

State of Maryland
Interagency Committee on School Construction
MEETING MINUTES – September 11, 2014

AGENDA (2014 - 311)

<u>SECTION</u>	<u>Page</u>
I - APPROVAL OF THE MINUTES	1-12
II - DISCUSSION ITEMS AND DEFERRED ITEMS	13-163
III - APPROVAL OF CONTRACTS	164-208
IV - APPROVAL OF SITES	209-212
V - APPROVAL OF PROPERTY TRANSFERS	213-216
VI - APPROVAL OF ACCOUNTING ACTIONS	
A. Audit Exceptions	217
B. Project Allocation Reversions	218
C. Cancellation of a Contract Award	None
D. Report on Closed Projects	219-223
VII - APPROVAL OF OTHER ITEMS	224
VIII - INFORMATION	
A. Change Orders	225-247
B. Property Transfers - 1 acre or less	None
C. Other	248
IX - FUND ADJUSTMENTS	249-252
SIGNATURE PAGE	253

APPENDICES – SECTION II

- A. Baltimore City Public Schools – Comprehensive Maintenance Plan

The Interagency Committee on School Construction (IAC) meeting was held on September 11, 2014 at the Nancy S. Grasmick State Education Building, 200 West Baltimore Street, Baltimore, MD 21201. The IAC members present at the meeting were: Dr. Lillian M. Lowery, Ms. Amanda Conn (proxy for Mr. Richard Hall), Mr. Thomas Lewis; IAC Members present via teleconference were: Mr. Alvin Collins and Mr. Tim Maloney. The meeting was chaired by Dr. Lillian M. Lowery.

July 24, 2014

SECTION VIII – Information, Subsection A., Change Orders

Anne Arundel County – Phoenix Academy
PSC # 02.083.10/13/14 LPC
Change Order #C2A-14
Change State participation from \$2,264 to \$1,088
Change Local participation from \$147,736 to \$148,912

December 26, 2013 -

SECTION III – Approval of Contracts

Baltimore County – New Lutherville Area ES (Mays Chapel)
PSC# 03.200.12/13/14/14HPB LPC
Project Type: New
Contract #2 (1 contract)
Change Local Funding from \$366,900 to \$335,850
Change State Funding from \$0 to \$31,050
Add Note:
5) Increase in State funding due to recalculation of Contract Package #1.

December 26, 2013 -

SECTION III - Approval of Contracts

Baltimore County – New Lutherville Area ES (Mays Chapel)
PSC# 03.200.12/13/14/14HPB LPC
Project Type: New
Contract #1 (12 contracts)
Change Local Funding from \$13,688,394 to \$13,506,244
Change State Funding from \$8,994,000 to \$8,962,950
Change Total Contract from \$22,682,394 to \$22,469,194
Add Note:
5) Recalculation of funding due to a change in the Total Contract amount for Contract 4A based on value engineering negotiation with the contractor.

June 13, 2013 -

SECTION III - Approval of Contracts

Carroll County – Robert Moton Elementary
PSC # 06.018.13 QZ
Project Type: QZAB
Auditorium Renovation
Change Local Funding from \$77,029 to \$44,837
Change State Funding from \$100,000 to \$132,192
Add Note:
3) Increase in State funding due to reallocation of QZAB funds between projects at this school.

January 30, 2002 -

SECTION III - Approval of Contracts

Prince George’s County – Dodge Park Elementary

PSC # 16.117.12SA C

Project Type: Renovation

Contract #1 (1 contract)

Change PSC # from 16.117.02 to 16.117.12SA C

Change Local Funding from \$2,873,016 to \$1,347,016

Change State Funding from \$0 to \$1,526,000

Add Note:

3) Increase in State funding due to allocation from the FY 2012
Supplementary Appropriation.

IAC ACTION: THE ABOVE REFERENCED ITEMS WERE:

	Approved	Disapproved	Deferred	Abstain	Recuse
Dr. Lillian M. Lowery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Richard Hall	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Alvin Collins	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Thomas Lewis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Tim Maloney	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

April 17, 2014 -

SECTION III – Approval of Contracts

Wicomico County – Pittsville Elementary/Middle

PSC# 22.019.04/13/14/15 SR

Project Type: Systemic Renovation

Windows/Doors Replacement

Change PSC # from 22.019.04/13/14 SR to 22.019.04/13/14/15 SR

Change Local Funding from \$515,243 to \$53,243

Change State Funding from \$800,000 to \$1,262,000

Change Note:

- 4) Project eligible for balance of funding in the FY 2015 CIP to Increase in State funding due to balance of allocation provided in the FY 2015 CIP.

April 17, 2014 -

SECTION III - Approval of Contracts

Harford County – Fallston High

PSC # 12.001.14/15 SR

Project Type: Systemic Renovation

HVAC Replacement

Change PSC # from 12.001.14 SR to 12.001.14/15 SR

Change Local Funding from \$8,350,000 to \$5,187,020

Change State Funding from \$5,056,000 to \$8,218,980

Change State Contingency for Change Orders from \$0 to \$205,020

Change Note:

- 4) Project is eligible for balance of funding (\$3,368,455) in FY 2015 CIP to Increase in State funding due to balance of allocation provided in the FY 2015 CIP.

February 20, 2014 -

SECTION III - Approval of Contracts

Baltimore County – Hereford High

PSC # 03.094.11/13/14/15 LPC

Project Type: Renovation/Addition

Contract #2 (1 contract)

Change PSC # from 03.094.13/14 LPC to 03.094.11/13/14/15 LPC

Change Local Funding from \$22,403,958 to \$14,309,408

Change State Funding from \$4,231,514 to \$12,326,064

Change State Contingency for Change Orders from \$0 to \$246,520

Change Note:

- 4) Project is eligible for additional funding in a future fiscal year to Increase in State funding due to balance of allocation provided in the FY 2015 CIP.

February 20, 2014 -

SECTION III - Approval of Contracts

Frederick County – North Frederick Elementary

PSC # 10.021.14/15 LPC

Project Type: Replacement

Contract #3 (1 contract)

Change PSC # from 10.021.14 LPC to 10.021.14/15 LPC

Change Local Funding from \$1,296,299 to \$939,383

Change State Funding from \$0 to \$356,916

Change State Contingency for Change Orders from \$0 to \$8,835

Change Note:

- 4) Project is eligible for funding in a future fiscal year to Increase in State funding due to balance of allocation provided in the FY 2015 CIP.

Add Note:

- 5) LEA may request reimbursement of additional State funding for High Performance Building Costs upon presentation of final certification from the certifying agency.

February 20, 2014 -

SECTION III - Approval of Contracts

Howard County – Longfellow Elementary

PSC # 13.056.14/15 LPC

Project Type: Renovation/Addition

Contract #1 (8 contracts)

Change PSC # from 13.056.14 LPC to 13.056.14/15 LPC

Change Local Funding from \$13,451,284 to \$10,035,284

Change State Funding from \$1,500,000 to \$4,916,000

Change Basis of Funding from 60% of eligible base bid plus alt. 1 to 60% of eligible base bid plus alt. 1 up to the amount of maximum State allocation

Change Note:

- 4) Project is eligible for balance of funding (\$3,416,000) in a future fiscal year to Increase in State funding due to balance of allocation provided in the FY 2015 CIP.

February 20, 2014 -

SECTION III - Approval of Contracts

Queen Anne’s County – Stevensville Middle
PSC # 17.006.11/14/15 LPC
Project Type: Renovation

Contract #2 (1 contract)

Change PSC # from 17.006.11/14 LPC to 17.006.11/14/15 LPC

Change Local Funding from \$13,552,712 to \$9,547,716

Change State Funding from \$3,814,288 to \$7,819,284

Change Basis of Funding from 50% of eligible base bid plus alt. GC-25 & GC-26 to 50% of eligible base bid plus alt. GC-25 & C-26 up to the amount of maximum State allocation

Change Note:

- 3) Project is eligible for additional funding in a future fiscal year to Increase in State funding due to balance of allocation provided in the FY 2015 CIP.

November 14, 2013 -

SECTION III - Approval of Contracts

Baltimore City – #051 Waverly PK-8
PSC # 30.028.08/09/11/12/12HP/13/14/15 LPC
Project Type: Replacement

Contract #2 (1 contract)

Change PSC # from 30.028.08/09/11/12/12HP/13/14 LPC to 30.028.08/09/11/12/12HP/13/14/15 LPC

Change Local Funding from \$1,114,183 to \$738,718

Change State Funding from \$0 to \$375,465

Add Note:

- 3) Increase in State funding due to balance of allocation in the FY 2015 CIP.

September 27, 2013 -

SECTION III - Approval of Contracts

Frederick County – North Frederick Elementary
PSC # 10.021.14/15 LPC
Project Type: Replacement

Contract #2 (9 contracts)

Change PSC # from 10.021.14 LPC to 10.021.14/15 LPC

Change Local Funding from \$4,296,977 to \$2,518,992

Change State Funding from \$0 to \$1,777,985

Change State Contingency for Change Orders from \$0 to \$44,010

Change Note:

- 3) Project is eligible for funding in a future fiscal year to Increase in State funding due to balance of allocation provided in the FY 2015 CIP.

Add Note:

- 4) Retain \$2,510,073 for additional contracts.
- 5) LEA may request reimbursement of additional State funding for High Performance Building Costs upon presentation of final certification from the certifying agency.

September 27, 2013 -

SECTION III - Approval of Contracts

Queen Anne’s County – Stevensville Middle

PSC # 17.006.11/14/15 LPC

Project Type: Renovation

Contract #1 (1 contract)

Change PSC # from 17.006.11/14 LPC to 17.006.11/14/15 LPC

Change Local Funding from \$396,288 to \$391,284

Change State Funding from \$323,712 to \$328,716

Change Note:

- 3) Retain \$3,814,288 for future contracts to Retain \$7,819,284 for future contracts.
- 4) Project is eligible for additional funding in a future fiscal year to Increase in State funding due to balance of allocation provided in the FY 2015 CIP.

September 27, 2013 -

SECTION III - Approval of Contracts

St. Mary’s County – Captain Walter Francis Duke Elementary

PSC # 18.033.12/14/15 LPC

Project Type: New

Contract #1 (1 contract)

Change PSC # from 18.033.12/14 LPC to 18.003.12/14/15 LPC

Change Local Funding from \$16,850,000 to \$11,162,000

Change State Funding from \$7,070,000 to \$12,758,000

Change Basis of Funding from 65% of eligible base bid plus alt. 1 to 65% of eligible base bid plus alt. 1 up to the amount of maximum State allocation

Change Note:

- 3) LEA may request reimbursement of additional State funding for High Performance Building Costs (\$155,480) upon presentation of final certification from the certifying agency to LEA may request reimbursement of additional State funding for High Performance Building Costs (\$153,678) upon presentation of final certification from the certifying agency.
- 4) Project is eligible for additional funding in a future fiscal year to Increase in State funding due to balance of allocation provided in the FY 2015 CIP.

July 18, 2013 -

SECTION III - Approval of Contracts

Frederick County – North Frederick Elementary
PSC # 10.021.14/15 LPC
Project Type: Replacement

Contract #1 (7 contracts)

Change PSC # from 10.021.14 LPC to 10.021.14/15 LPC

Change Local Funding from \$12,589,000 to \$10,504,493

Change State Funding from \$5,329,000 to \$7,414,407

Change State Contingency for Change Orders from \$0 to \$183,525

Change Note:

- 3) Project is eligible for funding in a future fiscal year to Increase in State funding due to balance of allocation provided in the FY 2015 CIP.

Add Note:

- 4) Retain \$4,332,068 for additional contracts.
- 5) LEA may request reimbursement of additional State funding for High Performance Building Costs upon presentation of final certification from the certifying agency.

July 18, 2013 -

SECTION III - Approval of Contracts

Montgomery County – Weller Road Elementary
PSC # 15.061.14/15 LPC
Project Type: Replacement

Contract #1 (14 contracts)

Change PSC # from 15.061.14 LP to 15.061.14/15 LPC

Change Local Funding from \$22,478,464 to \$18,873,982

Change State Funding from \$0 to \$3,604,482

Add Note:

- 5) Increase in State funding due to partial allocation provided in the FY 2015 CIP.

April 18, 2013 -

SECTION III - Approval of Contracts

Anne Arundel County – Mills-Parole Elementary
PSC # 02.058.13/14/15 LPC
Project Type: Renovation/Addition

Contract #1 (14 contracts)

Change PSC # from 02.058.13/14 LPC to 02.058.13/14/15 LPC

Change Local Funding from \$13,630,584 to \$13,514,632

Change State Funding from \$5,497,048 to \$5,613,000

Change Note:

- 3) Increase in State funding due to additional allocation provided in the FY 2014 CIP to Increase in State funding due to additional allocation provided in the FY 2014 CIP and balance of allocation provided in the FY 2015 CIP.

Delete Note:

- 4) Project eligible for funding in a future fiscal year.

April 18, 2013 -

SECTION III - Approval of Contracts

Wicomico County – Bennett Middle
PSC # 22.030.13/14/15 LPC
Project Type: Replacement

Contract #1 (1 contract)

Change PSC # from 22.030.13/14 LPC to 22.030.13/14/15 LPC

Change Local Funding from \$34,833,140 to \$24,573,140

Change State Funding from \$20,261,000 to \$30,521,000

Change Note:

- 4) Increase in State funding due to additional allocation provided in the FY 2014 CIP to Increase in State funding due to additional allocation provided in the FY 2014 CIP and balance of allocation provided in the FY 2015 CIP.

Delete Note:

- 5) Project eligible for funding in a future fiscal year.

February 19, 2013 -

SECTION III - Approval of Contracts

Baltimore County – Hereford High
PSC # 03.094.11/13/14/15 LPC
Project Type: Renovation/Addition

Contract #1 (1 contract)

Change PSC # from 03.094.13/14 LPC to 03.094.11/13/14/15 LPC

Change Note:

- 6) Retain \$4,231,514 for future contracts to Retain \$12,572,584 for future contracts.

Delete Note:

- 5) Project eligible for funding in a future fiscal year.

June 14, 2012 -

SECTION III - Approval of Contracts

Charles County – St. Charles High
PSC # 08.046.07/11/12/13/14/15 LPC
Project Type: New

Contract #2 (1 contract)

Change PSC # from 08.046.07/11/12/13/14 LPC to 08.046.07/11/12/13/14/15 LPC

Change Local Funding from \$39,607,574 to \$31,407,574

Change State Funding from \$24,573,029 to \$32,773,029

Change Note:

- 4) Increase in State funding due to an amendment to the FY 2012 CIP and additional allocation provided in the FY 2013 CIP and FY 2014 CIP to Increase in State funding due to an amendment to the FY 2012 CIP and additional allocation provided in the FY 2013 CIP, FY 2014 CIP and FY 2015 CIP.

June 14, 2012 -

SECTION III - Approval of Contracts

Montgomery County – Glenallen Elementary

PSC # 15.054.14/15 LPC

Project Type: Replacement

Contract #1 (11 contracts)

Change PSC # from 15.054.14 LPC to 15.054.14/15 LPC

Change Local Funding from \$20,767,313 to \$15,276,483

Change State Funding from \$1,600,000 to \$7,090,830

Change amount reverted from \$0 to \$170

Change Note:

- 6) Increase in State funding due to partial allocation provided in the FY 2014 CIP to Increase in State funding due to partial allocation provided in the FY 2014 CIP and balance of allocation in the FY 2015 CIP.
- 7) Project eligible for funding in a future fiscal year to Contingency removed per LEA request.

June 14, 2012 -

SECTION III - Approval of Contracts

Montgomery County – Beverly Farms Elementary

PSC # 15.183.14/15 LPC

Project Type: Replacement

Contract #1 (16 contracts)

Change PSC # from 15.183.14 LPC to 15.183.14/15 LPC

Change Local Funding from \$21,694,664 to \$16,112,664

Change State Funding from \$1,046,000 to \$6,628,000

Change Basis of Funding from 50% of eligible base bid to 50% of eligible base bid, up to maximum State allocation

Change Note:

- 5) Increase in State funding due to partial allocation provided in the FY 2014 CIP to Increase in State funding due to partial allocation provided in the FY 2014 CIP and balance of allocation in the FY 2015 CIP.

Delete Note:

- 6) Project eligible for funding in a future fiscal year.

June 14, 2012 -

SECTION III - Approval of Contracts

Montgomery County – Paint Branch High

PSC # 15.211.10/13/14/15 LPC

Project Type: Replacement

Contract #1 (19 contracts)

Change PSC # from 15.211.10/13/14 LPC to 15.211.10/13/14/15 LPC

Change Local Funding from \$55,747,811 to \$49,255,293

Change State Funding from \$25,230,482 to \$31,723,000

Change Note:

- 4) Increase in State funding due to additional allocation provided in the FY 2014 CIP to Increase in State funding due to additional allocation provided in the FY 2014 CIP and balance of allocation in the FY 2015 CIP.

Delete Note:

- 5) Project eligible for funding in a future fiscal year.

June 14, 2012 -

SECTION III - Approval of Contracts

Montgomery County – Herbert Hoover Middle

PSC # 15.241.14/15 LPC

Project Type: Replacement

Contract #1 (14 contracts)

Change PSC # from 15.241.14 LPC to 15.241.14/15 LPC

Change Local Funding from \$36,500,189 to \$28,286,189

Change State Funding from \$2,350,000 to \$10,564,000

Change Basis of Funding from 50% of eligible base bid plus alt. 1, 2, 6, & 7 to 50% of eligible base bid plus alt. 1, 2, 6, & 7 up to the amount of maximum State allocation

Change Note:

- 5) Increase in State funding due to partial allocation provided in the FY 2014 CIP to Increase in State funding due to partial allocation provided in the FY 2014 CIP and balance of allocation in the FY 2015 CIP.

Delete Note:

- 6) Project eligible for funding in a future fiscal year.

April 18, 2012 -

SECTION III - Approval of Contracts

Howard County – Atholton High

PSC # 13.013.13/14/15 LPC

Project Type: Renovation/Addition

Contract #1 (8 contracts)

Change PSC # from 13.013.13/14 LPC to 13.013.13/14/15 LPC

Change Local Funding from \$31,224,395 to \$28,925,395

Change State Funding from \$15,987,000 to \$18,286,000

Change Note:

- 4) Increase in State funding due to partial allocation provided in the FY 2013 CIP and FY 2014 CIP to Increase in State funding due to partial allocation provided in the FY 2013 CIP and FY 2014 CIP and balance of allocation in the FY 2015 CIP.

Delete Note:

- 5) Project eligible for additional allocation in a future fiscal year.

April 18, 2012 -

SECTION III - Approval of Contracts

Baltimore City – #051 Waverly PK-8

PSC # 30.028.08/09/11/12/12HP/13/14/15 LPC

Project Type: Replacement

Contract #1 (1 contract)

Change PSC # from 30.028.08/09/11/12/12HP/13/14 LPC to 30.028.08/09/11/12/12HP/13/14/15 LPC

Change State Contingency for Change Orders from \$226,465 to \$0

Change Note:

- 6) Increase in funding due to additional allocation provided in the FY 2013 CIP and FY 2014 CIP to Increase in State funding due to additional allocation provided in the FY 2013 CIP and FY 2014 CIP and balance of allocation in the FY 2015 CIP.

Add Note:

- 7) Retain \$375,465 for contract #2.

Delete Note:

- 7) Project eligible for balance of \$149,000 in a future fiscal year. Contract eligible for total State participation of \$14,999,535 and a contingency of \$374,988.

June 17, 2010 -

SECTION III - Approval of Contracts

Charles County – St. Charles High
PSC # 08.046.07/11/12/13/14/15 LPC
Project Type: New

Contract #1 (1 contract)

Change PSC # from 08.046.07/11/12/13/14 LPC to 08.046.07/11/12/13/14/15 LPC

Change Note:

- 5) Increase in State funding due to an amendment in the FY 2012 CIP and additional allocation provided in the FY 2013 CIP and FY 2014 CIP to Increase in State funding due to an amendment in the FY 2012 CIP, additional allocation provided in the FY 2013 CIP and FY 2014 CIP, and FY 2015 CIP.
- 6) Retain \$24,573,029 for future contracts to Retain \$32,773,029 for future contracts.

September 18, 2008 -

SECTION III - Approval of Contracts

Frederick County – Linganore High
PSC # 10.017.05/09/10/11/12/13/14/15 LPC
Project Type: Replacement

Contract #1 (22 contracts)

Change PSC # from 10.017.05/09/10/11/12/13/14LPC to 10.017.05/09/10/11/12/13/14/15 LPC

Change Local Funding from \$32,364,293 to \$26,134,567

Change State Funding from \$31,452,274 to \$37,682,000

Change Basis of Funding from 72% of eligible base bid plus alt. 1A, 1C, 1D, 1E, 2, 3A, 3B, 4-11 to 72% of eligible base bid plus alt. 1A, 1C, 1D, 1E, 2, 3A, 3B, 4-11 up to the amount of maximum State allocation

Change Note:

- 2) Increase in State funding due to additional allocation provided in the FY 2010 CIP, FY 2011 CIP, FY 2012 CIP, FY 2013 CIP and FY 2014 CIP to Increase in State funding due to additional allocation provided in the FY 2010 CIP, FY 2011 CIP, FY 2012 CIP, FY 2013 CIP and FY 2014 CIP and balance of allocation in the FY 2015 CIP.

Delete Note:

- 3) Project is eligible for funding in a future fiscal year.

