inc	6
06C Flooring and Tile	Business Flooring	1
06A Electrical	FreeState Electrical	2
	<b>Total</b>	<b>21</b>
	<b>Verified/Final</b>	<b>55</b>

John Ruhrah		
Trade	Contractors	Local New Hires
06A Demolition & Abatement	Rath Enterprises	13
06A Cast-In-Place Concrete	Premier Concrete, Inc	3
06A Masonry	Karon Masonry	2
06B Masonry Restoration	Year	1
06A General Trade	MCN/SBI JV	2
07B Roofing and Waterproofing	CHU Contracting, Inc	3
06A Drivwall & Acoustical	Mq Contracting	2
06A Mechanical & Plumbing	Pro-Air, Inc.	1
06A Electrical	FreeState Electrical	3
04A Earthwork	Carter Site Services	3
	<b>Total</b>	<b>33</b>
	<b>Verified/Final</b>	<b>64</b>

Mary E Rodman		
TRADE	CONTRACTORS	LOCAL NEW HIRES
06A Demolition & Abatement	Rath Enterprises, Inc.	3
06A Cast-in-place Concrete	Dance Brothers, Inc.	1
06A Masonry	Tricoed Masonry, LLC	3
06A General Trade	MCN/SBI	2
07B Roofing	Autumn Contracting, Inc.	2
06A Drivwall & Acoustical	Barnes and Associate	1
06C Resilient & Tile	Churchville Tile and Marble, Inc.	1
06E Painting	J.A. Argatis Contracting Compar	1
06A Plumbing & HVAC	W.G. Tomko, Inc	2
06A Electrical	BoMark Electric	1
04A Earthwork	Cotton Construction Company	2
	<b>Total</b>	<b>19</b>
	<b>Verified/Final</b>	<b>38</b>

Medfield Heights		
TRADE	CONTRACTORS	LOCAL NEW HIRES
04 Masonry & Sprayed Insulation	First Choice Masonry	12
07 Millwork & Casework	Cabinets by Design	2
12 Roofing	Kalkreuth Roofing	1
14 Drivwall, ACT & Rough Carpentry	P&D Contractors	5
15 Painting & Wall Coverings	NLP Enterprises Inc.	1
16/19 Ceramic Tiles & Flooring	Allstate Floors & Construction, Inc.	4
22 Plumbing/HVAC/Controls	Denver-Elak	2
24 Electrical	Action Electric	1
25 Telecom & Security	Life Safe Solutions, Inc.	1
28 Site Utilities	Stella May Contracting, Inc.	1
	<b>Total</b>	<b>30</b>
	<b>Verified/Final</b>	<b>40</b>

Montebello		
TRADE	CONTRACTORS	LOCAL NEW HIRES
06A Cast-in-Place Concrete	GLB Contracting	2
06B Masonry	Coastal Exteriors	1
06A Electrical	Action Electric	3
07A IT Data Secondary Package	BoMark Electric	1
06A DAS System	Communications Electronics	1
04A Earthwork/Paving & Utilities	P&J Contracting	1
	<b>Total</b>	<b>9</b>



Govans		
TRADE	CONTRACTORS	LOCAL NEW HIRES
02A Earthwork	P&J Contracting Company	1
02C Site Utilities	P&J Contracting Company	1
02B Building Concrete	Sody Concrete	1
04A Mason	KaRon Masonry	1
05A Steel	S.A. Halac (Ironworks)	1
06A General Trades	Dustin	1
05C Hard Tile	GMT Ceramics	1
05D Flooring	Sclara Flooring	1
05A Mechanical	W.G. Tomko	1
06A Electrical	Action Electric	3
	<b>Total</b>	<b>15</b>

Harford Heights/Sharp Leadenhall		
TRADE	CONTRACTORS	LOCAL NEW HIRES
02A Demolition & Abatement	Rath, Inc.	3
02B Cast-in-Place Concrete	Premier Concrete, Inc.	1
04A Masonry	Karon Masonry	1
06A General Trades	MCN / SBI	1
07B Roofing and Waterproofing	CHU Contracting, Inc.	3
08B Doors, Frames, and Hardware	Regional Contracting	1
08C Glazing	Quality Walls and Windows	2
09A Drywall and Acoustical	District Drywall	3
05A Mechanical and Plumbing	Hoer Brothers	2
06A Electrical	BoMark	2
07A Phase 2 - TSD Package	BoMark	1
	<b>Total</b>	<b>20</b>