IAC ACTION: THE ABOVE REFERENCED ITEMS WERE:

	Approved	Disapproved	Deferred	Abstain	Recuse
Dr. Lillian M. Lowery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Richard Hall	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Alvin Collins	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Thomas Lewis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Tim Maloney	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

A. CALVERT COUNTY PUBLIC SCHOOLS FY 2014 SECURITY INITIATIVE (SI) CONTRACT AWARD AND REIMBURSEMENT EXTENSION REQUESTS

Calvert County Public Schools (CCPS) requests a five-month extension to the June 30, 2014 contract award deadline, as well as a six-month extension to the December 1, 2014 reimbursement deadline for the following approved FY 2014 Security Initiative projects:

- Appeal Elementary (PSC #04.013.14 SI) - Secured Vestibule
- Beach Elementary (PSC #04.011.14 SI) - Secured Vestibule
- Calvert Elementary (PSC #04.004.14 SI) - Secured Vestibule
- Huntingtown Elementary (PSC #04.010.14 SI) - Secured Vestibule
- Mount Harmony Elementary (PSC #04.007.14 SI) - Secured Vestibule
- Mutual Elementary (PSC #04.002.14 SI) - Secured Vestibule

The schedule for the proposed Secured Vestibule improvements, which were planned to commence during the summer recess, proved to be too ambitious. Having finished the design work, Calvert County Public Schools anticipates bidding the vestibule improvements in October with subsequent award in November of 2014 and the work completed by the end of April 2015.

The Designees recommend granting a five-month extension to the SI contract award and a six-month extension to the reimbursement deadline for the six Secured Vestibule projects in order to allow CCPS time to complete the projects and execute the requisite documentation, so that the projects will be eligible for reimbursement at completion.

Motion:

TO APPROVE A FIVE-MONTH EXTENSION FOR CALVERT COUNTY PUBLIC SCHOOLS TO THE CONTRACT AWARD DEADLINE AND A SIX-MONTH EXTENSION TO THE REIMBURSEMENT DEADLINE FOR THE SIX SECURED VESTIBULE PROJECTS APPROVED IN THE FY 2014 SECURITY INITIATIVE.

IAC ACTION: THE ABOVE REFERENCED ITEMS WERE:

	Approved	Disapproved	Deferred	Abstain	Recuse
Dr. Lillian M. Lowery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Richard Hall	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Alvin Collins	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Thomas Lewis	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Tim Maloney	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

B. CAPITAL IMPROVEMENT PROGRAM AMENDMENT TO PLANNING APPROVAL

Capital Improvement Program: Amendment to the Fiscal Year 2015 CIP, Baltimore County Public Schools

Loch Raven Elementary School was approved for local planning as a Renovation/Addition project in the FY 2015 Capital Improvement Program (CIP) (PSC #03.218.15 LP). In recent discussions between Baltimore County Public Schools and the Baltimore County Government, it has been decided to reassess the solutions to the capacity issues in the central area of the County. The LEA therefore requests rescission of the FY 2015 CIP planning approval.

Motion:

TO APPROVE THE RESCISSION OF THE FY 2015 CIP PLANNING APPROVAL FOR LOCH RAVEN ELEMENTARY SCHOOL RENOVATION/ADDITION PROJECT PSC #03.218.15 LP IN BALTIMORE COUNTY AND TO AMEND THE FY 2015 CAPITAL IMPROVEMENT PROGRAM TO REFLECT THIS CHANGE.

IAC ACTION: THE ABOVE REFERENCED ITEMS WERE:					
	Approved	Disapproved	Deferred	Abstain	Recuse
Dr. Lillian M. Lowery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Richard Hall	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Alvin Collins	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Thomas Lewis	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Tim Maloney	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

C. PRINCE GEORGE’S COUNTY AGING SCHOOLS PROGRAM (ASP) FY 2014 REIMBURSEMENT EXTENSION REQUESTS

Prince George’s County Public Schools (PGCPS) has requested a five month extension to the December 1, 2014 reimbursement deadline for the Window Replacement project at Mt. Rainier Elementary PSC #16.039.14 ASP and for the Building Interior Renovation project at Kenilworth Elementary PSC #16.195.14 ASP. The LEA stated that the delay was due to the timeframe for procuring the materials and school activities. If this extension is granted the project is expected to be complete by May 1, 2015.

Given this delay, the Designees recommend granting the extensions in order to allow PGCPS additional time to complete the project, execute the requisite procurement documentation, and ensure that the request for reimbursement is submitted by the extended deadline.

Motion:

TO APPROVE AN EXTENSION OF FIVE MONTHS TO THE REIMBURSEMENT DEADLINE FOR THE WINDOW REPLACEMENT PROJECT AT MT. RAINIER ELEMENTARY PSC #16.039.14 ASP AND FOR THE BUILDING INTERIOR RENOVATION PROJECT AT KENILWORTH ELEMENTARY PSC #16.195.14 ASP, SO THAT THE PROJECTS WILL BE COMPLETED AND WILL BE ELIGIBLE FOR REIMBURSEMENT TO PRINCE GEORGE’S COUNTY PUBLIC SCHOOLS FROM THE FY 2014 AGING SCHOOLS PROGRAM.

IAC ACTION: THE ABOVE REFERENCED ITEMS WERE:

	Approved	Disapproved	Deferred	Abstain	Recuse
Dr. Lillian M. Lowery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Richard Hall	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Alvin Collins	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Thomas Lewis	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Tim Maloney	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

D. NONPUBLIC AGING SCHOOLS PROGRAM (NASP)

Fiscal 2014 Summary

Background:

The Maryland General Assembly provided \$3.5 million in fiscal 2014 capital funds to the Public School Construction Program (PSCP) for grants to nonpublic schools for renovations and improvements to existing buildings. Nonpublic schools participating in the fiscal 2013 Maryland Nonpublic Student Textbook Loan Program were eligible to apply. The NASP funds are for expenditures eligible under the PSCP Aging Schools Program (ASP). The program is administered by the Maryland State Department of Education (MSDE) and the PSCP.

The maximum grant allocation for each school is based on school year 2012-13 enrollment with \$50 per student in schools reporting 20% or more of the total enrollment eligible for free and reduced price meals, and \$35 per student in schools reporting less than 20% of the total enrollment eligible for free and reduced price meals. The minimum allocation to any participating school is \$5,000. The largest maximum allocation based on enrollment is \$68,200. 359 nonpublic schools were eligible to participate in FY 2014; 267 schools were approved. Projects for security and safety improvements and interior renovations are those most frequently requested and approved.

Distributed across the State, the largest allocations went to nonpublic schools in Baltimore County, 21%; Prince George’s County, 16%; Montgomery County, 15%; Baltimore City, 12% and Anne Arundel County, 9%. Caroline, Dorchester, Garrett, and Kent Counties had no nonpublic schools participating in the textbook loan program and did not receive any NASP funds.

Administrative procedures and application forms were issued August 1, 2013 by MSDE and PSCP. The Designees for the Interagency Committee on School Construction later made two changes to the procedures; extending the applications deadline from December 2, 2013 to January 31, 2014 and granting an exception to the rule requiring all participating schools to be 16 years or older in order to permit the funding of security-related capital improvements in younger buildings.

Current Status:

In FY 2014 the IAC staff approved projects in a total of 267 schools for a total allocation of \$2,966,370. As of September 2, 2014, reimbursement payments in the total amount of \$1,272,892 have been made to 129 schools for pre-approved, completed projects. All projects were required to be under contract by June 30, 2014. Requests for reimbursement will be received through December 1, 2014.

Fiscal 2015 Summary

Background:

The General Assembly approved \$3.5 million in funding for the Nonpublic Aging Schools Program in the FY 2015 Public School Construction capital budget, as well as new language changing the method of funding distribution and excluding preschools.

In order to participate, nonpublic schools must offer kindergarten and/or higher grades and must be eligible for the FY 2015 Aid to Non-Public Schools, textbook loan program.

Funding is based on three separate criteria:

1. At least 20% of students enrolled in 2013 are eligible for the free or reduced price meal program;
2. Tuition charged (average tuition revenue) is less than the statewide average per-pupil expenditure for public schools; and
3. The school facility has an average age of 50 years or more.

If a school meets:

- all three criteria, the school may receive up to \$100,000;
- two of the three criteria, the school may receive up to \$75,000;
- one of the three criteria, the school may receive up to \$25,000;
- none of the criteria and the school facility has an average age of 16 years or more, the school may receive up to \$5,000.

Since the textbook loan program requires schools to meet funding criteria #2, we anticipate that all schools applying will be eligible for up to \$25,000, at least. Individual grant allocations will be based on the number of schools meeting the criteria established in the legislation and the estimated project costs.

Current Status:

MSDE staff met with the State Superintendent’s Nonpublic Schools Work Group on May 6, 2014 and on August 5, 2014 to review the changes to the program. Procedures for the FY15 NASP were issued on August 15, 2014. Online applications are due September 15, 2014. The application process is considerably more complicated for the nonpublic schools this year. Each school must complete the Calculated Age of Building Worksheet and also report specific enrollment and tuition data for several school years.

Preliminary grant approvals will be announced in the fall 2014. Final grant approvals will be determined only after schools qualify for the FY 2015 textbook loan program, anticipated January 31, 2015.

FOR INFORMATION ONLY
NO ACTION IS REQUIRED

E. BALTIMORE CITY PUBLIC SCHOOLS COMPREHENSIVE MAINTENANCE PLAN

The Memorandum of Understanding for the Construction and Revitalization of Baltimore City Public Schools (MOU), dated October 16, 2013, requires the submission by Baltimore City Public Schools (City Schools) of a Comprehensive Maintenance Plan (CMP). The CMP is to include specific content areas, and is to be tied to certain Maintenance Performance Metrics that will be used by the IAC to determine if progress is made in the improvement of school facility maintenance. The evaluation of the Metrics will, among other factors, be considered by the IAC in the approval of projects in the annual Capital Improvement Program and the MSA-Funded 10-Year Plan Program.

The Designees recommend approval of the CMP, with the comments below. While not complete in certain important respects that are outlined in the attached report, the CMP does meet the overall intent of the MOU: it demonstrates “*specific staffing, budget, and organizational components to make significant improvement over the five (5) years following the date of approval of the CMP by the IAC, as measured by the Metrics agreed to by the IAC and the School Board.*” MOU Section 11.B. Above all, the CMP provides for a level of measurable accountability that is essential to the evaluation of the organization’s efficiency and effectiveness.

The attached report provides further detail on the background of the CMP, a summary of its specific requirements, the current status of the CMP, and the rationale for the Designees’ recommendation for approval of the CMP, with comments regarding elements that are currently missing or incomplete. The IAC staff will continue to meet with staff of City Schools to address these maintenance issues, and related issues of overall facility management.

Attachment: Baltimore City Public Schools Comprehensive Maintenance Plan (CMP), dated August 12, 2014

Motion:

TO APPROVE THE BALTIMORE CITY PUBLIC SCHOOLS COMPREHENSIVE MAINTENANCE PLAN DATED AUGUST 12, 2014, IN ACCORDANCE WITH THE TERMS OF THE MEMORANDUM OF UNDERSTANDING FOR THE CONSTRUCTION AND REVITALIZATION OF BALTIMORE CITY PUBLIC SCHOOLS, WITH COMMENTS AS SHOWN IN THE ATTACHED IAC AGENDA ITEM, AND ON THE UNDERSTANDING THAT THE STAFF OF CITY SCHOOLS SHALL CONTINUE TO WORK WITH THE STAFF OF THE IAC TO SUBMIT A REVISED CMP BY OCTOBER 15, 2014 THAT WILL REPORT ON THE STATUS OF THE ITEMS NOTED BY IAC STAFF IN THE REPORT OF SEPTEMBER 11, 2014, AS MISSING, INCORRECT OR INCONSISTENT, INCLUDING THE TEMPLATE BUILDING MAINTENANCE PLAN.

IAC ACTION: THE ABOVE REFERENCED ITEMS WERE:						
	Approved	Disapproved	Deferred	Abstain	Recuse	
Dr. Lillian M. Lowery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Mr. Richard Hall	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Mr. Alvin Collins	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Mr. Thomas Lewis	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Mr. Tim Maloney	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

**BALTIMORE CITY PUBLIC SCHOOLS COMPREHENSIVE MAINTENANCE PLAN
REPORT TO THE IAC
September 11, 2014**

I. Background of the CMP

When the General Assembly approved the issuance of up to \$1.1 billion in Maryland Stadium Authority bond proceeds for the replacement and renovation of school buildings in Baltimore City, it placed a high level of emphasis on maintenance of the future buildings. The Baltimore City Public Schools Construction and Revitalization Act of 2013 (Chapter 647, Laws of 2013) mandates that the Memorandum of Understanding (MOU) among City Schools, the Maryland Stadium Authority, the City of Baltimore, and the Interagency Committee on School Construction shall require:

“[a] plan developed by the Baltimore City Board of School Commissioners and approved by the Interagency Committee on School Construction for preventative and ongoing maintenance for existing, new, and renovated Baltimore City public school facilities, including funding sufficient to implement the plan.” §10-646(E)(11).

It is anticipated that the approved CMP, in conjunction with oversight by the IAC, will lead to a significant, measurable, and permanent improvement in the quality of maintenance provided to public school buildings in Baltimore City.

II. Requirements of the MOU

General Provisions

Section 11.A of the MOU states:

City Schools shall develop, for approval by the IAC, a Comprehensive Maintenance Plan (“CMP”) for preventative and ongoing maintenance of all School Buildings, which shall provide for sufficient funding to implement the CMP. The following requirements shall apply to the CMP:

- 1. The CMP shall be a written plan approved by the School Board that describes a strategy for maintaining all School Buildings and for achieving progress toward the Metrics that are described below.*
- 2. The CMP shall ensure that Maintenance is performed for all School Buildings for which City Schools has operational responsibility.*
- 3. The CMP shall apply to all School Buildings, which include:*
 - a. The 10-Year Plan Projects under the Act;*
 - b. All existing School Buildings for which the School Board has operational responsibility; and*
 - c. All other School Buildings that the School Board replaces or funds improvements for through the CIP.*

The MOU requires that *“the CMP must demonstrate specific staffing, budget, and organizational components to make significant improvement over the five (5) years following the date of approval of the CMP by the IAC, as measured by the Metrics agreed to by the IAC and the School Board.”* Section 11.B.

Building Maintenance Plan (Section C)

The MOU requires that the CMP “shall contain a template or templates for the building Maintenance Plan (“BMP”) of individual new, renovated, and existing School Buildings.” The BMP will be “supplemental to and complementary to” the usual Operations and Maintenance (O&M) manuals that are provided at the end of construction projects; the BMP will synthesize preventative maintenance and life-cycle requirements so as to substantially improve the level of maintenance provided to the MSA-Funded and CIP 10-Year Plan buildings. The intention is to extend the practice of developing BMPs beyond the MSA-Funded and major CIP projects to include all buildings in the City Schools system.

School Building Maintenance Performance Metrics (Sections D and E)

Following approval of the CMP, the MOU specifies that City Schools will have six months in which to develop maintenance Metrics to be approved by the IAC. The MOU requires that the annual budget of City Schools “include funds sufficient to achieve progress toward the attainment of the Metrics.” Progress toward achievement of these Metrics will be one of the factors that the IAC will examine in considering future project approvals, beginning in the fall of 2015. Sections 11.D.2, 6 and 7.

Release of Construction Funding (Section F)

The intersection between maintenance and the MSA-Funded 10-Year Plan is found in the release of construction funds by the Maryland Stadium Authority, which is predicated on two conditions:

- a. The BMP for the subject school must be approved by the IAC with comment by the Authority; and
- b. The maintenance Metrics as reported annually by City Schools (Section D.5) must “demonstrate progress acceptable to the IAC with comment by the Authority.”

III. The Comprehensive Maintenance Plan of August 12, 2014

Brief History

On December 17, 2013 the Board of School Commissioners approved the CMP, which was forwarded to the Public School Construction Program (PSCP). In response to comments provided to BCPSS, 2014 City Schools submitted a revised CMP. Beginning in early May 2014, staff of the IAC met weekly with staff of City Schools to discuss the revision as well as the Metrics that are required under the MOU (see IAC Agenda Item SEC II F). The Board of School Commissioners approved the final CMP on August 12, 2014.

IAC Staff Evaluation

The Designees believe that the approved City Schools CMP is a plan that will, **if it is supported with adequate resources over a sustained period by the Board of School Commissioners and the City of Baltimore**, lead to an increase of staffing and an organizational restructuring that will generate significant improvement in the management of maintenance in City Schools:

- The CMP establishes a clear linkage between the maintenance of facilities and the historic opportunity presented by the Act. The document addresses not only the future maintenance of the projects that will be constructed using Maryland Stadium Authority bond proceeds, but also the approximately 100 school buildings that will remain following the closure of the 26 facilities listed in Exhibit 6 of the MOU. The CMP is realistic in its information and its tone: it describes the current condition of City Schools

facilities and of the maintenance operation, and lays out clear and attainable goals with respect to organizational structure, staffing, budget, and energy management. It thus introduces a high level of accountability into the overall progress of school maintenance, allowing the IAC and others to determine the extent to which City Schools is achieving the maintenance program that has been specified.

- The CMP includes summary charts that provide year-by-year measures of budgetary increases, staffing increases, and organizational restructuring. Specifically, subject to the annual approvals of the Board of School Commissioners and the Chief Executive Officer, the Plan calls for:
 - An increase of funding of approximately \$3 million per year for FY 2015 through FY 2023, increasing the total budget for Maintenance and Repairs from the FY 2014 total of \$15.5 million to \$31.3 million in FY 2019. On a per-square foot basis, this means an increase from the current \$0.89/sf/year to \$1.98/sf/year. Since the City Schools target figure, based on a parametric modeling approach, is \$4.08/sf/year, the budget increase will still result in a budget that is less than 50% of the target. However, given the current budget situation, including the need to find \$20 million in FY 2015 and subsequent years to fund the 10-Year Plan projects, the \$3 million increase represents an important commitment of resources to support the maintenance program.

Designee Comments:

1. It would be preferable if the annual increase of funding were adjusted to reflect inflation, construction cost escalation, or another measure of the value of money over time.
2. The \$3 million annual increase could be substantially increased through organizational restructuring to eliminate operational inefficiencies, improved coordination among the facility departments, implementation of asset and inventory controls, and conservation of energy through human behavioral changes.

- An increase of staff for the Department of Facilities, Maintenance and Operations (FM&O) from the current 98 to a total of 182 (with a concurrent reduction of square footage per FTE from the current 177,348 sf/FTE to 86,885 sf/FTE).
- Incorporation of the facility component of the School Network into FM&O, and an increase of the number of regional maintenance teams from three to ten. Currently, the Educational Building Supervisors (EBS) report to the Chief Academic Officer; as proposed, the EBSs will report to the Chief Operational Officer and will lead the ten regional teams. We believe that these measures will significantly improve accountability and communication, reduce inefficient duplication of staff functions, and reduce the number of school-based facility changes that are carried out without the knowledge or input of the central administration.
- Implementation of both a computerized maintenance management system (CMMS, currently under procurement through the Maryland Stadium Authority) and a facility inventory.

Designee Comment:

The lack of a thorough asset inventory is one of the most serious deficiencies in City Schools today. No rational, pro-active facility management program can be implemented when the number, age, specification and condition of building assets are unknown. City Schools has outlined a step-by-step process for acquiring an inventory.

- A list of Maintenance Performance Metrics, as required by Sections 11.D and 11.E.

Designee Comment:

The Designees at this time recommend approval of 13 Metrics; please see IAC Agenda Item No. SEC II F. Further development of the Metrics depends on a) implementation of the CMMS system and b) development of the full asset inventory.

These elements of the CMP represent a much needed, genuine plan for reform and improvement, providing not only annual guideposts for City Schools administrators and staff, but also measures of accountability that will be used by the IAC and others to determine if City Schools will achieve a significant improvement in the quality of maintenance within five years. In conjunction with the Metrics that are recommended for approval in a separate IAC Agenda item, and corroborated by the field observations of the PSCP Maintenance Inspectors and the PSCP Program Manager for Baltimore City, the CMP will provide measures by which the overall quality of maintenance can be assessed.

IV. IAC Staff Recommendation

The CMP meets the basic intent of the MOU

The Designees recommend approval of the CMP. Although as presented it does not meet all of the requirements of the MOU, the Designees believe that the document does meet the main requirements and should be approved, with the comments provided below.

1. The CMP is a written five-year strategic plan that addresses staffing, budget, and organization (MOU Section 11.A.1).
2. The CMP is applicable to all school buildings in the system (MOU Section 11.A.2 and 3).
3. The CMP does “*demonstrate specific staffing, budget, and organizational components*” that should lead to improvement in the Maintenance Performance Metrics if the components are funded and carried out (MOU Section 11.A.4)

Comments:

The MOU elements that are not addressed within the CMP are expected to be corrected or completed within a reasonable timeframe. The Designees offer the following comments:

1. **Exhibit 7 Omissions.** Section 11.B of the MOU specifies that the “content of the CMP shall be as provided in Exhibit 7.” The submitted CMP includes most, but not all, of the elements specified in Exhibit 7. Specific elements that are missing include:
 - a) Comparable Urban School Districts (MOU Exhibit 7 Sections 5.d and 5.e, “Budget” and 6.b, “Staffing parameters”). City Schools has examined the maintenance budgets and staffing of two major school systems, Montgomery County Public

Schools in Maryland and Chicago Public Schools in Illinois, and one mid-size district, Frederick County Public Schools in Maryland. It also examined the Department of Defense Unified Facilities Criteria, Whitestone Research Facility M&R Reference, and the International Facility Management Association Benchmarks.