Highlandtown		
TRADE	CONTRACTORS	LOCAL NEW HIRES
02A Concrete	Dance Brothers	1
05A Metals	SA Halac	1
07B Thermal and Moisture Protection	Iron Shore Contracting	1
02A Plumbing	GE Tignall	1
06A Electrical	Grounded Electric	1
07A Communications	BoMark	1
	<b>Total</b>	<b>6</b>

James Mosher		
TRADE	CONTRACTORS	LOCAL NEW HIRES
02A Earthwork	P&J Contracting Company	1
02B Demolition, Abatement, and IH Services	Interior Specialists	1
02C Landscaping	William T. King	1
02B Building Concrete	Sody Concrete	1
04A Masonry	Karon Masonry	1
05A Steel	SA Halac	1
06A General Trades	Hancock and Albanese	2
07A Roofing	Simpson of Maryland	2
05A Mechanical	W.G. Tomko	2
06A Electrical	Altimate Electric	3
	<b>Total</b>	<b>15</b>

Northwood		
TRADE	CONTRACTORS	LOCAL NEW HIRES
04 Masonry	Chewy Chase Contractors	4
05 Metals	Canatal Steel	1
08 Openings	HiRise Windows	2
02 Electrical	Altimate Electric	3
03 Earthwork (Demolition)	R&K Adams	3
04 Earthwork	Shella May	2
	<b>Total</b>	<b>15</b>

Patterson		
TRADE	CONTRACTORS	LOCAL NEW HIRES
02A/CIP Concrete	Canyon Contracting	2
04A Masonry	Karon Masonry	1
07B Roofing, Metals Panels, Louvers, Grilles & Mechanical Screen Wall	East Coast Exterior	1
02D Painting	NLP Enterprises	2
04A Earthwork, Site Demo	P&J Contracting	1
04A Utilities	P&J Contracting	1
02A Asphalt Paving, Markings	P Flanagan & Sons	1
	<b>Total</b>	<b>9</b>

Robert Coleman		
TRADE	CONTRACTORS	LOCAL NEW HIRES
02A Demolition & Abatement	Rath Enterprises, Inc	2
02A Cast-In-place Concrete	GLE	2
04A Masonry	First Choice	3
04B Masonry	Coastal Exteriors	1
06A General Trades	MEN Build	2
02C Resilient & Tile	All State Floors	1
02E Painting	J.A. Argatzakis	1
02A Plumbing & HVAC	W.G. Tomko	1
06A Electrical	BoMark Electric	1
04A Earthwork	Cotten Construction Company	2
	<b>Total</b>	<b>16</b>

Walter P. Carter		
TRADE	CONTRACTORS	LOCAL NEW HIRES
02A Demolition & Abatement	The Berg Corporation	1
02B Building Concrete	Bay County Concrete	1
04A Masonry	Karon Masonry	4
05A Metals	Formit Steel Co	1
06A General Trades	Brawmer	1
07A Roofing/ Metals Panels & Soffit	Testa America, Inc.	1
02A Drywall/Framing	P&D Contracting	8
02A Mechanical/Plumbing	GE Tignall	1
06A Electrical	BoMark Electric	2
04A Earthwork	Shella May Contracting	1
02A Landscaping	William T. King Landscaping	1
	<b>Total</b>	<b>22</b>
	<b>Verified/Final</b>	<b>91</b>