However, with respect to age of facilities and community conditions that affect maintenance, the two systems that are closest in character to Baltimore City are Baltimore County and Anne Arundel County Public Schools. City Schools should study these two systems for valuable information on executive and technical staffing, organizational structure, coordination of activities, and methods for addressing vandalism and other community impacts.

- b) Computerized Maintenance Management System (CMMS) (MOU Exhibit 7 Section 7.b, "Procedures"). The CMP does not include procedures for the CMMS because procurement of the system is now in process, with a vendor scheduled to be selected by the end of the calendar year. In agreement with the Maryland Stadium Authority, the procurement follows a best value approach, allowing offerors to present the parameters and procedures that will meet City Schools performance requirements. Until the vendor is selected, CMMS procedures cannot be defined.
 - c) Departmental and divisional action plans for upcoming fiscal year (MOU Exhibit 7 Section 9). The CMP lacks the detail that would be expected of an action plan, but the overall chart showing the increase of staffing and budget will provide guidance for actions to be taken in FY 2015. We will continue to work with City Schools to develop these action plans.
 - d) Templates for Building Maintenance Plan (MOU Exhibit 7 Section 10.h). It is our understanding that the BMP template is under development and will be provided to the IAC no later than October 15, 2014. A pilot BMP will be provided for IAC staff review for the recently opened Waverly PK-8 school. IAC staff will continue to monitor the progress of this important component of the CMP. Approval by the IAC and the Stadium Authority of a BMP for each building in the 21st Century School Plan is a pre-condition for release of construction funding.
 - e) Prioritized list of maintenance and capital replacement projects to be accomplished in the budget year and future fiscal years (MOU Exhibit 7 Section 10.j). To build this list requires a thorough asset inventory, which is currently lacking. The CMMS system will provide the platform for establishing the inventory, leading to the complete annual list of prioritized projects.
2. **Maintenance Performance Metrics.** City Schools has developed a separate Metrics document (see IAC Agenda Item No. SEC II F). The following Metrics required under MOU Section 11.E are not available at this time:

Metric 2. Work order parameters

- b. Number of outstanding work orders permissible at any time.

Metric 3. Inspection parameters:

- a. Routine scheduled tours of all School Buildings by maintenance teams. Since the proposed reorganization of the maintenance and repair teams in FY 2016 involves an increase from three regions to ten, the schedule for the routine tours of schools will change.

Metric 4. Implementation of a CMMS system (see above, item 1.b))

- d. Percentage of major building systems operating within industry age standards. This Metric cannot be carried out until the building inventory is at least partially complete.
- e. Deferred maintenance backlog (as percentage of total building plant value). The deferred maintenance backlog of \$976 million is at present based on the parametric model method (CMP, page 2). A far more accurate figure will be obtained when the asset inventory is complete.

3. **October 2014 CMP Submission.** The MOU requires that “the CMP shall be updated annually in accordance with the BPW Regulations (COMAR 23.03.02) and shall be submitted annually by October 15 of each year.” Section 11.A.5. The October 2014 CMP submission should discuss the status of the following items:

- a) The elements noted in Item 1 above that are listed in Exhibit 7 but are not included in the CMP of June 10, 2014.
- b) Detailed discussion of the status of the Metrics and their application, including the status of Metrics that remain to be developed.
- c) Submission of the BMP template, based on the pilot BMP currently under development.
- d) Correction of relatively minor inconsistencies in budgetary and staffing figures.
- e) Expansion of the peer comparisons to include Anne Arundel County Public Schools and Baltimore County Public Schools, the two large school systems that share the Baltimore City geographic area and have many schools that are comparable to those of Baltimore City.

IAC staff will continue to work with City Schools staff to correct these items for the required October submission of the CMP and the November meeting of the IAC.

COMPREHENSIVE MAINTENANCE PLAN



21st-CENTURY BUILDINGS BALTIMORE CITY PUBLIC SCHOOLS

I.	EXECUTIVE SUMMARY	1
II.	CITY SCHOOLS' FACILITY, MAINTENANCE AND OPERATIONS	7
	II.A. Recent History of Maintenance of Public Schools in Baltimore City	
	II.B. Current Accomplishments	
	II.C. Past History of Investment	
	II.D. 21st –Century Buildings’ Plan	
	II.E. Conditions and Issues Affecting Maintenance and Facility Conditions	
III.	BUDGET	14
	III.A. Parametric Model: A Guide to Determine Recommendations from Complex Conditions	
	III.B. Funding and Staffing Parameters	
	III.C. Impacts of Current Funding	
	III.D. Staffing	
	III.E. Summary of Findings	
	III.F. Budget and Staffing Scenarios	
	III.G. FM&O Budget Recommendations	
IV.	ORGANIZATION	26
	IV.A. District Organizational Chart Overview	
	IV.B. Office of the Chief Operating Officer Overview	
	IV.C. Description of City Schools’ Organizational Structure for Maintenance	
	IV.D. Proposal: FM&O Reorganization	
V.	STAFFING AND RESPONSIBILITIES	34
	V.A. Repair Shop Responsibilities and Staffing	
	V.B. Building Maintenance and Inspections	

- V.C. Contract Maintenance
- V.D. Mechanical Services and Facilities Engineering
- V.E. School Support Networks Team Responsibilities and Educational Building Supervisors
- V.F. Facility Inspections and Full Building Audits
- V.G. Proposed Staff Reorganization
- V.H. Staff Development
- V.I. FM&O Management and Staff Next Steps

VI. SYSTEMS 44

- VI.A. Scheduled Work Orders
- VI.B. Unscheduled Work Orders
- VI.C. Standard Operating Procedures
- VI.D. Work Order Workflow
- VI.E. Construction/Maintenance Interface
- VI.F. Sustainable Maintenance Practices

VII. ENERGY MANAGEMENT AND CONSTRUCTION PRACTICES 52

VIII. ATTACHMENTS 56

- A. Scheduled Maintenance
- B. Work Orders
- C. Unscheduled Maintenance
- D. Deferred Maintenance
- E. Contractors to Support Facility Operations
- F. Stimulus Projects
- G. Energy
- H. CMMS Inventory
- I. Building Maintenance Plans
- J. Action Plans

I. EXECUTIVE SUMMARY

The State of Maryland's Interagency Committee on School Construction (IAC) requires each Local Education Agency (LEA) to submit and update a Comprehensive Maintenance Plan (CMP). The CMP must be approved by the local Board of Education and submitted to the IAC for review. City Schools' requirements are different from other Maryland LEAs. By means of the Memorandum of Understanding for the Construction and Revitalization of Baltimore City Public Schools (MOU), City Schools' CMP must be approved by the IAC.

This CMP coordinates funds, staff, organization, management and data into a five year strategic plan to position Facility, Maintenance and Operations (FM&O) for effectiveness, while recognizing resource constraints. Initiatives (figure 1) that integrate into this strategy are the 21st Century Buildings Plan, approved additional budget resources, recommended staff increases, recommended reorganization, asset management, staff development and a computerized maintenance management system. City Schools is committed to the long term care and improvement of its building portfolio and dedicates key resources to optimize the investments in facilities.

Following is an overview of what makes this CMP critical to the success of the 21st Century Buildings Plan.

Baltimore City Public Schools (City Schools) has made momentous strides in the past five years with steps to move City Schools forward and accelerate the academic achievement of its students. This progress is helping to prepare City Schools' students for the 21st-century global economy. In a short timeframe, Baltimore's educational system has demonstrated great successes with more inclusive and rigorous programmatic offerings to students, expanded geographic choices for City Schools' students and parents to select schools, and educational programs to students in early childhood development years.

Today, City Schools' focus has turned to address the physical infrastructure where students learn. Much of the efforts to improve the conditions of City Schools' facilities began in early 2011, when City Schools commissioned Jacobs Project Management to conduct a comprehensive analysis of space across 183 buildings on 163 school campuses in its portfolio to assess building usage and its costs for modernization. The Jacobs Report led to a host of recommendations for repairing, renovating, and replacing buildings to support 21st-century teaching and learning environments for City Schools' students. It should be noted that the study estimated a total of \$2.4 billion needed to replace and renovate the existing buildings over a ten year period. The magnitude of this estimate led to the need for facility revitalization and the necessity for Maryland General Assembly action.

The study provided a comprehensive understanding of school buildings and results were validated through intensive community engagement and outreach over several months. Coupled with the analysis of school building conditions were qualitative and quantitative analyses of demographic trends, community conditions and investments, and identification of opportunities for overlapping development initiatives in coordination with other City agencies. These factors were used in the development of decisions for future construction and prioritization of school buildings and resulted in the 21st-Century Buildings Plan.

The Jacobs Report concluded the City Schools' portfolio is in very poor condition. The Facility Condition Index¹ (FCI) for the district as a whole is 60 percent, which according to Jacobs reflects "facilities in very poor condition." The City Schools' facility condition assessment identified deferred maintenance of \$976 Million. The Report also concluded that City Schools' portfolio is old and out of date; 23 percent of buildings were built before 1946, 74 percent of buildings were built between 1946 and 1985, and 3 percent of buildings were built since 1985.

On January 8, 2013, the 21st-Century Buildings Plan was approved by the Baltimore City Board of School Commissioners. The overall goal of the plan is for all City School students to learn in buildings that embody 21st-century standards of excellence. This goal signifies a historical moment for City Schools to focus on overhauling the poor conditions of school facilities which house approximately 85,000 students and 6,000 teachers, and transform its portfolio to offer state of the art schools with cutting edge technology and environmental sustainability.

In late March of 2013, the vision to transform Baltimore City Schools became partially attainable with approval of House Bill 860 (HB860) by the Maryland General Assembly. HB 860 authorized a \$1.1 billion financing plan for renovation or replacement of Baltimore public school buildings. It should be noted that the study estimated a total of \$2.4 billion needed to replace and renovate the existing buildings over a ten year period; accordingly, other sources of revenue and financing will be necessary to fulfill the vision of the 21st Century Buildings Plan. HB860 is a significant step to begin this work.

HB 860 also charges four public agencies with managing and overseeing execution of that plan:

- City of Baltimore
- Maryland Stadium Authority (MSA)
- Interagency Committee on School Construction
- Baltimore City Board of School Commissioners

A memorandum of understanding (MOU) among these agencies was signed in fall 2013 and approved by the state Board of Public Works on October 16, 2013. An executive committee oversees MOU implementation.

In the MOU there are fifteen specific understandings between the agencies. One of those is the understanding for City Schools to develop a Comprehensive Maintenance Plan (CMP). One requirement is for a CMP be submitted and approved by Baltimore City Board of School Commissioners and the Interagency Committee on School Construction, "for preventive and ongoing maintenance of all School Buildings, which shall provide for sufficient funding to implement the CMP."

The FM&O Division, under the Office of the Chief Operating Officer, is responsible to implement this CMPs' five year strategy. FM&O is responsible to provide clean, safe, and

¹ The FCI represents an industry and national standard for measuring overall condition of a building or group of buildings within a buildings portfolio. This index compares the cost of both current repairs to a building and repairs that are predicted to be necessary over the next 10 years with the cost to replace the building with a brand new one of the same size. The FCI is represented by a percentage, where the higher the percentage, the poorer the condition of the building and the better the candidate for replacement versus repairs.

operationally efficient buildings to support the City Schools' mission of educating children to meet the intellectual demands of the 21st-century. FM&O is responsible for the maintenance and operation of 163 schools, encompassing 18.1 million square feet and serving over 85,000 students.

Under the current funding scenario, the Director of FM&O has been increasingly required to expend a larger percentage of resources reacting to emergent needs that arise on short notice instead of systematically addressing scheduled preventive maintenance. Over many years the postponing of maintenance for school infrastructure has accumulated to be a sizable portion of the \$2.4 billion financing needed to replace and renovate the existing buildings. The City Schools' facility condition assessment conducted in 2011 identified deferred maintenance of \$976 million. At current funding levels, the requirement for basic health and safety related maintenance and repairs (M&R) has a cumulative cost that exceeds the total current City Schools' M&R budget.²

In order to fulfill the vision of HB860, City Schools' administration and Board of Commissioners has agreed to an additional \$3 million³ annual allocation to the FM&O budgets from FY 2015 to 2023. FM&O has concluded this is adequate to fund preventive maintenance and repairs by FY 2019 (see FM&O Budget Recommendations III.G.) However, an evaluation of this allocation will take place with the new Chief Executive Officer and Chief Finance Officer to determine if this course of action is sufficient to fund appropriate maintenance costs.

Operations' management is resolved to improve the FM&O department. The following initiatives are the strategic plan to accomplish improvements within budget frameworks. This CMP identifies the needs, objectives, processes, and techniques to accomplish FM&O's initiatives over the next five years. Figure 1 is an overview and timeline of initiatives.

The primary initiatives to improve FM&O are;

- 1) 21st Century Buildings Plan: Leverage the \$1.1 billion to reduce schools and overall square footage; consequently, improve capacity to manage FM&O. Schools decrease from 163 to 139 and square footage will decrease from 18.0 million to 15.8 million.⁴
- 2) FM&O funding: The Board of Commissioners has approved additional funding of \$27 million over 9 years. From FY 2015 to 2019 funding will increase from \$15.5 million to \$31.3 million. This will result in more funds per square footage increasing from \$.89 to \$1.98. FM&O has concluded this is adequate to fund preventive maintenance and repairs by FY 2019 (see FM&O Budget Recommendations III.G.).
- 3) Recommend to Reorganize FM&O in 2016:
 - Submit a proposal to reorganize the FM&O Division. Request reassignment of Educational Building Supervisors (EBS) from School Support Networks to FM&O. Align them across 10 Regions. Increase maintenance and repair teams from 3 to 10 and create a Preventive Maintenance Team. This will be accomplished with existing full time equivalents (FTE), both FM&O staff and

² See Figure 8

³ This figure is not planned to be adjusted for inflation.

⁴ 21st Century Buildings Plan is for a total of 137 schools in 10 years. This CMP is a five year plan; therefore, 139 schools by FY 2019.

EBS'. FM&O has concluded this structure is sufficient, because this will result in a decrease of schools per team from 53 to 14 and a decrease in square footage per team from 5.9M to 1.6M5. The Chief Operating Officer will consult with City Schools' new Chief Executive Officer and Chief Financial Officer to determine the feasibility of presenting this option to the Board of School Commissioners in the FY2016 budget.

- Increase maintenance and repair teams from 3 to 10 and create a Preventive Maintenance Team. Integrate skills by teams consisting of staff from the Repair Shop and Engineering.
- 4) Recommend to Increase FM&O staffing from FY 2015 to 2019: Staff will increase from 98 to 182. This will result in a reduction in square feet per FTE, from 225,715 to 106,845 square feet for maintenance and repair staff and 177,348 to 86,885 square feet per FM&O's entire staff.⁶
 - 5) Staff Development:
 - Leverage school based Career and Technology Education staff, and vendor and manufacture expertise to prepare FM&O staff to produce quality workmanship, to be current on technology and to keep our buildings safe for students, staff and the community.
 - Hold staff accountable by incorporating Facility Stat performance targets and measures into employee evaluations (see II.B. Current Accomplishments).
 - 6) Asset Management:
 - By 2018, inventory physical plant assets in schools not covered by the \$1.1 billion financing of the 21st Century Buildings Plan.⁷
 - By 2019, inventory physical plant assets in schools scheduled for renovation or replacement with the \$1.1 billion financing of the 21st Century Buildings Plan.
 - After the inventory and commissioning are complete there will be a physical plant asset inventory by 2019 for City Schools' entire building portfolio.
 - 7) Implement a Computerized Maintenance Management System: This will result in technological solutions to manage more than just repairs, but also physical plant assets, preventive maintenance, store room inventory and work plans. The Maryland Stadium Authority (MSA) is a vital partner in the procurement and funding of this system.
 - 8) Modernize Fleet: Replace the maintenance vehicle fleet. This will reduce down time due to interruptions from vehicle breakdowns.
 - 9) Contract Maintenance: Allocate funds for contracted preventive maintenance and unscheduled maintenance.

The Office of the Chief Operating Officer is committed to support the 21st-Century Buildings Plan and MOU requirements through data driven management, continuous improvement and customer service. Service and results have decidedly improved despite declining funds (see Figure 2). Below are repair and maintenance work order trend data from FY 2009 to 2013;

⁵ Includes maintenance, repairs, management, and support staff. Excludes Building Maintenance and Inspections and Grounds staff.

⁶ Same footnote as 4.

⁷ See Systems VI section for prioritization of assets to inventory.

- Work orders completed in 15 days or less increased from 22,646 to 29,105
- Work orders completed in 30 days or more decreased from 10,044 to 7,229
- Average work orders completed each day increased from 146 to 167
- Average days for FM&O group to complete work orders decreased from 41 to 12
- Average hours per employee to complete a work order decreased from 3.3 to 1.8

These results occurred while funding decreased. The \$15 million increase in funding over this five year plan will provide the resources to continue this performance. Under this standard of management, accomplishing the CMP initiatives will position City Schools' to safeguard the 21st Century Buildings investment.

Note, next two immediate deliverables for this CMP;

Templates for the Building Maintenance Plan for new, renovated and existing facilities: Target for completion is October 2014. FM&O is working on a Building Maintenance Plan (BMP) for the most current new LEED certified school Waverly Elementary/Middle School, which opened on January 3rd. This will provide us with an accurate cost to support and maintain a LEED certified building.

Specific metrics of performance for FM&O: In partnership with the Public School Construction Program, City Schools' staff will develop performance measures by which progress toward attainment of staffing parameters, work order parameters; inspection parameters and implementation of the CMMS are monitored. Target for completion is September 2014.

5 Year Plan: Facility and Maintenance							
Primary Initiatives	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
			CMP Year-1	CMP Year-2	CMP Year-3	CMP Year-4	CMP Year-5
1) 21st Century Buildings Plan & CEFMP							
Reduction in square footage	(165,561)	(371,333)	(42,155)	(207,348)	(844,451)	(384,010)	(89,460)
District square footage	17,751,392	17,380,059	17,337,904	17,130,556	16,286,505	15,902,495	15,813,035
Reduction in schools	(1)	(5)	(1)	(1)	(9)	(6)	(1)
District schools (163 in FY2012)	162	157	156	155	146	140	139
2) Approved Increase FM&O Funding*							
Budget	\$ 15,086,266	\$ 15,505,307	\$ 18,500,897	\$ 22,344,595	\$ 25,344,595	\$ 28,344,595	\$ 31,344,595
Funding increase over previous years budget			\$ 2,995,590	\$ 3,843,698	\$ 3,000,000	\$ 3,000,001	\$ 3,000,000
Dollar per square foot	\$ 0.85	\$ 0.89	\$ 1.07	\$ 1.30	\$ 1.56	\$ 1.78	\$ 1.98
<i>Cost Centers whose primary function are repairs and maintenance.</i>							
2) Accelerated Increase FM&O Funding*							
Budget	\$ 15,086,266	\$ 15,505,307	\$ 18,500,897	\$ 25,344,595	\$ 31,344,595	\$ 37,344,595	\$ 43,344,595
Funding increase			\$ 2,995,590	\$ 6,843,698	\$ 6,000,000	\$ 6,000,000	\$ 6,000,000
Dollar per square foot	\$ 0.85	\$ 0.89	\$ 1.07	\$ 1.48	\$ 1.92	\$ 2.35	\$ 2.74
<i>Cost Centers whose primary function are repairs and maintenance.</i>							
3) Reorganization							
	FTEs	FTEs	FTEs	FTEs	FTEs	FTEs	FTEs
Region	37	37	37	69	73	73	73
PM Team	0	0	0	0	6	6	6
Specialist-staff with expertise to deploy as needed, i.e. welders, glazers	40	40	48	33	39	54	69
Support	15	15	15	16	15	15	15
Management	6	6	10	19	19	19	19
Total FTEs	98	98	110	137	152	167	182
Regions							
	FTEs	FTEs	FTEs	FTEs	FTEs	FTEs	FTEs
Management	3	3	3	10	10	10	10
Repairs	37	37	37	46	50	50	50
Engineering	0	0	0	23	23	23	23
Total	40	40	40	79	83	83	83
Average Region FTEs	13	13	13	8	8	8	8
Average Square Footage Per Region	5,917,131	5,793,353	5,779,301	1,713,056	1,628,651	1,590,250	1,581,304
Average Schools Per Region	54	52	52	16	15	14	14
4) Increase FM&O Staffing							
	FTEs	FTEs	FTEs	FTEs	FTEs	FTEs	FTEs
Maintenance and Repairs	77	77	85	103	118	133	148
Support	15	15	15	15	15	15	15
Management	6	6	10	19	19	19	19
Total FTEs	98	98	110	137	152	167	182
FTE increase			12	27	15	15	15
Projected costs to increase FTEs			\$ 633,410	\$ 1,397,204	\$ 730,437	\$ 749,698	\$ 787,318
Square footage per FTE							
Maintenance and repairs	230,538	225,715	203,975	166,316	138,021	119,568	106,845
Total staff	181,137	177,348	157,617	125,041	107,148	95,225	86,885
5) Staff Development							
Training			\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Accountability: Facility Stat Measures Added to Employee Evaluations			Plan	Initiate	Ongoing	Ongoing	Ongoing
6) Asset Management							
Schools planned under \$1.1B Financing**							
Schools					14	14	15
Sqft.					2,094,115	1,219,772	1,605,728
Schools not planned under \$1.1B Financing							
Schools				25	39	30	
Sqft.				1,860,250	4,865,292	3,814,958	
Estimated contract costs to inventory assets ***				\$ 279,038	\$ 729,794	\$ 572,244	
7) Implement a Computerized Maintenance Management System							
Module Implementation			Work Order	Preventive Maintenance			
			Asset Management	Work Planning and Management			
				Inventory-Storeroom			
8) Modernize Fleet							
			\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
9) Contract Maintenance							
Preventive maintenance and unscheduled maintenance			\$ 2,052,180	\$ 1,857,456	\$ 1,229,769	\$ 1,368,059	\$ 1,902,682

*\$843,698 additional funds to \$3.0M are from EBS reorganization

**schools totals are subject to change due to economic and finance factors

***estimate subject to change

Figure 1: Overview of initiatives to improve FM&O

II. City Schools' Facility and Maintenance and Operations Overview

The mission of the Facilities Maintenance and Operations Division (FM&O) is to improve, repair, renovate, maintain and clean educational facilities that provide academic, athletic and other extra-curricular activities. FM&O also has management oversight for the Department of Maintenance and Inspections which provides janitorial and waste management services, cleaning inspections.

FM&O staff performs limited preventive maintenance, responds to service calls, performs repairs of a minor nature and directly oversees work performed by contractors. City Schools' maintenance and repair funding is insufficient to sustain required maintenance, repair and renewal. The backlog of deferred maintenance and resulting 60% facility condition index reflected the overall poor condition at the time of the 2011 schools condition assessment. Major and specialized tasks including annual boiler service, major equipment repairs, and maintenance on specialized building systems (i.e. Fire/Life Safety and Security) are generally performed through external contracts.

The department's primary objective is to ensure the retention of fixed assets by means of proper operation – cleaning, repairing and component replacement throughout the required life cycle of their use. At this time, complete preventive maintenance is not possible due to current funding allocations. The approved \$27 million will provide resources by which FM&O will improve preventive maintenance by creating a team for this purpose, incorporating preventive maintenance expertise throughout the organization and inventorying physical plant assets in all schools by 2019.

While the district's school campuses, grouped into three regions, oversee their own custodial services, FM&O provides supplemental custodial services for special events, extra cleanups and other special custodial needs. Valuable internal partners in this work are the School Support Networks. This team is responsible for day-to-day supervision and reporting of facility maintenance needs of City Schools' facilities.

For efficiency and enhanced effectiveness, the Design and Construction, Health and Safety, and Planning Departments work with FM&O. As the \$1.1 billion is used to renovate and replace schools both groups will be accountable for effective design reviews.

FM&O also coordinates its resources to align with the latest Comprehensive Educational Facility Master Plan (CEFMP), which currently includes the 21st-Century Buildings Plan. FM&O achieves its mission and aligns with the CEFMP by prioritizing the following five maintenance-specific goals to:

- Maintain a healthy, safe, and positive learning environment for all students and staff.
- Maximize the useful life of the buildings and at the same time reduce emergency school closings through scheduled and preventive maintenance programs.
- Enable schools and office buildings to operate in a cost-effective manner with an emphasis on energy conservation.
- Decrease and prevent vandalism, accidents, fires and other safety or security issues related incidents.

- Leverage Capital Improvement Plan (CIP) to reduce backlog of deferred maintenance and perform life-cycle replacements of major building components and to improve overall facility condition.

City Schools recognizes that schools are integrated into the fabric of the community and that the State of Maryland, Baltimore City, and City Residents support the system's financial and capital needs. City Schools is committed to spending money wisely in the investment of its facilities in a manner that promotes and improves community vitality, environmental sustainability, and equity among its schools. School facilities are community assets with direct correlation to home values, business growth and an overall high quality of life, and factor significantly in long-range goals regarding the future of the City. City Schools is invested in maintaining and operating these vital community assets. The approved funding of \$27 million over nine years will provide the resources to position FM&O to meet the requirements of the MOU.

II.A. Recent History of Maintenance of Public Schools in Baltimore City

Over the past five years, City Schools' FM&O has achieved significant progress in addressing an increasing quantity and array of maintenance and operations needs across the district. These achievements have occurred despite consistent reductions in district-provided FM&O funding, as well as reductions in staffing levels.

Compounding the problem of decreasing funds, the City Schools' Capital Lease Program, launched in 2006 to fund improved maintenance district-wide, no longer remains a funding source for FM&O. The Capital Lease Program funds, which were the name for the Federal Stimulus Funds, were fully expended as of December 2013. This inactive program was a prime example of how available capital renewal funds could successfully improve the overall environmental performance and long-term operations costs of targeted facilities. It also provided FM&O the ability to perform various preventive maintenance (PM) and repair services to heating, ventilation and air conditioning (HVAC), lighting and water systems that are no longer possible with current funding levels.

To fill the void left by the Capital Lease Program, FM&O successfully identified and secured a variety of temporary supplemental funding resources to tactically address critical repair needs and unscheduled maintenance requirements generated by increasing levels of deferred maintenance. These supplemental funding resources include Federal stimulus dollars and Maryland Public School Construction Program Aging Schools Program (ASP) funding. ASP and stimulus dollars have been used to address critical FM&O backlog and life-cycle replacements. Both funding sources have been essential in addressing top-priority FM&O issues and reducing the overall burden of deferred maintenance backlog. This is only a temporary fix to a major problem. These funds cannot be considered recurring and fluctuate in value annually. Special funding is subject to terminations at any time, as is the case with the Federal stimulus funding, which expired in December, 2013.

Also during this period, various operations that were under the direction of the Chief Operating Officer (COO), who oversees FM&O, were moved to other departments. These operations include:

- EBS: management responsibilities now belong to School Support Networks.

- Dedicated facility custodial services: management responsibilities now belong to individual school leadership.
- School Police: management responsibilities now belong to the Office of Student Support and Safety.
- Food service: management responsibilities now belong to the Chief Financial Officer (CFO)

These organizational changes have reduced the diversification and amount of funds under the control of the COO, further limiting the available overall budgetary capacity and flexibility of Operations, and consequently reducing funds available for FM&O.

In 2011, City Schools contracted Jacobs Project Management Company to perform a district-wide assessment. This assessment measured and analyzed enrollment projections, building capacities, educational adequacy, building conditions, and the state of building systems. The results revealed a poor facility condition index rating (FCI⁸) of 60% across the district, and estimated a total need of \$2.4 billion in replacements, renovations and maintenance. This information was then used to create the 21st Century Buildings' Plan, which was adopted by the Baltimore City Board of School Commissioners in January of 2013 as the "blueprint to guide City Schools' decisions on facilities usage and investments." ('13 CEFMP, page 18). An outcome of this plan was an official set of factors considered in prioritizing projects. This plan led to passage of HB860, the \$1.1 billion financing capacity and the MOU.

Factors with FM&O implications include:

- Prioritization of buildings with the worst conditions
- Prioritized early investments in new/renovated schools that will serve students of schools that are being vacated or closed
- Prioritized buildings that are expected to need large-scale improvements in coming years
- Sequenced building construction and movement of students to minimize disruption to academic programs and individual students
- Prioritized student safety, including traffic and commute time to/from school
- Consideration for the interaction of potential decisions with nearby schools
- Coordinated planning and implementation with other agencies that affect neighborhoods (Planning, Recreation and Parks, etc.)
- Consideration for historical significance
- Consideration for past investment in the school building
- Consideration for potential school and district uses (athletic complex, professional development center, etc.)
- Consideration of other qualitative factors based on community environment

⁸ The FCI represents an industry and national standard for measuring overall condition of a building or group of buildings within a buildings portfolio. This index compares the cost of both current repairs to a building and repairs that are predicted to be necessary over the next 10 years with the cost to replace the building with a brand new one of the same size. The FCI is represented by a percentage, where the higher the percentage, the poorer the condition of the building and the better the candidate for replacement versus repairs.

FM&O will continue to take this list into consideration when prioritizing maintenance work throughout the district.

While Operations and FM&O have responded to all funding challenges with increased efficiency of staff and tremendous commitment to City Schools' 21st-Century Buildings Plan, this plan outlines funding needs that will be required to assure improvement of existing facilities and sustainment of new and renovated facilities over the next five years.

II.B. Current Accomplishments

FM&O staff continually seeks solutions to improve operations and service levels. On a regular basis, Facility Stat meetings are facilitated by Chief Operating Officer Management with FM&O managers. The objectives of these meetings are to share performance data, respond to issues with effective tactics and strategy, and follow up and assess tactics and strategies.

Despite declining funds FM&O performance has improved. Figure 2 shows a number of performance management accomplishments.

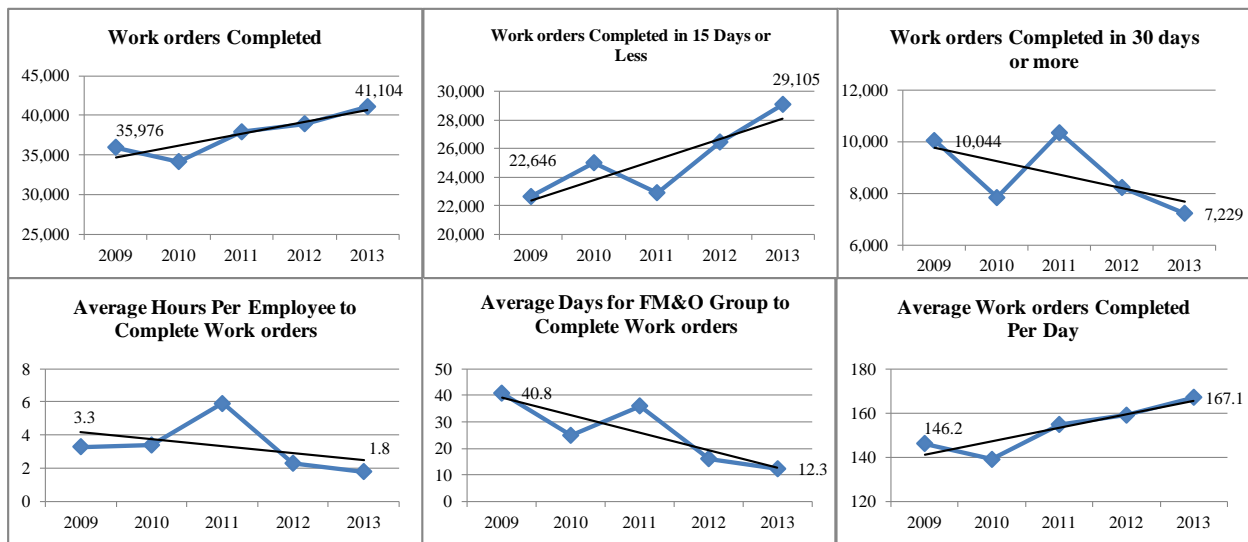


Figure 2: Facility Stat Performance Management Accomplishments

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

- Supported Design and Construction in completing the aforementioned district-wide facility condition assessment.
- Participation in the publication of a Comprehensive Educational Facility Master Plan (CEFMP) and development of the 21st-Century Buildings Plan.
- Implementation of a Preventive Maintenance (PM) Plan.
- Gradual decrease in the backlog of deferred maintenance. Forty-eight critical deferred maintenance backlogged projects at various school facilities.
- Value-added use of supplemental funding resources, including the mitigation and replacement of several aged and problematic underground storage tanks and

- Efficient operations, despite funding and staffing cuts - the current staff is functioning very efficiently by stressing continuous improvement. Efficiency is monitored through Facility Stat performance measures routinely examined with FM&O managers (Figure 2).
- Good relationship with police and emergency responders, resulting in decreased response times for emergency calls specific to facility life safety and security.

II.C. Past History of Investment

Each year, City Schools allocates a budgeted sum of funding for FM&O. In addition to what is budgeted, FM&O supplements its funding with additional dollars from the City Schools' Office of Finance. Figure 3 displays budgeted City Schools' FM&O expenditures from FY10 through FY13, as well as what is currently budgeted for FY14.

Figure 3 illustrates an overall decrease in FM&O funding since FY10. This is exacerbated by a consistent need for FM&O to secure temporary supplemental funds to cover critical M&R expenditures. Budget categories shown in the chart do not include temporary supplemental funds, which are typically used for backlog reduction projects.

Figure 3, FY14 financial resources budgeted to FM&O includes:

- \$20,485,193 of City Schools' funding that was budgeted for FM&O
- \$1,942,800 of City Schools supplemental funding will come from Public School Construction Aging Schools Program (ASP) funding

In addition to this funding, City Schools has begun the 21st-Century Buildings Plan. FM&O is an integral part of this program and will benefit from related improvements in facility conditions, reductions in the deferred maintenance backlog, and life-cycle replacement. This CMP is FM&O's five year strategy to participate in and contribute to this program. FM&O has developed its FY15 budget to include an approved \$3 million and has created 12 positions for maintenance and repairs.

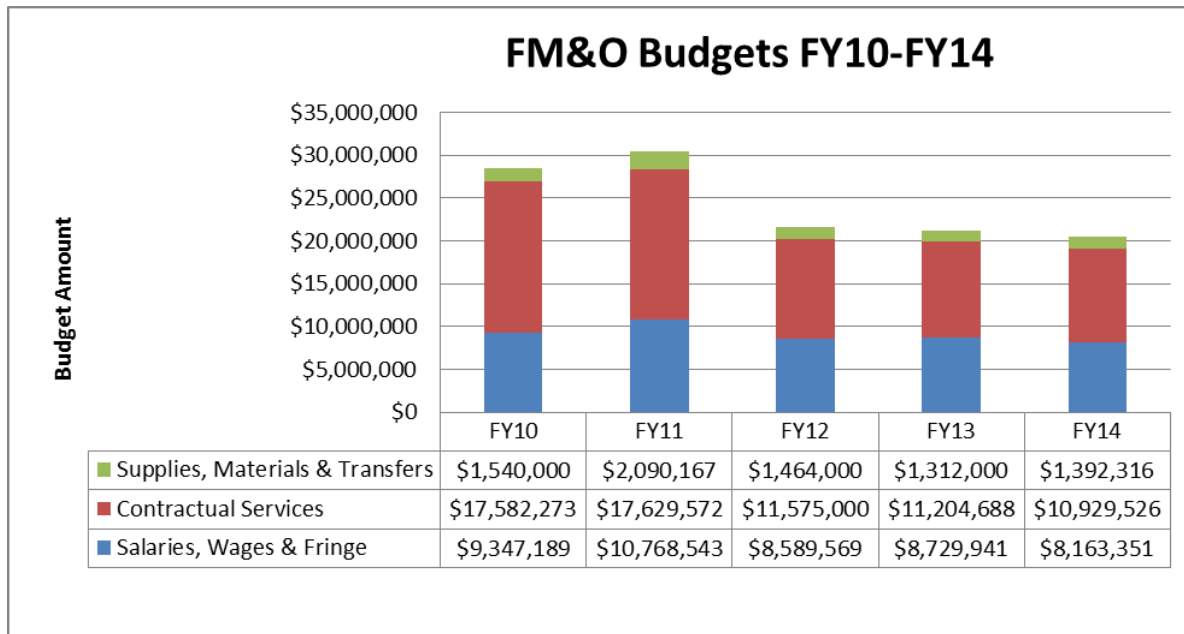


Figure 3: Budgeted Annual FM&O Funding: This figure displays the budgeted funding received by FM&O for the years shown. Temporary supplemental dollars that FM&O receives, such as the Aging Schools Program (ASP), Federal Stimulus, and funds redirected from other sources within City Schools are not included. FY10 through FY13 include dollars transferred by Budget Amendments. Due to pending Budget Amendments and transfers, FY14 dollars may change.

II.D. 21st-Century Buildings Plan

In July of 2013, City Schools published a Comprehensive Educational Facility Master Plan (CEFMP). In its own words, “The CEFMP is a guidance tool which provides City Schools’ system administrators, teachers, community stakeholders, and City and State elected officials with a clear and concise long-range plan to address facilities related strategies. The Plan highlights changing building and spatial needs of the City Schools system and prescribes long range solutions to address facilities’ challenges. The CEFMP also serves as an integral part of the City Schools’ Capital Improvement Plan (CIP) which lists major facilities investments underway and planned for the students of City Schools. City Schools’ programmatic and instructional initiatives and their impact on educational facilities usage is also highlighted in the Plan.”

The CEFMP also includes the 2012 21st-Century Buildings Plan, which details the approved \$1.1 billion financing for facility capital improvement plan (CIP). The details of this CIP are outlined in the 4-party Memorandum of Understanding (MOU) which is governed by the Baltimore City Public Schools Construction and Revitalization Act of 2013(HB 860). The four parties involved in this MOU are Baltimore City Board of School Commissioners, the Interagency Committee on School Construction (IAC), the Maryland Stadium Authority (MSA) and Baltimore City. This CIP will be one of the largest investments in City Schools’ history and will dramatically improve the overall condition and quality of the City Schools’ facility portfolio.

Both the CEFMP and the CIP establish far reaching goals that are relevant to FM&O. The increased investment in facilities and focus on renovating, replacing or closing schools that are in the poorest condition effectively begin to buy-down the deferred maintenance and life-cycle costs that would otherwise burden the already decreasing FM&O maintenance and repair (M&R) budget.

II.E. Conditions and Issues Affecting Maintenance and Facility Conditions

In 2012, City Schools performed a district-wide assessment of all facilities and schools. Figure 4 below was derived from the data results of this assessment, showing the average age of facilities and average FCI by school type. This chart demonstrates that City Schools has a significant portfolio of schools that on average are fifty years old and have a poor cumulative FCI. The schools that are old and in poor condition present a significant FM&O challenge that will only continue to grow over time. Without significant district-wide investment in capital improvement and facility sustainment, conditions will surely deteriorate as schools continue to age and as deferred maintenance continues to degrade facility conditions. Over the next five years the \$1.1 billion investment will result in a district wide reduction in building space of 1.9 million square feet. This will reduce the maintenance load; therefore, improve the capacity of FM&O to manage maintenance and repairs.

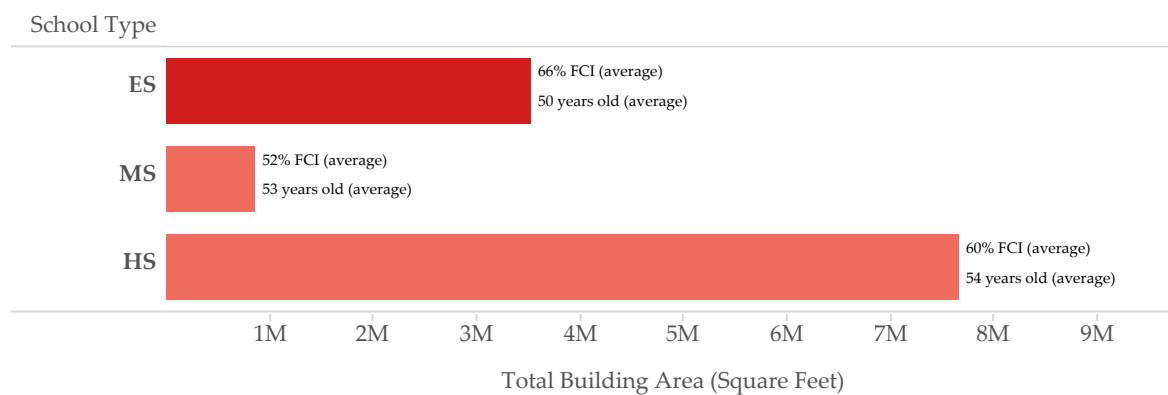


Figure 4: Total Area, Average FCI and Average Age of City Schools By School Type: *This figure displays the overall size, condition and age of the entire City Schools' portfolio, by school type with FCI values greater than 20% representing worse condition. It shows an average building age of over 50 years and overall poor condition.*

City Schools is an urban school district with 84,748 students, 10,800 employees and 163 school campuses. FM&O is committed to providing timely, quality service in all facilities by leveraging the capabilities of its five maintenance groups under its managerial and fiscal purview. These groups include Building Maintenance and Inspections, Contract Maintenance, Engineering and Mechanical Services, Repair Shop, and Grounds.

The following are challenges to City Schools' building portfolio:

- **Air Conditioning:** Use of portable air conditioning units have increased dramatically across the district, requiring significant resources devoted to operating and maintaining these generally inefficient units in good working order.
- **Breaking and Entry Repairs:** This is a frequent occurrence for City Schools which requires additional maintenance to correct damage. Work typically includes repairs to windows, doors and affected equipment within the facility.
- **Emergency Repairs:** City Schools' portfolio is comprised of a significant number of older structures. Maintenance to fix unforeseen breakdowns or failures of critical building systems and equipment is a significant component of FM&O's workload. These types of repairs typically include full or temporary repairs to critical safety, mechanical, plumbing, electrical and security systems.