## Exhibit 8: Swing Space Schools

Swing School	Swing Address	Project School	Project Address	Swing Space School Repairs Start	Swing Space School Repairs Complete	Swing Space School Move Dates	Construction Start on Project School	Move Date for completed Project	Proposed School Opening Date
<b>Swing Space to Occupancy</b>									
West Baltimore Bldg.	201 North Bend Baltimore, MD 21229	Frederick ES	2501 Frederick Ave Baltimore, MD 21223					8/9/17 to 8/11/17	9/5/2017
William C. March	2050 N. Wolfe St Baltimore, MD 21213	Ft. Worthington ES/Middle	2710 Hoffman St Baltimore, MD 21213					8/9/17 to 8/9/17	9/5/2017
West Baltimore Bldg. Lyndhurst	201 North Bend Baltimore, MD 21229	Lyndhurst ES/Middle	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 St 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 Rd Baltimore, MD 21225	Arundel ES	2400 Round Rd Baltimore, MD 21225	No swing needed	No swing needed	n/a	7/1/2016	6/20/18 to 6/22/18	9/4/2018
Garrison ES/Middle	3910 Barrington Rd Baltimore, MD 21207	Pimlico ES/Middle	4849 Pimlico Rd 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 Dr Baltimore, MD 21213	Robert Poole - ACCE HS	1300 W 36th St Baltimore, MD 21211	4/22/2016	7/31/2016	6/27/16 to 7/9/16	8/1/2016	7/16/18 to 7/18/18	9/4/2018
Lemmel HS	2807 N. Dukeland St Baltimore, MD 21216	Robert Poole - Independence HS	1300 W 36th St 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 Rd Baltimore, MD 21225	Cherry Hill ES	601 Bridgeview Rd 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
Garrison ES/Middle	3910 Barrington Rd Baltimore, MD 21207	Arlington ES/Middle	3705 W. Rogers Ave Baltimore, MD 21215	6/27/2016	8/1/2016	6/25/18 to 6/28/18	7/1/2018	7/1/19 to 7/3/19	9/3/2019
Fairmont Harford	2555 Harford Rd Baltimore, MD 21215	REACH/Lake Clifton HS	2815 St. Lo Dr Baltimore, MD 21213	No swing needed	No swing needed	8/12/19 to 8/16/19	5/1/2018	8/5/19 to 8/9/19	9/3/2019
Baltimore Community/ Southeast Bldg	6820 Fall Ave Baltimore, MD 21224	John Ruhrah ES/Middle	701 Rappolla St Baltimore, MD 21224	4/1/2016	6/29/2016	7/2/18 to 7/5/18	7/6/2018	12/23/19 to 12/26/19	1/2/2020
Grove Park ES/Middle	5545 Kennison Ave Baltimore, MD 21215	Calvin Rodwell ES/Middle	3501 Hilldale Rd Baltimore, MD 21207	6/27/2018	7/2/2018	7/16/18 to 7/18/18	7/19/2018	12/26/19 to 12/30/19	1/2/2020
Carter G. Woodson	2501 Seabury Rd Baltimore, MD 21225	Bay Brook ES/Middle	4301 10th St Baltimore, MD 21225	6/27/2018	8/1/2018	8/6/2018 to 8/8/18	8/9/2018	12/23/19 to 12/26/19	1/2/2020
West Baltimore Bldg.	201 North Bend Baltimore, MD 21229	Mary E. Rodman ES	3510 W Mulberry St Baltimore, MD 21229	6/27/2018	8/9/2018	8/6/18 to 8/8/18	8/9/2018	7/20/20 to 7/24/20	9/8/2020
Chinquapin Bldg.	900 Woodbourne Ave Baltimore, MD 21212	Medfield Heights ES	4300 Buchanan Ave Baltimore, MD 21211	6/27/2018	8/5/2019	8/12/19 to 8/15/19	8/16/2019	12/21/20 to 12/24/19	1/4/2021
Winston Bldg.	1101 Winston Ave. Baltimore, MD 21212	Walter P. Carter ES/Middle	820 E 43rd St Baltimore, MD 21212	6/27/2018	7/1/2019	7/1/19 to 7/4/19	7/8/2019	12/21/20 to 12/24/20	1/4/2021
William C. March	2050 N. Wolfe St Baltimore, MD 21213	Harford Heights ES	1919 N. Broadway St Baltimore, MD 21213	Minor repair	5/1/2019	6/24/19 to 6/28/19	7/1/2019	6/21/21 to 6/25/21	9/30/2021
Chinquapin Bldg.	900 Woodbourne Ave Baltimore, MD 21212	Govans	5801 York Rd Baltimore, MD 21212	Minor repair	8/5/2019	8/12/19 to 8/17/19	8/12/2019	8/16/21 to 8/20/21	9/30/2021
Harriet Tubman Bldg.	1807 Harlem Ave Baltimore, MD	Robert Coleman ES	2400 Windsor Ave Baltimore, MD 21216	Minor repair	7/1/2019	8/12/19 to 8/15/19	3/2/2020	8/9/21 to 8/13/21	9/30/2021
Garrison Bldg.	3910 Barrington Ave Baltimore, MD 21207	James Mosher ES	2400 W Mosher St Baltimore, MD 21216	Minor repair	7/1/2019	8/19/19 to 8/28/19	4/1/2020	8/3/21 to 8/6/21	9/30/2021

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
Sharp Leadenhall	150 W West Street Baltimore, MD 21230	Sharp Leadenhall	1913 N. Broadway St Baltimore, MD 21213	N/A	N/A	N/A	N/A	8/1/21 to 8/16/21	8/30/2021
Patterson High School	N/A	Patterson High School	100 Kane Street Baltimore, MD 21224	N/A	N/A	N/A	N/A	8/16/21 to 8/23/21	8/30/2021
Claremont	5301 Erdman Ave Baltimore, MD 21205	Patterson High School	100 Kane Street Baltimore, MD 21224	N/A	N/A	N/A	N/A	6/19/22 to 6/18/21	8/29/2022
<b>Occupancy to Swing Space</b>									
Northwestern Bldg.	6900 Park Heights Ave Baltimore, MD 21215	Cross Country ES/Middle	6100 Cross Country Blvd. Baltimore, MD 21215	Minor repair	6/2/2019	7/27/19 to 7/26/19	11/5/2021	6/19/23 to 6/23/23	
SE Bldg.	6820 Fall Ave Baltimore, MD 21224	Highlandtown ES/Middle	213 S Eaton Street Baltimore, MD 21224	Minor repair	7/24/2020	7/27/20 to 7/31/20	8/3/2020	12/27/22 to 12/30/22	