- Fire Repairs: Maintenance to fully or temporarily repair damage caused by fire.
- Special Events: Maintenance to prepare for and fully or temporarily repair damage caused by the various special events that occur at school facilities.
- Technology Infrastructure: FM&O is increasingly required to respond to issues caused by insufficient technology infrastructure, which stem from dramatically increased power and HVAC capacity requirements.
- Toxic Materials: Schools occasionally experience issues with toxic materials such as asbestos. When these issues occur unexpectedly and cleanup is required, FM&O must respond in a timely fashion in order to maintain the safe functioning of the facility.
- Vandalism and Security Related Repairs: This item represents a significant cost to City Schools and includes labor and materials related to restoring or temporarily fixing property that was damaged due to the intentional vandalism of school property of all kinds. Vandalism may also require the installation of additional prevention mechanisms that will add to the long term equipment maintenance duties of FM&O.
- Increased Wear: Urban schools districts are typically subjected to a higher degree of wear than suburban school districts. This is due to the number of people that interact with each facility.
- Infrastructure Degradation Outside City Schools Boundaries: Issues that occur within the school property line as the result of infrastructure failures that happen outside the school property are still the responsibility of City Schools' FM&O.

III. BUDGET

Appropriate maintenance budget and staffing levels are critical to the success of the 21st-Century Buildings Plan and to meet requirements in HB 860 and the MOU. The MOU states, "At a minimum, the CMP must demonstrate specific staffing, budget, and organizational components to make significant improvement..." Furthermore, sufficient capital renewal to perform major repair and replacement is essential to maintaining and improving the overall condition of the City Schools' portfolio.

This section will cover the following:

- Comparison of current City Schools' funding and staffing for Facility Maintenance and Operations (FM&O) to Maryland and urban schools and industry standards.
- The City Schools' specific parametric maintenance and repair (M&R) cost forecast model, which uses regionally adjusted industry standards, identifies an appropriate amount of funding and an adequate level of staffing that City Schools should provide for FM&O. The model also identifies appropriate funding that City Schools should expect to budget for Capital Renewal and to meet the MOU requirements.
- Three funding scenarios, which illustrate parametric budget and staffing recommendations.
- A recommended scenario including costs and a timeline for implementation. The scenario is aligned with the upcoming 21st-Century Buildings Plan, as well as future capital renewal initiatives and MOU requirements.

This plan, which balances FM&O with Capital Renewal and CIP, will allow City Schools to

adequately maintain its portfolio of replaced, renovated and schools not covered by the \$1.1 billion financing, while simultaneously meeting the many goals outlined in the 2013 Comprehensive Facility Maintenance Master Plan (CEFMP).

III. A. Parametric Model: A Guide to Determine Recommendations from Complex Conditions

The environment to accomplish the goals of the 21st Century Buildings Plan, HB 860, the MOU, Capital Improvement Projects and this CMP is complex. Therefore, Jacobs Engineering was commissioned by FM&O to develop parametric life-cycle maintenance cost estimates for 163 school facilities. The estimates predict life cycle costs for preventive maintenance and minor repair, unscheduled maintenance, and renewal and replacement based on detailed building component lists. The data used in the estimates include building component lists developed from four sample school types, and a life cycle maintenance and repair forecasting software, MARS developed by Whitestone Research Corporation. Whitestone Research is an industry-leading provider of facilities-related cost analytics tools and services. Whitestone provides statistical indices that accurately model, forecast, and benchmark facilities costs for single assets and real estate portfolios. Whitestone also publishes operations and maintenance and repair cost references for markets worldwide.

The MARS forecasting software uses the most current maintenance and repair cost data with a facilities cost analytics tool, which forecasts operating and maintenance costs for every asset type and/or system. The software generates accurate costs, taking into account local economic factors.

Advantages of the Parametric Model include:

- It is based on specific City Schools' buildings and the City Schools' inventory.
- It provides a way to separate estimated maintenance costs and capital costs. This is a significant advantage to determine appropriate FM&O funding because total cost requirements are funded by various sources; such as, general operating funds and capital improvement funds.
- It offers a mechanism to analyze different funding scenarios.
- It can be used to analyze specific requirements and set priorities.
- It considers proposed life cycle, renovation and replacement schedules.

Disadvantages of the Parametric Model include:

- It does not consider all FM&O resources, only those determined to be direct to M&R needs; consequently, the knowledge, skills and abilities of management and support staff are not factored.
- It does not consider organizational and management methods. These are significant factors that result in effective use of resources (see figure 2).
- It under estimates the deployment of Engineers in M&R (see figure 10, the strategy in this CMP is to use Engineers in a greater capacity).

Please note that the figures in this section related to City Schools are estimated from the parametric model, based upon industry standards. The numbers within the section are subject to change as adjustments are made to the model.

III.B. Funding and Staffing Parameters

The purpose of this section is to compare current City Schools FM&O funding and staffing with other comparable school districts and a variety of industry standards.

City Schools' facility maintenance and operations (M&R) funding is insufficient to sustain required maintenance, repair and renewal. The identified deferred maintenance of \$976 Million and resulting 60% facility condition index reflected overall poor condition at the time of the 2011 schools condition assessment. Since then maintenance and repair funding declined. Figure 5 below provides a comparison of City Schools' FY13 M&R funding to other schools, various industry standards, and City Schools Parametric Model.

Figure 5 show that City Schools budgeted \$.79 / square foot for M&R in FY13. Even with budget supplements that were required to keep M&R funded through the end of the fiscal year, the final total \$1.08 per square foot is significantly less than City Schools' peers and industry standards.

External Sources	M&R \$/SF
Montgomery County School 2014 Budget	\$ 6.38
Chicago Public Schools Program Management	\$ 5.44
DOD Unified Facilities Criteria	\$ 3.73
Whitestone Research Facility M&R Reference	\$ 3.05
International Facility Management Association Benchmarks #32	\$ 2.49
Frederick County Schools Maintenance Plan	\$ 2.17
City Schools'	M&R \$/SF
Total Funding Currently	\$ 1.08
Budgeted	\$ 0.79
Additional Temporary Supplemental Funding	\$ 0.29
Parametric Model Recommended Maintenance	\$ 2.33
Parametric Model Recommended Capital Renewal	\$ 1.75

Figure 5: Comparison of Current City Schools M&R Funding to Maryland, Urban and Industry Standards: This table displays Maintenance and Repair (M&R) funding per square foot for a collection of two Maryland Public Schools, one urban comparable, and three industry standards. Also shown are current City Schools and Parametric Model recommended funding levels for City Schools.

The sources of peers and industry standards displayed in Figure 5 include a City Schools Parametric Model. The Parametric Model was developed from specific City Schools using a commercial maintenance and repair cost forecasting software. Model results are based on total life cycle M&R costs averaged over a 50 year service cycle. Being City Schools specific, the Parametric Model is the basis for comparison to and analysis of City Schools' M&R funding and staffing in this report.

Figure 6 displays summary results for City Schools from the Parametric Model showing M&R costs by category and school type.

50 Year Average Annual M&R Cost Forecasts							
School Type (MSDE Grade)	#	Gross Square Feet (GSF)	PM & Minor Repair	Unsched. Maint.	Renew & Replace	Total M&R	\$ Per Square Feet
Elementary (E/UC)	53	3.7M	\$3.8M	\$2.9M	\$8.3M	\$15.0M	\$4.04
Middle (EM/M)	74	6.6M	\$8.3M	\$5.1M	\$14.4M	\$27.8M	\$4.22
High (H/HM/EMH)	36	7.8M	\$8.4M	\$5.5M	\$17.2M	\$31.1M	\$3.99
Total	163	18.1M	\$20.5M	\$13.5M	\$39.9M	\$73.9M	\$4.08

Figure 6 Parametric Model Forecasts for Maintenance and Repairs (M&R): This table displays the 50 year average annual forecasted total Maintenance and Repair (M&R) requirement by school type. These numbers were derived from the City Schools Parametric Model, discussed above, which does not include indirect costs, such as administration, office supplies, office technology, maintenance of fleet, Grounds Shop, custodians and utilities.

In addition to being under funded, FM&O is allocated funds in an incremental manner. Figure 7 displays the City Schools FY13 M&R budget expenditures and sources in terms of dollars. \$14.28 million was budgeted for M&R, and eventually increased to \$19.6 million from temporary supplemental sources. In effect, over 25% of the final allocation was provided from sources that are not consistent or even available from year to year. Funding in this manner creates an uncertainty and unpredictability that makes it difficult for FM&O to properly plan and execute in an effective and efficient way.

FY13 Budgeted Maintenance and Repairs (M&R) Funds	
Labor salaries and fringe	\$4.36M
Contract Expenditures	\$9.92M
Total	\$14.28M
Total Per Square Foot Currently Budgeted M&R Funds	\$0.79 / SF
Temporary Supplemental Capital M&R Funds *	
Aging Schools Program (ASP)	\$1.94M
Federal Stimulus Funding (fully expended December, 2013)	\$1.93M
Life Cycle Replacement Funds (Guaranteed Tax Base [GTB] revenue)	\$1.44M
Total	\$5.31M
\$/SF	\$0.29 / SF
Total FY13 Budgeted M&R and Temporary Supplemental Capital Funds *	\$19.60M
Total Per Square Foot Budgeted M&R & Temporary Supplemental Capital Funds *	\$1.08 / SF

Figure 7: FY13 Current Budgeted and Temporary Supplemental Capital Funds: This table displays currently budgeted City Schools M&R funding, as well as temporary supplemental M&R funding. Currently budgeted funds are allocated annually and have recently been declining. Temporary supplemental funds were fully expended as of December 31, 2013. The Parametric Model M&R funding does not include indirect costs, such as administration, office supplies, office technology, maintenance of fleet, Grounds Shop, custodians and utilities.

III.C. Impacts of Current Funding

Sustained, significant underfunding of M&R combined with limited capital renewal funds has impaired maintenance management and will further work against many of the goals outlined in City Schools' Comprehensive Educational Facility Master Plan. Under the current funding scenario, the Director of FM&O has been increasingly required to expend a larger percentage of resources reacting to emergent needs that arise on short notice instead of systematically addressing scheduled preventive maintenance. Funding constraints on City Schools has limited

FM&O from having dedicated maintenance staff and contractual support to perform sufficient preventive maintenance tasks. This reactive approach is an inefficient use of staff resources and ultimately reduces the service life of building components and systems.

Under the current funding scenario, deferred maintenance will continue to grow, multiply and expand across building systems and the challenge to the learning environment will increase. Over many years the postponing of maintenance for school infrastructure has accumulated to be a sizable portion of the \$2.4 billion needed to replace and renovate the existing buildings. The City Schools’ facility condition assessment conducted in 2011 identified deferred maintenance of \$976 million and a poor overall facility condition index (FCI) of 60%. A rule of thumb estimates that insufficient maintenance and inattention to deferred maintenance can cause deferred maintenance to double every five years.

For example, certain building systems such as fire, life safety and security are critical, must fund priorities for M&R. Figure 8 displays the forecasted average annual M&R cost for health and life safety building systems, based on the Jacobs Project Management Company parametric model. At current funding levels, the requirement for basic health and safety related M&R has a cumulative cost that exceeds the total current City Schools’ M&R budget. If these systems were to be fully funded, other building systems that have a significant impact on the learning environment such as HVAC, electrical, roofing, building envelope and interior finishes would not be funded at all. In actuality, limited funds will be incrementally distributed amongst all the building systems as needs emerge; but with chronic underfunding, the risk of a critical failure will increase and systems essential to maintaining a good educational environment will inevitably be neglected.

Building System	Function	City Schools' Annual Cost Per Parametric Model
Fire Protection	Life Safety	\$ 1.7 M
Conveying	Safety & Code Compliance	\$ 3.3 M
Plumbing	Health & Sanitation	\$ 2.8 M
Security	Safety	\$ 6.8 M
Total Projected City Schools’ M&R Expenditures		\$14.6 M
Total Current City Schools’ Budget		\$14.3 M

Figure 8: Parametric Model Forecast of Life Safety and Security Expenditures: *This table illustrates the parametric amount of required funding to maintain district-wide City Schools’ Life Safety and Security maintenance requirements. It shows that fully funding these items would consume the current total budget. The Parametric Model M&R funding does not include indirect costs, such as administration, office supplies, office technology, maintenance of fleet, Grounds Shop, custodians and utilities.*

Figure 9 below, displays City Schools’ current and funding levels based on the parametric model in comparison with other school districts and industry standards. The parametric model categorized funding levels into three types of M&R requirements preventive maintenance, unscheduled maintenance and renewal or replace. These distinctions are important to note for the funding recommendations at the end of this section. This comparison suggests that it is reasonable to recommend that City Schools boost funding for M&R and capital renewal. This will align the district with funding and staffing levels that are more reflective of other school districts and industry standards. It will also provide an opportunity for City Schools to reverse the trend of poor facility conditions by properly investing in the regular improvement and sufficient maintenance of facilities.

Source	M&R \$/SF
Montgomery County Schools 2014 Budget	\$6.38
Chicago Public Schools Program Management	\$5.44
Baltimore City Public Schools - Preventative Maintenance	\$1.13
Baltimore City Public Schools - Unscheduled Maintenance	\$0.75
Baltimore City Public Schools - Life Cycle Renew and Replace	\$2.20
Baltimore City Public Schools M&R(total of above three)	\$4.08
DOD Unified Facilities Criteria	\$3.73
Whitestone Research Facility M&R Reference	\$3.05
International Facility Management Association Benchmarks #32	\$2.49
Frederick County Schools Maintenance Plan	\$2.17

This constitutes the request of \$15M to be allocated to FM&O from fiscal 2015 to 2019. See recommendations. Fiscal 2020 to 2024 much of the \$12M request can go toward life cycle renewal and replacement.

Figure 9: Comparison of City Schools Parametric Model M&R Funding to Maryland, Urban and Industry Standards
 This table displays Proposed Maintenance and Repair (M&R) funding per square foot for a collection of two Maryland Public Schools, one urban comparable, and three industry standards.

The 21st-Century Buildings Plan includes \$2.4 billion to renovate and replace schools in the District. HB 860 approved \$1.1 billion in financing for this initiative. The funding request for this CMP is to provide resources to FM&O to strategically protect this investment and to improve maintenance and repairs at the schools not covered by the \$1.1 billion. By executing this program, the deferred maintenance backlog will be significantly reduced and the overall condition of schools will be considerably improved. The program will have the added benefit of updating the facility portfolio with new major building systems and components, reducing unscheduled maintenance and major repair and renewal costs.

III.D. Staffing

FM&O in-house staff performs limited preventive maintenance, responds to service calls and repairs of a minor nature, and directly oversees work performed by contractors. Major maintenance such as annual boiler and maintenance on complex building systems such as fire and life safety are performed through requirements contracts. Major repairs, renewals and component replacements are also performed by contract. This division of work is a sensible way to perform work and is typical of other facilities maintenance organizations.

FM&O has 74 in-house full time equivalent staff (FTE) directly supporting City Schools' maintenance and repair. Direct support is FTE dedicated to actual maintenance and repair. Figure 10 shows the breakdown of FTEs.

Current Staffing Chart (directly related to M&R)			
Discipline	FTE	Discipline	FTE
Building Maintenance Worker I	8	Painter I	5
Building Maintenance Worker II	10	Painter II	1
Building Repairer	9	Pipefitter I	3
Carpenter I	1	Pipefitter II	2
Glazier	1	Plumber	1
Laborer	1	Sheet Metal Worker II	1
Locksmith	3	Storekeeper I	1
Maintenance Coordinator	1	Supervisor - Education Building	3
Mechanical Electrical	2	Supervisor - Stores	1
Office Assistant III	1	Welder	1
Manager - Contract Maintenance	1	Supervisor - Education Building	1
Manager - Maintenance Construction	2	Supervisor - School Project	6
Mechanic II - Electrical	2	Supervisor - School Project	1
Construction Mechanical Inspector	1		
Building Maintenance Worker I	2		
Building Maintenance Worker II	1		
Stationary Boiler Maintenance Worker	0.2		
Stationary Engineer - HP	0.25		
Stationary Engineer I - Low Pressure	0.35		
Stationary Engineer II - Low Pressure	0.05		
STAFF DIRECTLY RELATED TO M&R		Grand Total:	73.85

Figure 10: Staffing Directly Related to M&R: This is based on the parametric model.

By comparison to the current 74 FTE dedicated to direct M&R, the City Schools' Parametric Model identifies a requirement of 127 in-house full time equivalent staff to perform preventive maintenance (PM), minor repairs incidental to PM, and unscheduled maintenance. Figure 11 provides a summary breakdown of in-house FTE requirements by school type.

FM&O management concluded that these 127 FTEs are not sufficient because it reduced square footage per FTE to 138,021 by 2017. By hiring 75 FTE's over a five year period there would be a reduction of square footage per FTE to 106,845 by 2019. By 2019 there would be a total of 182 FTEs for FM&O (Includes maintenance, repairs, and management and support staff. Excludes Building Maintenance and Inspections and Grounds FTEs). This can be accomplished with the FM&O funding recommendations at the end of this section.

50 Year Average Annual FTE Forecasts					
School Type (MSDE Grade)	#	Gross Square Feet	FTEs: In-House Preventive Maintenance	FTEs: In-House Unscheduled Maintenance	Total
Elementary	53	3.7M	28	25	53
Middle (EM/M)	74	6.6M	14	12	26
High (H/HM/EMH)	36	7.8M	26	22	48
Total	163	18.1M	68	59	127

Figure 11: City Schools' In-House Parametric Model Labor Forecasts for Maintenance and Repairs (M&R) This table displays the 50 year average annual forecasted in-house full time equivalent (FTE) labor requirement by school type. These numbers were derived from the Parametric Model, discussed above.

III.E. Summary of Findings

In summary several factors are impacting the long term stewardship of City Schools' buildings:

- Given the age and the size of City Schools' portfolio, Maintenance and Repair are severely under funded by \$59.6 million annually. (Need \$73.9 million annually, as outlined in Figure 6 and budgeted \$14.3 million, as outlined in Figure 8.) This is based on the parametric model and does not constitute the funding request for this CMP.
- City Schools has taken actions to remedy the existing situation.
 - ✓ Schools have been consolidated and closed as appropriate, thereby reducing the size of the facility portfolio to be maintained.
 - ✓ With the recent approval of the 21st-Century Buildings Plan, additional actions will be performed to continue improving the educational environment and improving City Schools' building assets.
 - ✓ Schools that are in extremely poor condition will be renovated or replaced.
 - ✓ Maintenance costs will be significantly reduced over the next several years as new facilities are constructed and existing facilities are renovated.
 - ✓ The deferred maintenance backlog will be reduced to a manageable level.
- Budgeted funding has been supplemented from other sources which are not reliable for consistent, predictable and sufficient resources to maintain City Schools. Maintenance is funded by general funds and is not a revenue source, so funding is often limited. In an effort to supplement the funding requirements of the 21st-Century Buildings Plan, the Baltimore City Board of School Commissioners has approved an additional \$3M per year for the next 9 years, which is to include operations and staffing costs.
- In-house work force is undersized to perform scheduled maintenance required to sustain City Schools' facilities and respond to unscheduled maintenance typical of an aged portfolio. Staffing requirements to achieve an adequate in-house work force and to supplement the 21st-Century Buildings Plan needs to increase by 15 FTE for FY15. This will be funded by the additional funds mentioned above which have been approved by the Baltimore City Board of School Commissioners for operations and staffing.
- The current funding and staffing situation makes developing and executing a logical scheduled maintenance and repair program extremely difficult. Procuring a new CMMS, as indicated in this CMP (see Systems VI. below), will alleviate these issues and allow for a logical scheduled maintenance and repair plan. This will result in technological solutions to manage more than just repairs, but also physical plant assets, preventive maintenance, store room inventory and work plans. The Maryland Stadium Authority (MSA) is a vital partner in the procurement and funding of this system; therefore, this initiative does not require funding from the budget request.
- The 21st-Century Buildings Plan offers an excellent opportunity to simultaneously improve the overall condition of City Schools and increase preventive maintenance; accordingly, reduce short to medium term (1 to 10 years) unscheduled maintenance and major repair requirements. This could potentially reduce the overall M&R requirement.

The following body of this section discusses City Schools' M&R and capital renewal budgets and presents three scenarios, and is followed by recommendations that FM&O management has concluded are feasible and "demonstrate specific staffing, budget and organizational components

to make significant improvement over the five years⁹” as required by the MOU.

III.F. Budget and Staffing Scenarios

The following three scenarios were explored to understand the best way for City Schools to increase funding and improve the overall capacity and efficiency of FM&O and capital renewal. All three scenarios were based upon figures derived from a comprehensive, City Schools’ specific parametric model that extrapolated the results of four representative district schools across the entire portfolio.

The resultant numbers are approximations of the order of magnitude that might be required of City Schools in order to adequately maintain the entire district portfolio moving forward. As mentioned above, the parametric model was used to understand the best way to increase FM&O funding; therefore, recommendations will differ from the three scenarios. FM&O management has concluded \$3 million approved funding allocated from FY 2015 to 2023 will fund preventive maintenance and unscheduled maintenance by 2019. The three scenarios are presented below:

Scenario 1: Full Maintenance and Repair Funding and Staffing Combined With Full Capital Renewal Funding and Staffing

Scenario 1 is based on the current building inventory and includes funding for both M&R and Capital Renewal. In this scenario, City Schools would fund \$4.08 per square foot. FM&O would be fully funded to completely focus efforts on maintenance and replacement. In tandem, City Schools would institute and roll-out a regularized capital renewal program. This program would address funding and staffing for major equipment replacements that are identified by life-cycle as having reached the end of useful life. The funding and staffing would be detailed as such:

- \$2.33 per square foot for maintenance and minor repairs.
- \$1.75 per square foot for ongoing capital renewal.
- 127 FTEs dedicated to maintenance and minor repair, including 68 FTEs for preventive maintenance and minor repairs and 59 FTEs for unscheduled maintenance.
- Total annual M&R cost for 18.1 million square feet is \$73.9 million. This amount is needed for full maintenance and operations requirements, and should be projected out every year over the full time frame of the plan. This figure is the deferred maintenance as identified by the Jacob’s Report.

Although this scenario achieves full funding, it is doubtful that the required increase in funding is immediately achievable and only \$1.1 billion of the 21st-Century Buildings Plan has been authorized which will cause capital renewal needs to be funded from other sources.

Scenario 2: Capital Improvement Program (CIP) Buy-Down with Adjusted Maintenance and Repair and Separate Capital Renewal Funding and Staffing

Scenario 2 assumes that the entire \$2.4 billion 21st-Century Buildings Plan is approved to reduce overall square footage; buy-down deferred maintenance, life-cycle and capital renewal costs; and improve the overall condition of City Schools’ portfolio. This would reduce the upcoming FM&O and capital renewal burden over the next two decades but would still require a sizeable increase in funding to meet the full requirement. This scenario also assumes that City Schools

⁹ Memorandum of Understanding for the Construction and Revitalization of Baltimore City Public Schools

would institute and roll-out a separate and regularized capital renewal program to meet future needs. Under this scenario, the annual M&R cost decreases from \$73.9 million to \$39.8 million over nine years. As with Scenario 1, although this scenario achieves full funding, it is doubtful the required funding increase is immediately achievable and only \$1.1 billion of the 21st-Century Buildings Plan has been authorized.

Scenario 3: Capital Improvement Program (CIP) Buy-Down with Gradually Increasing Maintenance and Repair and Separate Capital Renewal Funding and Staffing

Scenario 3 is essentially the same as Scenario 2. The difference is that Scenario 3 allows for a gradual ramp-up in funding meeting the preventive and unscheduled maintenance requirements over nine years (see figure 9 above). This scenario provides M&R funding to schools renovated and replaced under the \$1.1 billion approved for the 21st Century Buildings' Plan; in addition, to schools not covered by the \$1.1 billion. Although existing facilities would continue to be underfunded until the program fully ramps-up, Scenario 3 allows growth at a more achievable rate to cover all buildings in City Schools' portfolio.

Scenario 3 was determined to be the most reasonable approach, given the gradual nature of implementation. Therefore, FM&O management has concluded \$3 million approved funding allocated from FY 2015 to 2023 will fund preventive maintenance and unscheduled maintenance by 2019. This will enable City Schools to meet the requirement of the MOU.

Jacobs Engineering Budget and Staffing Recommendation and Connection to Capital Renewal and the Upcoming Capital Improvement Plan (CIP)

Scenario 3 is recommended as the funding strategy to work toward resourcing City Schools' maintenance and repair at appropriate levels.

Under Scenario 3:

- Maintenance and repair for buildings to be renovated under the authorized financing of the 21st-Century Buildings Plan will be reduced to a minimum in the year prior to the renovation commencing. Systems essential for life safety and health will be maintained.
- Maintenance and repair for buildings to be replaced will be reduced to a minimum in the year prior to the new construction completing. Systems essential for life safety and health will be maintained.
- Maintenance and Repair requirements for all buildings replaced and renovated under the 21st-Century Buildings Plan will be fully funded.
- The budget for maintenance and repair will be incrementally increased each year to gradually reduce deferred maintenance and establish effective maintenance management programs for existing schools that are not included in the 21st-Century Buildings Plan. The increase will be a combination of building component renewal and replacement CIP funds from outside the 21st-Century Buildings Plan, and increased maintenance as determined by the FM&O Director. The FM&O Director will also determine how the increase is divided between in-house staff and contracts¹⁰.
- Under Scenario 3, FM&O management has concluded \$3 million approved funding allocated from FY 2015 to 2023 will fund preventive maintenance and unscheduled

¹⁰ The \$3 million annual approved allocation is not adjusted for inflation.

maintenance by 2019. To achieve this capital renewal and replacements need to be funded from other sources. The FM&O Director will prioritize M&R requirements taking into account the criticality of buildings and their components along with the associated risk and consequences of failure. These priorities will be incorporated into the new Computerized Maintenance Management System (CMMS) implementation process and in scheduling maintenance and repair activities. The CMMS will be used to track results and identify opportunities to reduce long term costs.

- For new and renovated buildings under the 21st-Century Buildings Plan, M&R will be funded to cover preventive and unscheduled maintenance. The cost of this requirement starts at \$2.1 million in FY15 and increases to \$15.0 million by FY23. In the out years, these facilities will eventually require renewal and replacement CIP funding as major components age and approach the end or their service lives. This funding requirement is shown by the red line in figure 12.
- For existing buildings that remain as facilities, are taken out of service and are replaced or renovated, the M&R requirement will decrease from the current \$73.8 million to \$24.8 million in FY23. This cost stream is represented by the blue line in figure 12.
- Likewise, the total M&R requirement, which includes existing, new and renovated buildings, will decrease from \$73.8 million to \$39.8 million over the same time period. This cost stream is represented by the green line in figure 12.

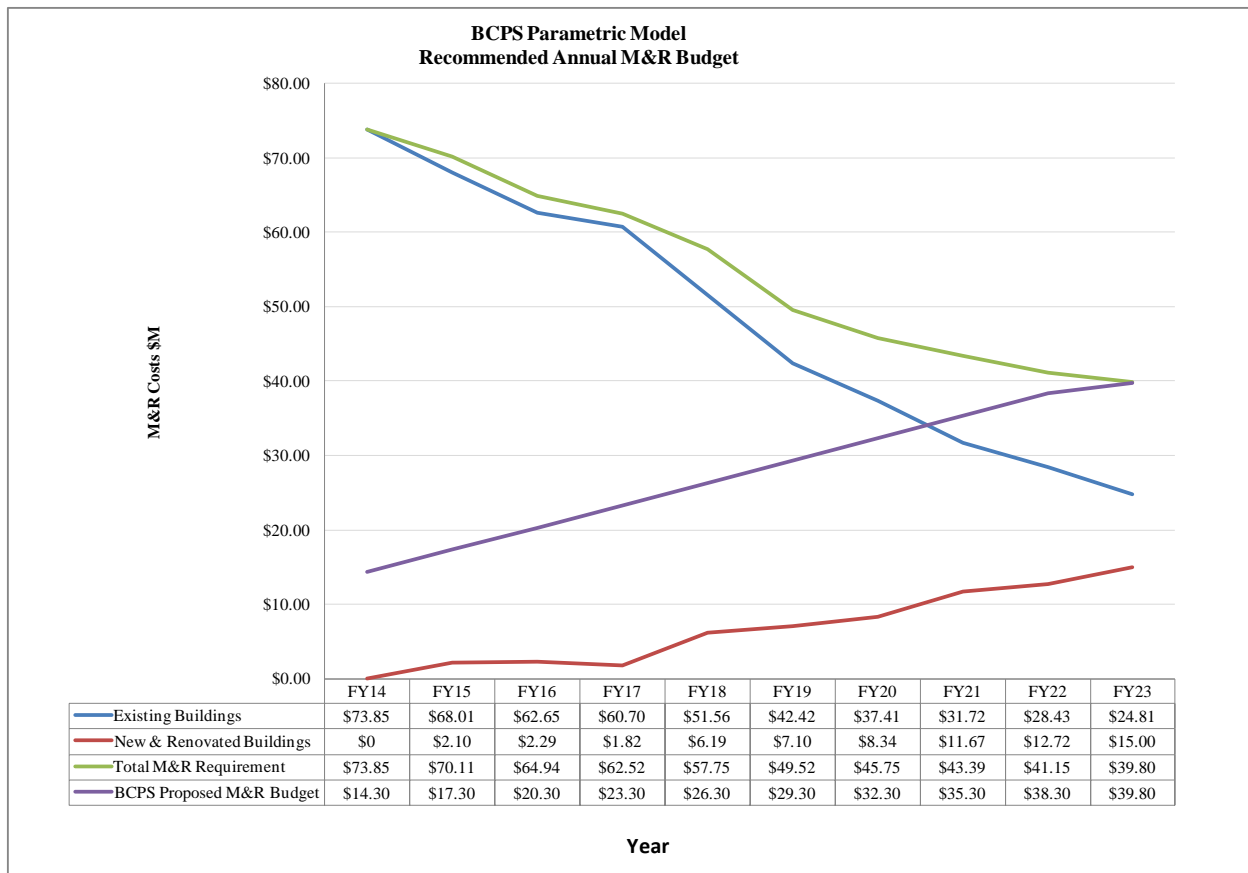


Figure 12: City Schools’ Parametric Model: *The above figure is in millions of dollars, and illustrates how the current FM&O funding disparity can be increased over time to be fully funded by FY23. The Parametric Model M&R funding does not include*

indirect costs, such as administration, office supplies, office technology, maintenance of fleet, Grounds Shop, custodians and utilities.

III.G. FM&O Budget Recommendations

Since obtaining full M&R funding now is highly unlikely, Scenario 3 includes a gradual increase in M&R funding at a rate of \$3 million per year. At this rate, City Schools’ will achieve funding of preventive maintenance and unscheduled maintenance by year FY19 (see figure 14 below). Renewal and replacement of life-cycle equipment will require funding from other sources. This funding is shown by the purple line on Figure 12 with full funding achieved when the green and purple lines intersect. Based on this scenario, the Baltimore City Board of School Commissioners has approved an additional \$3 million per year for the next 9 years to include operations, staffing costs, and contractual costs.

City Schools is confident that using the current management standards along with the primary initiatives outlined in this plan will ensure the approved \$27 million is strategically used to improve FM&O within the five years. The strategy consists of reorganization of staff, staffing increases and staff development.

Over the five years of this CMP the FM&O budget will go from \$15.5 million to \$31.3 million. Under the 21st Century Buildings plan, schools will decrease from 163 to 139 and square footage will decrease from 18.0 million to 15.8 million. This will result in more funds per square footage increasing from \$.85 to \$1.98 by FY2019 (Figure 13).

It is important to note that the MOU in regards to the 21st-Century Buildings Plan did not prescribe budget requirements for maintenance and operations, but that FM&O is fully funded as determined by City Schools.

5 Year Plan: Facility and Maintenance							
Primary Initiatives	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
			CMP Year-1	CMP Year-2	CMP Year-3	CMP Year-4	CMP Year-5
1) 21st Century Buildings Plan & CEFMP							
Reduction in square footage	(165,561)	(371,333)	(42,155)	(207,348)	(844,451)	(384,010)	(89,460)
District square footage	17,751,392	17,380,059	17,337,904	17,130,556	16,286,505	15,902,495	15,813,035
Reduction in schools	(1)	(5)	(1)	(1)	(9)	(6)	(1)
District schools (163 in FY2012)	162	157	156	155	146	140	139
2) Approved Increase FM&O Funding*							
Budget	\$15,086,266	\$15,505,307	\$18,500,897	\$22,344,595	\$25,344,595	\$28,344,595	\$31,344,595
Funding increase over previous years budget			\$ 2,995,590	\$ 3,843,698	\$ 3,000,000	\$ 3,000,001	\$ 3,000,000
Dollar per square foot	\$ 0.85	\$ 0.89	\$ 1.07	\$ 1.30	\$ 1.56	\$ 1.78	\$ 1.98

Cost Centers whose primary function are repairs and maintenance.
* \$843,698 additional funds to \$3.0M are from EBS reorganization
**schools totals are subject to change due to economic and finance factors
***estimate subject to change

Figure 13: Five Year Plan: Increase in FM&O funding per square foot.

This plan balances FM&O sustainment and growth with capital renewal initiatives under the Act to allow City Schools to adequately maintain the building portfolio while simultaneously meeting the many goals outlined in the 2013 Comprehensive Facility Maintenance Master Plan (CEFMP).

Cost calculations do not factor (or factor minimally) facilities slated for closure or those

undergoing physical renovation or replacement.

The budget for maintenance and repair will be incrementally increased each year to gradually reduce deferred maintenance backlog, and to help restore resource capacity and increase efficiency within FM&O's organization.

To achieve full funding to meet MOU requirements before 2019, the \$27 million would be allocated from FY2015 to FY2019. This funding would cover projected preventive maintenance, unscheduled maintenance and repair costs by FY17 rather than FY19. The Chief Operating Officer will consult with City Schools' new Chief Executive Officer and Chief Financial Officer to determine the feasibility of presenting a fund increase to the Board of School Commissioners in the FY2016 budget.

Fiscal Year	Projected Needs: Preventive Maintenance, Unscheduled Repairs and Major Repairs Costs*	Approved : \$15.8 Over 5 Years	Proposed: \$27.8M Over 5 Years
2014	\$ 32,826,610	\$ 15,505,307	\$ 15,505,307
2015	\$ 32,595,260	\$ 18,500,897	\$ 18,500,897
2016	\$ 32,205,445	\$ 22,344,595	\$ 25,344,595
2017	\$ 30,618,629	\$ 25,344,595	\$ 31,344,595
2018	\$ 29,896,691	\$ 28,344,595	\$ 37,344,595
2019	\$ 29,728,506	\$ 31,344,595	\$ 43,344,595
Increase from 2014 to 2019-->		\$ 15,839,288	\$ 27,839,288

<--Full funding of preventive maintenance, unscheduled repairs and major repair costs.
 *\$1.88 x square footage=projected need for preventive maintenance, unscheduled repairs and major repair costs.

Figure 14: Approved Funding vs. Proposed Funding

IV. ORGANIZATION

An organizational strategy is recommended in order to manage FM&O for the entire portfolio of City Schools' buildings. Operations' management is resolved to improve the FM&O department. The approved \$3 million annual allocation, along with the proposed reorganization and staff increases will position management to improve efficiency, service and quality through accountability, organization and management within the budget framework. This section explains the FM&O structure as it is now organized and proposes a reorganization of the structure to occur in FY 2016. The Chief Operating Officer and FM&O Director will consult with City Schools' new Chief Executive Officer and Chief Financial Officer if it is feasible to present this option to the Board of Commissioners in FY 2016's Budget. The strategy consists of the following initiatives;

- Submit a proposal to reorganize the FM&O Division. Request reassignment of EBS' from School Support Networks to FM&O. Align them across 10 Regions; create Preventive Maintenance Manager and Assistant Director of FM&O positions. If approved, this will result in a reduction in square footage per FTE of 177,348 to 86,885

for FM&O's entire staff (Includes maintenance, repairs, management and support staff. Excludes Building Maintenance and Inspections and Grounds FTEs).

- Submit a proposal to increase maintenance and repair regions from 3 to 10 and create a preventive maintenance team in FY2016. This will result in a decrease of schools per team from 53 to 14 on average and square footage per team from 5.8M to 1.6M on average.
- Integrate skills in Regions by teams consisting of staff from the Repair Shop and Engineering.
- In 2016 create a preventive maintenance team or teams (under the oversight of a Preventive Maintenance Manager) who will not interfere with student learning by working after hours when classrooms and mechanical rooms are accessible. More efficient, timely and accurate work is predicted.
- Align six EBS' to Director-Building Maintenance & Inspections and Repair Shop.

Figure 15 is an overview and timeline for the proposed reorganization.

5 Year Plan: Facility and Maintenance							
Primary Initiatives	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
			CMP Year-1	CMP Year-2	CMP Year-3	CMP Year-4	CMP Year-5
3) Reorganization							
Regions	3	3	3	10	10	10	10
FTEs	FTEs	FTEs	FTEs	FTEs	FTEs	FTEs	FTEs
Management	3	3	3	10	10	10	10
Repairs	37	37	37	46	50	50	50
Engineering	0	0	0	23	23	23	23
Total	40	40	40	79	83	83	83
Average Region FTEs	13	13	13	8	8	8	8
Average Square Footage Per Region	5,917,131	5,793,353	5,779,301	1,713,056	1,628,651	1,590,250	1,581,304
Average Schools Per Region	54	52	52	16	15	14	14

Figure 15: Reorganization of FM&O: Timeline (Includes maintenance, repairs, management and support staff. Excludes Building Maintenance and Inspections and Grounds FTEs).

IV.A. District Organizational Overview

Figure 16 shows the highest level of organization within the district. The current organization places the various district chiefs and officers immediately under the purview of the Chief Executive Officer. From this point forward, the document will provide detailed descriptions of the structure and organization of the Chief Operating Officer. It is important to note that changes at the highest leadership level, as well as the deployment of a Capital Improvement Plan and finance conditions of the \$1.1 billion authorization may influence the future organization and scope of responsibilities of the Chief Operating Officer and underlying departments and staff to address new or adjusted priorities.

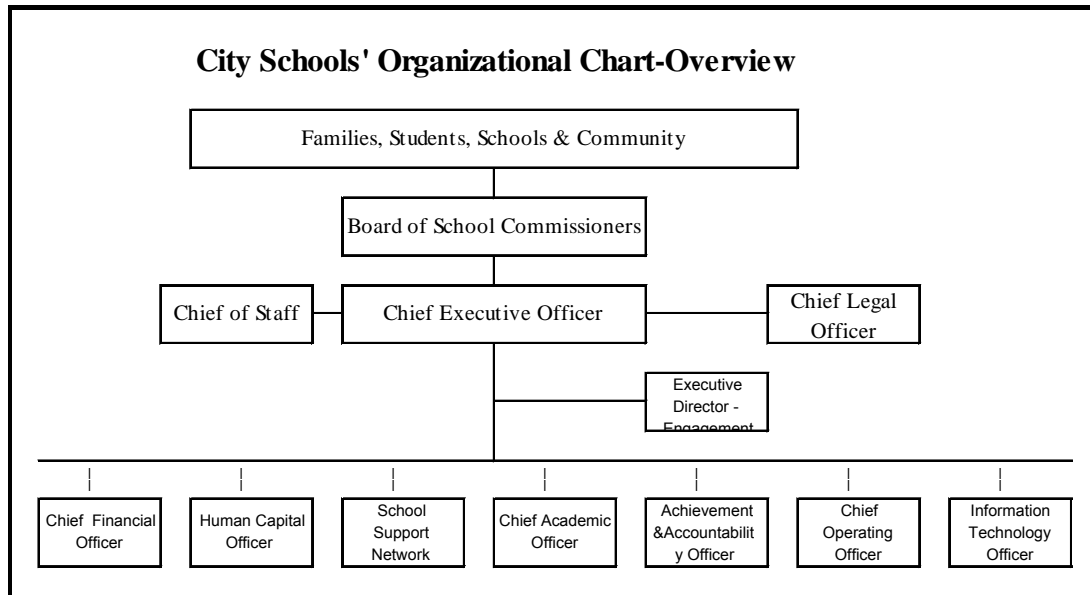


Figure 16: City Schools' Organizational Chart Overview

IV.B. Office of the Chief Operating Officer Overview

FM&O is organized under the leadership of the Chief Operating Officer of City Schools (Figure 17). The departments that fall under the Chief Operating Officer include:

Facility Maintenance and Operations: This office includes contract maintenance, engineering and mechanical services, repair shop, grounds, and building maintenance and inspections. Staff and services are provided to improve, repair, renovate, maintain and clean educational facilities that provide academic, athletic and other extra curriculum activities to teach and enlighten students for greater learning. Engineering and Mechanical Services are responsible for the daily operation of the physical plant of all schools and offices. Although custodial services are funded by each school, the Maintenance and Inspections office directs the activities of City Schools' and contractual custodial staff who provide housekeeping services, and also has a small staff that inspects custodial services and cleanliness of schools.

Facility Design and Construction: Provide the finest environments possible for learning that support the educational mission of City Schools. The Office of Facility Design and Construction, with its staff of professional engineers, architects, designers, and construction personnel, acts as consultant, design team, and manager to the school system for a variety of projects. This office assists the school system in design and implementation of complex engineered systems, practices, and procedures in new construction, renovations, and site improvements.

Facility Planning: The Facility Planning department promotes academic achievement for students by planning for modern school facilities that are safe, inviting, and cost-efficient and support innovative teaching and learning. The Office of Facility Planning is responsible for preparing the annual EFMP and CIP, manages all school facilities-related information, tracks

changes in school facility uses, determines school facility needs and plans for the optimum usage of building capacities.

Health and Safety: Provide healthy and safe learning and working environments, and to ensure system compliance with Local, State, and Federal mandated regulations. This office provides occupational safety and health training to employees as mandated by Law, communicates and monitors best practices and procedures with regard to environmental hazards, air quality, integrated pest management, workplace safety and injury review, and compliance to building safety codes, and responds to environmental complaints and mitigates environmental hazards such as asbestos, mold, lead, and pests.

Pupil Transportation: Provide transportation for eligible students to and from school or special events in a safe, timely, efficient, and dependable manner. Baltimore City Schools provides transportation to elementary school students who live more than a mile from their respective neighborhood schools and to middle and high school students who live more than 1.5 miles from their respective assigned city-wide school. Select categories of students may also be eligible for transportation. City School buses and contract buses are inspected three times per year and school bus drivers must satisfactorily complete a comprehensive training program to be certified eligible to drive.