# Exhibit 9: Building Engagement Process

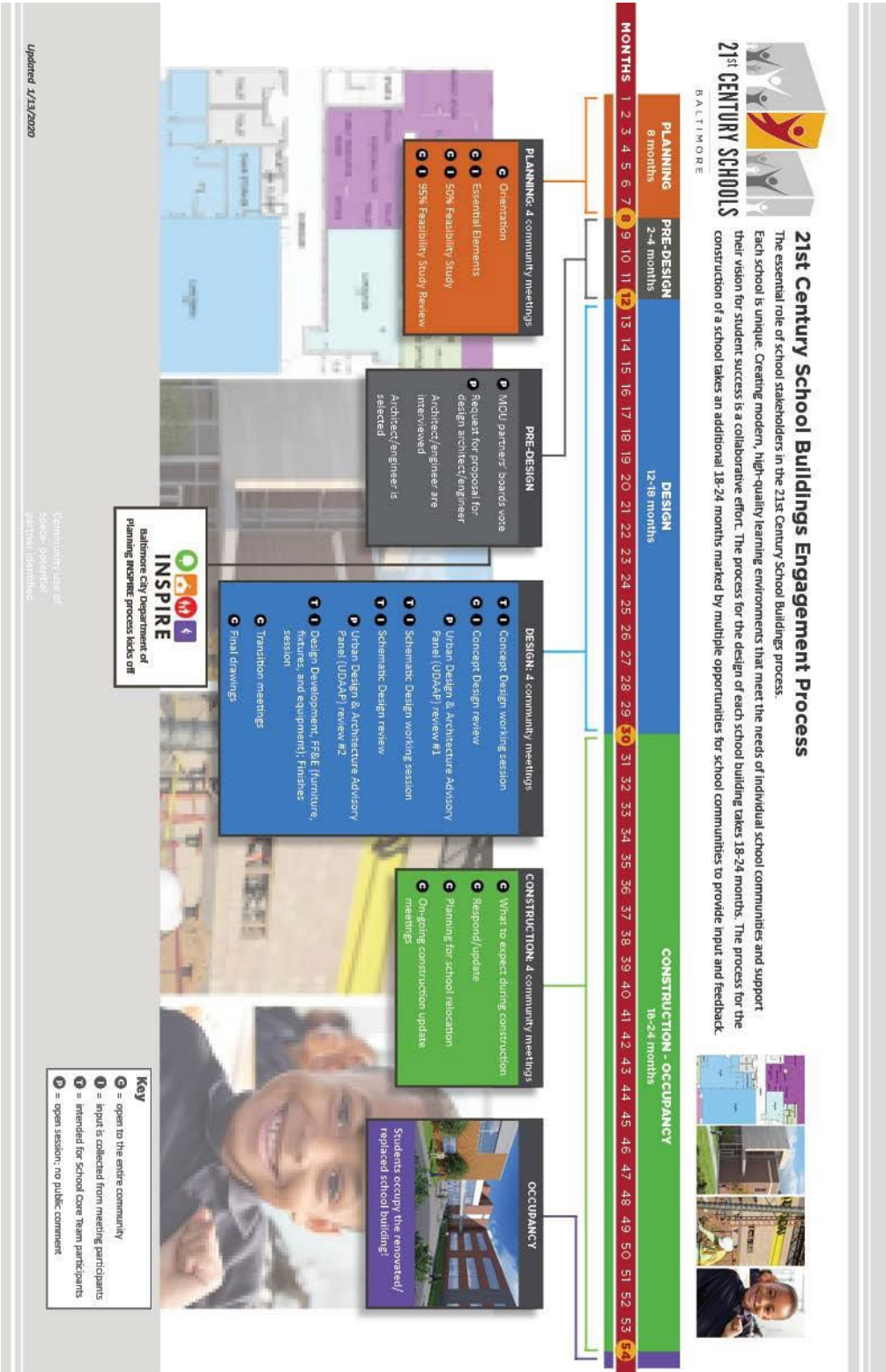


Exhibit 10: Feasibility Study Process Map