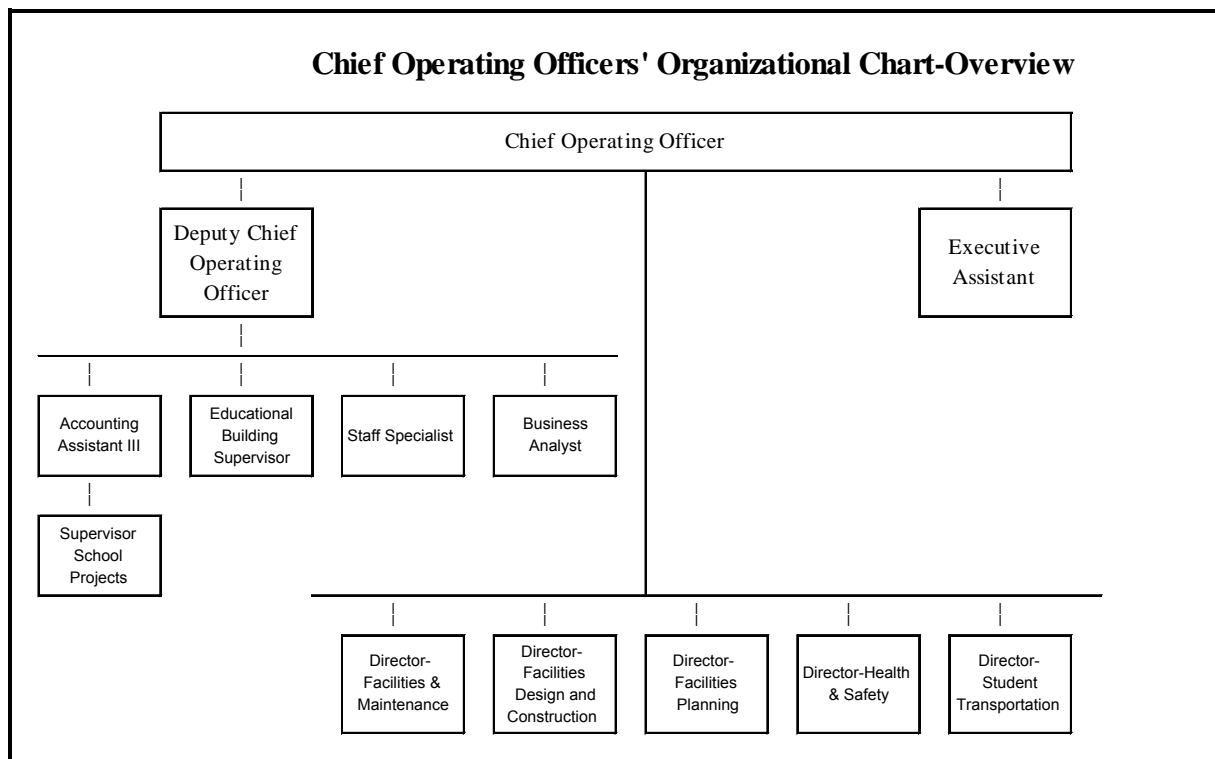


Figure 17: Chief Operating Officers' Organizational Chart-Overview

The following pages provide greater detail about the makeup and structure of FM&O.

IV.C. Description of City Schools' Organizational Structure for Maintenance and Proposal for Reorganization

The Facilities Maintenance and Operations Division (FM&O or Maintenance) provides staff and services to improve, repair, renovate, maintain and clean educational facilities that provide academic, athletic and other extracurricular activities. FM&O also has management oversight for the Department of Maintenance and Inspections which provide in house and contractual janitorial services, waste management, and school site inspections of custodial services.

FM&O staff performs limited preventive maintenance, responds to service calls, performs repairs of a minor nature and directly oversees work performed by contractors. Major and specialized tasks including annual boiler service, major equipment repairs, and maintenance on specialized building systems (i.e. Fire/Life Safety and Security) are generally performed through external contracts.

The department's primary objective is to ensure the retention of fixed assets by means of proper operation – cleaning, repairing and component replacement throughout the required life cycle of their use. At this time, full preventive maintenance is not possible due to current funding allocations. While the district's 163 school campuses, grouped into three regions, oversee their own custodial services, FM&O provides supplemental custodial services for special events, extra cleanups and other special custodial needs. For efficiency and enhanced effectiveness, the Design and Construction, Health and Safety, and Planning Departments work closely with FM&O.

FM&O has an indirect relationship with EBS. EBS' are organized under the School Support Networks Officer. This team is responsible for day-to-day supervision and reporting of facility maintenance needs of City Schools' facilities. While not under the direct supervision of FM&O, this team works closely with FM&O's AFMs. This relationship is complicated by EBS' being deployed to schools in proximate location of each other and their Network managers being deployed to schools that are not in proximate location of each other; therefore, an EBS may have multiple individuals to whom they are directly accountable. This is a significant challenge to effective management of FM&O. Figure 18 displays this relationship.

IV.D. Proposal: FM&O Reorganization

An organizational strategy to manage FM&O will be proposed for FY2016 to City Schools new CEO. The strategy is to shift EBS' from the School Support Networks Office (Networks) into managerial positions within the FM&O organization. When under FM&O management, the EBS will be trained to be facility maintenance experts. The EBS will report to a supervisor who will plan, direct, monitor and control maintenance and repairs. This initiative should be budget neutral because funding to include salaries, mileage and overtime, will go from the Networks to FM&O. The Chief Operating Officer will consult with City Schools' new Chief Executive Officer and Chief Financial Officer to determine the feasibility of presenting a fund increase to the Board of School Commissioners in the FY2016 budget.

If approved, this reorganization will increase the number of regions from 3 to 10, reduce the average number of schools per region from 53 to 14, and decrease the average square footage per region from 5.8M to 1.6M.

An EBS will manage FM&O for the schools in their region. The EBS' responsibilities will

consist of assessment of repair and maintenance requirements, work order initiation, work planning, monitoring and controlling each schools' FM&O. In addition, they will be required to monitor grounds and custodial services, and remediate issues with the respective shops.

Region teams will be under the direct supervision of an EBS. On average a region team will consist of 8 members with cross functional skills from the Repair Shop and Engineering. The primary objective of teams is to execute the work assessed, initiated, planned and assigned by the EBS. As teams execute and complete work orders the EBS will monitor and control for high quality repairs and maintenance. Accountability across FM&O will improve over the current organizational arrangement.

Under this plan, work order processes will become more efficient. The EBS will have full knowledge of work orders; work deferred, work planned and replacement recommendations for the Capital Improvement Program (CIP).

A Preventive Maintenance team will be created with a Preventive Maintenance Manager and six Engineers. Staff will be scheduled after school day operating hours to perform preventive and regular maintenance so not to disrupt student learning. This team will be in direct control of the Director of FM&O.

An Assistant Director of Facilities, Maintenance and Operations will be created in FY 2016.

In order to continually improve the organization's service and performance, Facility Stat will expand across this new organization. Shared performance targets and measures will cascade from the FM&O director to repair and maintenance staff.

Figure 19 displays the recommended reorganization of FM&O.

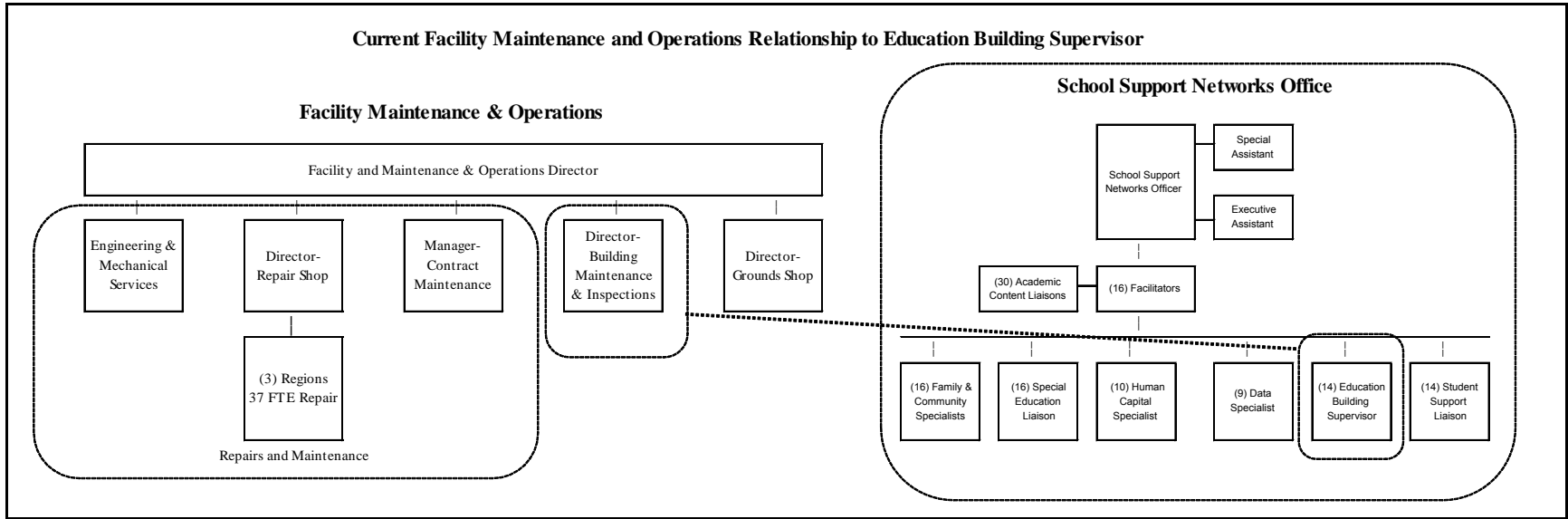


Figure 18: Current FM&O Organization and indirect EBS relationship.

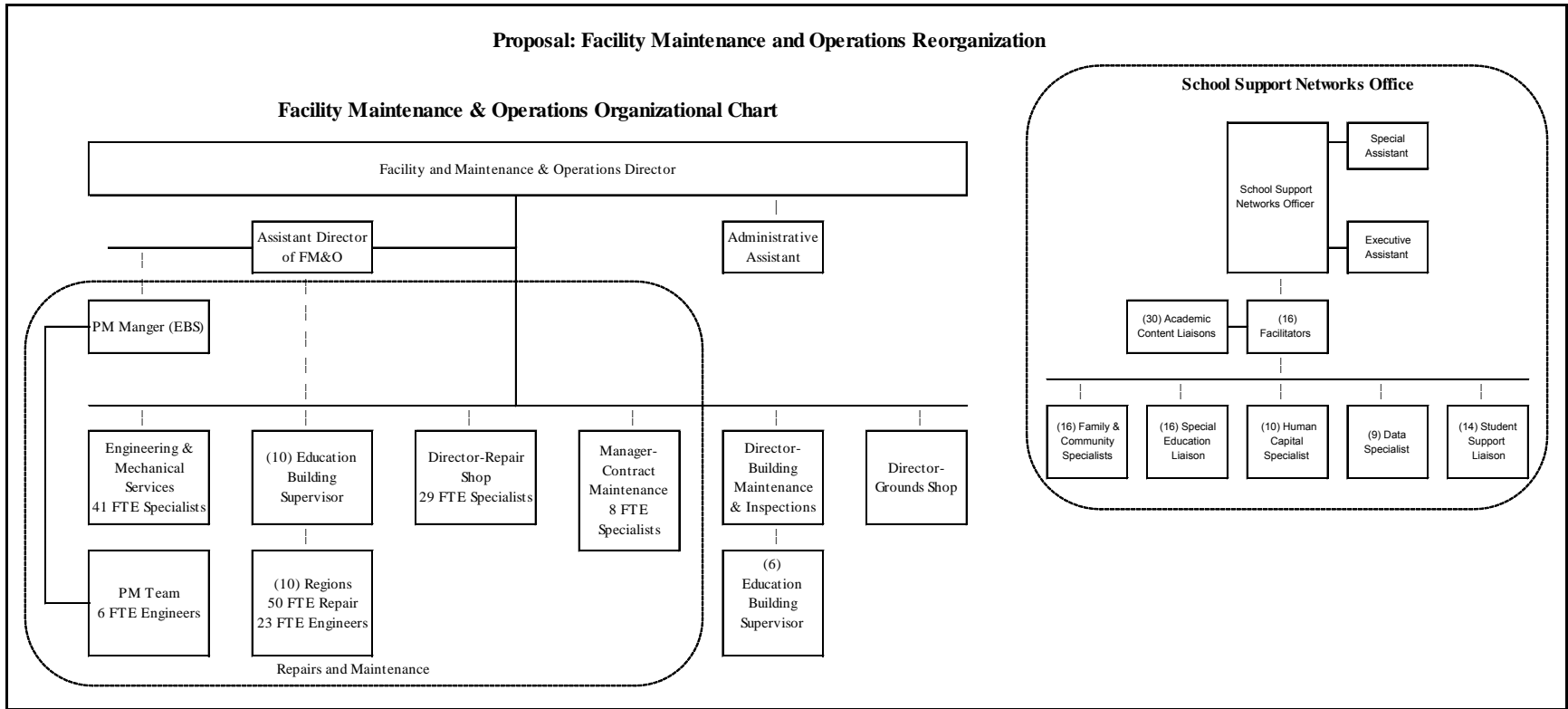


Figure 19: FM&O Reorganization

V. STAFFING & RESPONSIBILITIES

Operations’ management is resolved to improve the FM&O department. Carried out in parallel, the proposed reorganization and staff increases are strategic designs to improve efficiency, service and quality through accountability, organization and management within the budget framework. The staffing strategy is planned to manage FM&O for the entire portfolio of City Schools’ buildings. The strategy has three components; they are, acquiring new staff, evaluating staff and training staff. Figure 20 is an overview and timeline to implement the staffing strategy.

5 Year Plan: Facility and Maintenance							
Primary Initiatives	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
			CMP Year-1	CMP Year-2	CMP Year-3	CMP Year-4	CMP Year-5
4) Increase FM&O Staffing							
	FTEs	FTEs	FTEs	FTEs	FTEs	FTEs	FTEs
Maintenance and Repairs	77	77	85	103	118	133	148
Support	15	15	15	15	15	15	15
Management	6	6	10	19	19	19	19
Total FTEs	98	98	110	137	152	167	182
FTE increase			12	27	15	15	15
Projected costs to increase FTEs			\$ 633,410	\$1,397,204	\$ 730,437	\$ 749,698	\$ 787,318
Square footage per FTE							
Maintenance and repairs	230,538	225,715	203,975	166,316	138,021	119,568	106,845
Total staff	181,137	177,348	157,617	125,041	107,148	95,225	86,885

Figure 20: FM&O Five Year Staffing Plan.

From FY 2014 to 2019 FM&O staff will increase from 98 to 182 FTEs. This will improve the allocation of staff across schools. This will result in a reduction of square footage per FTE, from 225,715 to 106,845 for maintenance and repair staff and 177,348 to 86,885 per FM&O’s entire staff (Includes maintenance, repairs, management and support staff. Excludes Building Maintenance and Inspections and Grounds FTEs). FM&O management concluded that the 127 FTEs recommended by the parametric model are not sufficient because it reduced square footage per FTE to 138,021 by 2017.

Staffing and Responsibilities

The daily maintenance of City Schools’ facilities is a collaborative effort that starts with FM&O and extends to each school in the district, via the School Support Network. Below are descriptions of responsibilities and staffing that are organized first by those under the purview of FM&O, and then those organized under the purview of the School Support Network.

FM&O’s central office is the managerial hub of City Schools’ maintenance program. From this office, the Director of FM&O oversees and coordinates the day-to-day operations and management of the following shops:

- Engineering and Mechanical Services
- Grounds Shop (not including in the staffing or budget counts)
- Repair Shop

- Building Maintenance and Inspections
- Contract Building Maintenance

Figure 21 shows the organization of FTEs.

The FM&O central office is co-located with the other directors under the direction of the Chief Operating Officer in order to facilitate regular and effective communication and collaboration. In addition, the City Schools' CMMS is centrally located, accessed and managed from this office.

V.A. Repair Shop Responsibilities and Staffing-0752 and 0776(figure 21)

The repair shop consists of teams of dedicated staff, to include the following: building maintenance workers, building repairers, carpenters, glaziers, laborers, locksmiths, painters, pipefitters, plumbers, sheet metal workers, storekeepers, welders, education building supervisors, and mechanical electrical personnel. Teams are responsible for routine work throughout the district that has been bundled for specific school buildings. Teams attempt to visit every school in the district at least four times per year. When not focused on bundled projects, these teams visit several schools each day and conduct service call repairs. The repair shop currently consists of 51 FTEs.

This approach has been a short term initiative to stay ahead of the most pressing maintenance needs across the district in a timely manner. The program has reduced overall backlog while keeping district facilities in working order. The teams work first by priority, with life-safety taking the highest priority, and then by routine maintenance. EBS', described in the next section, provide teams with additional information and oversight whenever necessary. School custodial staffs serve as the teams' immediate point of contact at each school.

City Schools' Computerized Maintenance Management Software (CMMS), ACT, discussed in greater detail later in this section, allows the service requestors to specify task priority and assign it to the proper shop for the fastest response. Once entered into the CMMS, the teams assign tasks to the appropriate mechanic and follows up to ensure completion. Completed tasks are tracked in the CMMS and include expenditures broken out by labor and parts; or materials, tools and equipment.

V.B. Building Maintenance and Inspections 0772 and 0723(figure 21)

City Schools currently provides a blend of staff and contractual custodial services. Approximately 340 City Schools custodial staff are distributed throughout the district, managed directly by the school they serve. In addition, there are 9 approved firms providing contractual custodial services to 86 of the district's 163 schools.

Facility Maintenance & Operations Organizational Chart and Staff																																																																																																																																																																																							
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Total	32																																																																																																																																																																																						
Cost Center	FTEs																																																																																																																																																																																						
0752 - REPAIR SHOP	50																																																																																																																																																																																						
Building Maintenance Worker I	8																																																																																																																																																																																						
Building Maintenance Worker II	6																																																																																																																																																																																						
Building Repairer	10																																																																																																																																																																																						
Carpenter I	1																																																																																																																																																																																						
Glazier	1																																																																																																																																																																																						
Laborer	1																																																																																																																																																																																						
Locksmith	3																																																																																																																																																																																						
Maintenance Coordinator	1																																																																																																																																																																																						
Painter I	5																																																																																																																																																																																						
Painter II	1																																																																																																																																																																																						
Pipefitter I	2																																																																																																																																																																																						
Pipefitter II	2																																																																																																																																																																																						
Plumber	1																																																																																																																																																																																						
Secretary	1																																																																																																																																																																																						
Sheet Metal Worker II	1																																																																																																																																																																																						
Storekeeper I	1																																																																																																																																																																																						
Education Building Supervisor	3																																																																																																																																																																																						
Supervisor - Stores	1																																																																																																																																																																																						
Welder	1																																																																																																																																																																																						
0776 - MANAGER - MAINTENANCE AND OPERATIONS	1																																																																																																																																																																																						
Area Facilities Manager	1																																																																																																																																																																																						
Total	51																																																																																																																																																																																						
Cost Center	FTEs																																																																																																																																																																																						
0753 - CONTRACT MAINTENANCE	11																																																																																																																																																																																						
Manager - Contract Building Maintenance	1																																																																																																																																																																																						
Mechanic II - Electrical	2																																																																																																																																																																																						
Secretary	1																																																																																																																																																																																						
Education Building Supervisor	1																																																																																																																																																																																						
Supervisor - School Project	6																																																																																																																																																																																						
Cost Center	FTEs																																																																																																																																																																																						
0776 - MANAGER - MAINTENANCE AND OPERATIONS	39.6																																																																																																																																																																																						
Administrative Assistant I	1																																																																																																																																																																																						
Building Maintenance Worker I	2																																																																																																																																																																																						
Building Maintenance Worker II	1																																																																																																																																																																																						
Custodial Worker I/12 m/h	22																																																																																																																																																																																						
Custodial Worker I/5 Hour	0.63																																																																																																																																																																																						
Custodial Worker II	7																																																																																																																																																																																						
Area Facilities Manager	3																																																																																																																																																																																						
Secretary	1																																																																																																																																																																																						
Trainer - Maintenance and Operations	2																																																																																																																																																																																						
0723 - SOLID WASTE REMOVAL	2																																																																																																																																																																																						
Driver - Solid Waste	1																																																																																																																																																																																						
Solid Waste Worker	1																																																																																																																																																																																						
Cost Center	FTEs																																																																																																																																																																																						
0749 - GROUNDS SHOP	45																																																																																																																																																																																						
Assistant - Horticulture	1																																																																																																																																																																																						
Driver I - Motor Vehicle	7																																																																																																																																																																																						
Driver II - Motor Vehicle	1																																																																																																																																																																																						
Laborer	9																																																																																																																																																																																						
Lead I - Labor Crew	7																																																																																																																																																																																						
Lead II - Labor Crew	3																																																																																																																																																																																						
Manager - Grounds Shop	1																																																																																																																																																																																						
Mechanic I - Small Engine	2																																																																																																																																																																																						
Mechanic II - Small Engine	1																																																																																																																																																																																						
Office Assistant	2																																																																																																																																																																																						
Operator I - Vehicle Equipment	6																																																																																																																																																																																						
Operator II - Heavy Equipment	1																																																																																																																																																																																						
Storekeeper II	1																																																																																																																																																																																						
Supervisor - Grounds	2																																																																																																																																																																																						
Trainer - Maintenance and Operations	1																																																																																																																																																																																						

Figure 21: Facility and Maintenance & Operations Organizational Chart and Staff

All permanent and contractual janitorial groups collaborate with the School Support Network and assigned EBS to ensure timely and proper repairs to City Schools' facilities in order to maintain safe and efficient facilities. Custodial responsibilities include:

- Inspect, report and ensure that general housekeeping is performed in schools on a daily basis
- Inspect, report and ensure that maintenance problems are abated in a timely manner
- Conduct school cleanliness inspections
- Provide guidance to schools on custodial issues, contract compliance, grievances and staffing
- Coordinate snow removal services with maintenance shops
- Waste and refuse services for all City schools
- Coordinate with the Board of Elections and manage schools designated as polling sites

Area Facility Manager (AFM):

- Responsible for the overall management, monitoring and supervision of building care.
- Oversees building care and engineering functions for school buildings and administrative offices to ensure that a functional, clean and attractive environment is provided for students, staff and others.
- Ensures that school grounds are kept clean and free of trash and debris.
- Oversees preparation of contract documents for building maintenance and custodial services and invoice payment process and inventory control.
- Interacts with principals, community groups and other officials regarding concerns, emergencies and priority assignments.
- Oversees special operations service requirements, including pest management, graffiti removal, preventive maintenance, minor repairs, and contractual maintenance.
- Works closely with shop managers, contract maintenance managers, and health and safety manager to ensure that work is properly assigned.
- Attends monthly principals' meeting as requested.
- Leads assigned staff in working toward strategic long-term goals related to assigned area of responsibility.
- Manages budget for area of responsibility; assists in the development and monitoring time and expense project budgets; manages project plans, work breakdown structures and schedules established to successfully complete projects on time and within budget constraints.
- Plans and controls staffing and performs other human resources, finance and payroll related functions for assigned employees.
- Manages assigned staff in the implementation and periodic evaluation of project plans and strategies to support the achievement of the department's goals and objectives.
- Provides appropriate supervision, mentoring and professional growth and development opportunities to assigned staff, including staff performance reviews and training programs.

- Ensures the provision of quality products and services; leads staff in the design, development, implementation, monitoring and documentation of quality and reliable improvement plans and procedures; and confers with and advises subordinates on administrative improvement plans and procedures, technical problems, priorities and methods.

The Building Maintenance and Inspections Division currently consist of 6 FTEs. This group is responsible for monitoring and supervising building care, preventive maintenance and minor repairs. This group also oversees the inspection of interior cleaning and contracted waste management services for all schools.

Custodial Staff: FM&O provides thirty-two custodial staff to supplement the permanent and contract janitorial work force discussed in the next section. This team focuses on custodial and special event jobs that go beyond the typical custodial duties or schedule. This staff is not included in the staffing count.

V.C. Contract Maintenance 0753 (figure 21)

FM&O maintains requirement vendor contracts for work requiring skills for specialized maintenance occurrences that are beyond the capabilities of City Schools' staff, including:

- Specialized contract maintenance.
- Burglary repair maintenance response.
- Closed Captioning Television (CCTV) repairs.
- Specialized maintenance by trades.

The Contract Maintenance Division, with 11 FTEs currently, is responsible for the management of these preventive maintenance contracts and services. This group manages a large network of contractors that provide services for the preventive maintenance and repair of large or specialized building systems including (but not limited to) HVAC systems, electrical switchgear, motor control centers and generator systems, vertical transportation systems, fire alarm and suppression systems, and security systems.

V.D. Mechanical Services and Facilities Engineering 0754 and 784 (figure 21)

Mechanical Services and Facilities Engineering manages limited preventive maintenance and minor renewal projects related to the maintenance and repair of mechanical equipment and plumbing systems. These are the systems that support the function, performance and comfort in the facilities. Mechanical Services Division consists of 3 FTEs and utilizes contractual support to provide mechanical resources to ensure operation of mechanical systems.

Engineering consists of engineers and technicians that provide limited services for proper operation of mechanical services. To prepare for the 21st Century new buildings, this staff will be trained to a higher level of operational capability. Staff will be developed and prepared to use technology to monitor and control systems.

V.E. School Support Networks Team Responsibilities and Educational Building Supervisors

This team is responsible for day-to-day supervision and reporting of facility maintenance needs of City Schools' facilities. While not under the direct supervision of FM&O, this team works

closely with FM&O's AFMs. The team is overseen by the Networks officer, and is comprised of educational building supervisors.

The EBS is the designated point of contact for all facility related matters on the school side. The EBS is designated by the Networks team and reports directly to the School Support Networks Team while acting as a liaison to the AFM and the Principal. This position oversees the cleaning, maintenance and operations of assigned educational facilities and requests minor building repair and maintenance when emergency / safety conditions dictate. If required, the EBS will respond to schools facility emergency needs twenty-four hours a day. While not under the direct supervision of FM&O, the EBS has important specific facilities related responsibilities including:

- Oversees building operations and maintenance activities in assigned network school buildings including recommending the hiring, firing and disciplining of subordinates
- Reviews repair order system request and work with principals to set building maintenance priorities
- Provides light-duty direct repairs to schools
- Supervises school custodians in support of principals
- Prepares daily schedules for staff, including specific assignments for opening, closing, securing, and maintaining buildings and grounds
- Trains subordinates in minor commercial building repair duties involving electrical, plumbing, carpentry, and other related maintenance needs when emergency / safety conditions dictate
- Reports concerns regarding contractual cleaning activities; meets with contract supervisors and principals to discuss problems and resolve cleaning and maintenance concerns
- Monitors the training of staff and develops new maintenance and operational procedures based on current trends
- Accesses maintenance operations orders to log and generate reports
- Implements administrative policies and procedures including safety awareness and procedures to handle cleaning and maintenance substances and special projects that impact schools
- Initiates and reviews requisitions for building repairs and maintains current records in each school to ensure the repairs are completed on time; submits requisitions for emergency repairs for heating, air conditioning and related equipment and swimming pools
- Conducts periodic inspections of buildings to ensure appropriate school maintenance
- Provides appropriate supervision, mentoring and professional growth and development opportunities to assigned staff
- Ensures the provision of quality products and services; leads staff in the implementation, monitoring and documentation of quality and reliability improvement plans and

procedures; confers with and advises subordinates on administrative policies and procedures, technical problems, priorities, and methods

- Assists principals in the preparation of custodian work schedules, evaluations, time and attendance monitoring, and disciplinary action documents.

V.F. Facility Inspections and Full-Building Audits

City Schools employs a wide variety of inspections to ensure the safe and effective operation of district facilities. These inspections are designed to trigger preventive maintenance routines to ensure official regulatory, audit and quality compliance.

Regulatory Inspections of City Schools' facilities are performed on a regular, or an as-needed, basis by the following entities:

- State of Maryland inspections regularly assess emergency readiness and fire extinguisher compliance. Compliance for these two inspections is managed by City Schools' Health and Safety.
- Baltimore City Fire Marshal conducts biannual inspections of City Schools' fire alarm equipment and evacuation procedures to ensure safe operations and protocol. Informal internal inspections on equipment and procedures are performed on a monthly basis by EBS'. Baltimore City Fire Prevention Bureau provides coordinated support in the teaching and testing of Fire extinguisher inspections and COMAR regulations that pertain to school sites. Resulting deficiencies from these inspections are typically addressed by Contract Maintenance. Other issues that may arise from these inspections include improper storage of school materials, which are then addressed internally by each school. City Schools' familiarity with these inspections and proclivity in performing internal inspections has reduced the number of violations that result from each inspection. In event an inspection is missed, a finding is not corrected and it is found to be a disregard for safety; then, progressive discipline is implemented with the EBS.
- Baltimore City Health Department conducts inspections of health suites, swimming pools, and food preparation and storage areas. City Schools also conducts thorough internal cleanliness inspections four times per year. City Schools maintains a comprehensive pool maintenance procedure to ensure safe, healthy and cleanly operation. The regularity and scope of all inspections assists FM&O in being proactive in maintenance and staying ahead of evolving policies and regulations.
- State of Maryland Department of Agriculture conducts inspection of pest control measures to ensure that City Schools is employing proper means and methods. City Schools performs regular pest inspection and provides staff with guidance on pest control measures to avoid regular and expensive deficiencies that may affect occupant safety.

Audit Inspections

- State of Maryland Public School Construction Program Facility Inspections are conducted on each facility on a six year cycle. These inspections are comprehensive and measure appropriateness of facility maintenance. Results from these inspections are issued in a report. City Schools must respond to identified issues with a corrective action

plan.

- Liability Insurance Provider performs on-call routine safety inspections of City Schools' boilers.
- Safety Inspections are further elaborated upon in section VI, titled Action Plans; City Schools' FM&O has established and performs a wide range of regularly scheduled safety inspections. These inspections include everything from elevators and generators to operable walls and playground equipment. Section VI provides a matrix that shows categories, frequencies and responsibilities. Furthermore, FM&O has standard operating procedures and PM checklists for many of these inspections, also indicated in the Section IX matrix.
- Non-Regulatory Inspections are performed on a regularly scheduled basis to ensure the safe and proper maintenance of critical equipment throughout the district. These inspections are outlined in a comprehensive set of standard operating procedures, which are further detailed in section Appendix G of this document. These standard operating procedures detail how and when inspections are to be performed, as well as how identified issues are to be reported and addressed.
- Full-building audits are performed on an as needed basis. In parallel with acquiring and deploying a new CMMS, discussed in section Appendix E of this document, City Schools will perform and maintain a district-wide inventory of building equipment. The inventory will be aligned with the SOPs and PM program to efficiently track and document maintenance related activities and costs associated with each applicable piece of equipment over its life cycle.

V.G. Proposed Staff Reorganization

City Schools will propose a reconfiguration for FY2016 of its work forces into ten maintenance regions. Each region will include a building maintenance worker (BMW), electrician, plumber, general mechanic, and engineer. Region size would be based on the number of facilities assigned and the total of maintainable square footage. The advantage would be that teams would become familiar with all the building systems and components within their Regions' responsibility. Each Region lead would organize staff and prioritize work requirements to accomplish all of the work in the most effective and efficient manner, while also responding to and satisfying the needs of the school principals and staff. Region leads (EBS') will report directly to the Director of FM&O and accountable to Facility Stat performance measures and targets. The Chief Operating Officer will consult with City Schools' new Chief Executive Officer and Chief Financial Officer to determine the feasibility of presenting a fund increase to the Board of School Commissioners in the FY2016 budget.

V.H. FM&O Management and Staff Next Steps

Step	Description	Target
1	Prioritize M&R requirements - Determine minimum requirements to meet legal, regulatory, & life safety requirements - Determine must maintain / high impact components & systems - Determine low impact components & systems	Phase 1
2	Determine and quantify available funding - M&R funds - CIP projects that provide the greatest payback for investment - ASP funds - Other fund sources	Ongoing
3	Develop a plan that minimizes risks with available funds - Life / safety / health / state mandate compliance - M&R requirements by priority - Strategy for mix of in-house and contract execution of M&R requirements - Determine building components that will be included in the M&R plan - Determine minimum M&R funding requirements - Determine required in-house skill sets & training / hiring requirements	Phase 1
4	Complete and Implement the new Design Standards w/ respect to CIP and M&R - Comprehensive Commissioning - Maintainability / Operability review - Operations and Maintenance (O&M) Documentation - Demonstration & Training - Warranties - Turnover & Acceptance	Phase 2
4	Staff up and establish contracts to execute the approved budget - In – house M&R staff - CMMS administration - Specialty skills (controls, etc.) - Requirements contracts - Fixed scope / price contracts - Service contracts - Consolidated operating services contracts - Contract Quality Assurance (QA) / Quality Control (QC) staff	Phase 1
6	Monitor progress & results and update plan as needed	Ongoing

Phase 1 is assumed to occur during FY2015.

Phase 2 is assumed to occur during FY2015 and as replaced and renovate buildings are commissioned.

V.I. Staff Development

To improve staffing two initiatives will be put in place. They are; develop a training program and integrate performance targets and measures into employee evaluations.

5 Year Plan: Facility and Maintenance							
Primary Initiatives	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
			CMP Year-1	CMP Year-2	CMP Year-3	CMP Year-4	CMP Year-5
5) Staff Development							
Training			\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
Accountability: Facility Stat Measures Added to Employee Evaluations			Plan	Initiate	Ongoing	Ongoing	Ongoing

Figure 22: Staff Development

Facility Stat (see II.B. Current Accomplishments) targets and measures will integrate with management’s and staff’s employee evaluations. The objective is to align and hold accountable the entire organization to a high standard of service and performance. This initiative will begin in FY2016.

The second initiative to develop staff is a training program to begin in FY2015.

The purpose of training is to orient employees to their responsibilities as well as to indoctrinate them to work in a controlled environment in which the organization has instilled its own operational procedures and work ethics.

Training for New and Renovated Schools

FM&O will align maintenance staff with renovation and new projects throughout the design and construction process, including:

- Design maintainability reviews to cover design periods
- Construction inspections
- Participate in development of Building Maintenance Plans (BMP)
- Participation in functional performance testing and other commissioning activities
- Reviewing O&M documentation submittals
- Participating in demonstration and training
- Participation in facility turnover and acceptance activities

Maintenance staff will be fully trained on the technologies and procedures for the new and renovated schools.

FM&O Staff Training

The district also plans to leverage manufacturing training provided by CIP projects as an opportunity to participate in and document current maintenance and operating procedures for modern equipment and establish regularized methods of teaching these best practices to new and seasoned staff.

In FY2015 the district will tap the instructional expertise in its Career Technology Education (CTE) programs that cover the plumbing, electrical, HVAC and carpentry trades in order to train and further develop current operations staff on building maintenance practices.

Staff Refresher Training

Staff refresher training refers to learning opportunities designed specifically to help an employee do his or her job better. Safety and orientation training is provided to all new employees within six months of hire. Currently Health and Safety provides refresher training is available to all employees throughout the year. Topics include:

- Fire Safety/Use of Fire Extinguishers
- Utility-Related Emergencies
- Hazard Communication (updated)
- Blood borne Pathogens
- Asbestos/Lead Awareness
- Integrated Pest Management
- Slips, Trips and Falls
- Safety Awareness
- Lockout-Tag out
- Alarms, Door Entry Systems, Elevators and Roof Leaks
- Understanding the Role of the School-based Custodian

VI. SYSTEMS

To improve FM&O systems, two key initiatives are planned over the next five years; an inventory of physical plant assets and a new computerized maintenance management system (CMMS). Figure 23 shows an overview and timeline for these initiatives.

The legacy CMMS will be replaced with a system more current in technology and automated processes. The goal is a fully integrated enterprise solution that utilizes automated work flows to streamline all aspects of the work order, preventive maintenance, asset management, inventory management, utilities management and community/facility management modules. The Request for Proposal (RFP) is in the final stages of development and is targeted to issued in June 2014. Implementation is targeted to begin in the fall of 2014. The Maryland Stadium Authority (MSA) will fund the software, implementation and support costs. The partnership between City Schools and the MSA has been effective in the development of the RFP and is anticipated to be effective in the implementation.

5 Year Plan: Facility and Maintenance							
Primary Initiatives	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
			CMP Year-1	CMP Year-2	CMP Year-3	CMP Year-4	CMP Year-5
6) Asset Management							
Schools planned under \$1.1B Financing**							
Schools					14	14	15
Sqft.					2,094,115	1,219,772	1,605,728
Schools not planned under \$1.1B Financing							
Schools				25	39	30	
Sqft.				1,860,250	4,865,292	3,814,958	
Estimated contract costs to inventory assets ***				\$ 279,038	\$ 729,794	\$ 572,244	
7) Implement a Computerized Maintenance Management System							
Module Implementation			Work Order	Preventive Maintenance			
			Asset Management	Work Planning and Management			
				Inventory-Storeroom			

**schools totals are subject to change due to economic and finance factors
***estimate subject to change

Figure 23: FM&O Systems Improvement: Asset Inventory and CMMS.

The CMMS will provide tools to manage preventive maintenance, physical plant assets, store room inventory and utilities; these tools will be new to City Schools. It will also provide data by which performance measures will be used to hold the entire FM&O organization accountable to continuous improvement.

Concurrent with the CMMS rollout will be the initiative to inventory physical plant assets in schools renovated or replaced with the \$1.1 billion financing and those schools that are not covered by this financing. Assets in replaced and renovated schools will integrate into the CMMS by way of commissioning processes. It is proposed to issue a RFP for services to inventory school assets in schools not replaced or renovated; then, integrate the data into the CMMS. If approved, within five years assets will be inventoried and integrated into the CMMS for 137 schools.

To manage building assets, the architect and engineers for 21st-Century Buildings Plan new and renovated schools will provide fixed asset data to upload into the CMMS. This will allow for planning and delivery of life cycle replacement and preventive maintenance schedules for assets.

For buildings that are not part of the first five years of the 21st Century Buildings’ Plan, FM&O staff and contracted services will inventory **critical** building assets in buildings to include: chillers, boilers, domestic water heaters (DHW), roofs, underground storage tanks (UST), fire alarms, sprinklers, elevators, and filters.

In addition to the above, inventory of **mid critical** assets to consist of mechanical roof top units, kitchen equipment, sump pumps, pumps, valves, windows, doors, and **less critical** assets: ceiling tiles, floor tiles, door knobs, and possibly keys. The continuance of inventory is expected to take 3 years based on time and funding.

VI.A. Scheduled work orders

Currently, all City Schools’ FM&O department work orders are generated and tracked via the ACT CMMS. Preventive Maintenance (PM) work orders are executed by a combination of Facilities staff and external contractors. At the start of the fiscal year, the preventive maintenance from previous year is caught up and the fall inspections are scheduled. With the approved \$3 million dollars, the preventive maintenance efforts will be increased and sustained. Figure 24 below is a summary of external and In-House preventive maintenance assignments:

Typical In-House and Contract Assignments	
In-House PM	
Sidewalks & Pavements	Painting Inspections
Pest Control	Ceiling Tile
Flooring: Carpet/VCT/Gymnasiums	Fencing
Doors, Locks, Windows	Lighting/Ballasts
Playground Equipment	Gym Floors
Storm water structures	Athletic Fields and Stadiums
External PM Contracts	
Elevators	Generators
Mechanical/HVAC Equipment	Sprinklers
Interior/Exterior Bleachers	Electrical Switchgear
Kitchen Hood Suppression Systems	Emergency Lighting
Plumbing Inspections	Operable Divider Walls
Roofing	Interior Bleachers
Storm Drains	
Exterior enclosure	Exterior walls, windows & doors
Roofing	Roofs & roof openings
Interior Construction	Partitions, interior doors & fittings
Stairs	Stair construction & fittings
Interior Finishes	Walls, floors & ceilings
Conveying	Elevators & lifts
Plumbing	Fixtures, distribution, sanitary waste & storm
HVAC	Heating & cooling generation, distribution, terminal & package instrumentation
Fire Protection	Sprinklers, standpipes, detection & annunciation
Electrical	Service, distribution, lighting, branch distribution & security
Equipment	Kitchen & exhaust hoods
Site	Pavements, walkways, exterior lighting, storm structures

Figure 24: Summary of External and In-House preventive maintenance assignments.

VI.B. Unscheduled Work Orders

Regardless of how well City Schools prepares for and plans maintenance, it is impossible to foresee all maintenance issues. In order to restore normal function to facilities that are disrupted by unforeseen issues, unscheduled or emergency repairs will be needed to provide complete or temporary resolution, with subsequent impact on schedules and budget. Unscheduled maintenance is reported by school administration, EBS' and FM&O staff. This information is then added in to the district's ACT software for deployment of maintenance services. Categories recognized as unscheduled repairs include:

- Air Conditioning: portable air conditioning units have increased dramatically across the district, requiring a significant increase in required resources devoted to operating and maintaining these generally inefficient units in good working order.
- Breaking and Entry Repairs: As an urban district, this is a common issue for City Schools which requires additional maintenance to correct damage. Work typically includes repairs to windows, doors and affected equipment within the facility.
- Emergency Repairs: City Schools' portfolio is comprised of a significant number of older structures. Therefore, maintenance to fix unforeseen breakdowns or failures of critical

building systems and equipment is a significant aspect of FM&O. These types of repairs typically include full or temporary repairs to critical safety, mechanical, plumbing, electrical and security systems.

- Fire Repairs: Maintenance to fully or temporarily repair damage caused by fire.
- Special Events: Maintenance to prepare for and fully or temporarily repair damage caused by the various special events that occur on school facilities. Event custodial services are also provided by FM&O.
- Technology Infrastructure: FM&O is increasingly being requested to respond to infrastructure issues caused by technology, such as accommodating increased power and HVAC capacity requirements.
- Toxic Materials: Schools occasionally experience issues with materials that – are toxic, such as asbestos. When these issues occur unexpectedly and cleanup is required, FM&O must respond in a timely fashion in order to maintain the safe functioning of the facility.

VI.C. Standard Operating Procedures (SOPs)

SOPs guide all scheduled and unscheduled preventive maintenance activities throughout the district. The diagram on the following page shows the workflow by which work is managed. Each FM&O group has developed a unique set of SOPs for each of the specific maintenance responsibilities described in Staffing and Responsibilities.

The School Support Network assists FM&O through EBS’, who are the on-location first responders to issues. The following process diagram illustrates how maintenance issues at City Schools are identified, reported, assigned and executed.

VI.D. Work order workflow

The workflow supports all maintenance activities and is representative of how maintenance needs are reported, assigned to the appropriate shop, and addressed to completion. The high level process is presented in figure 25.

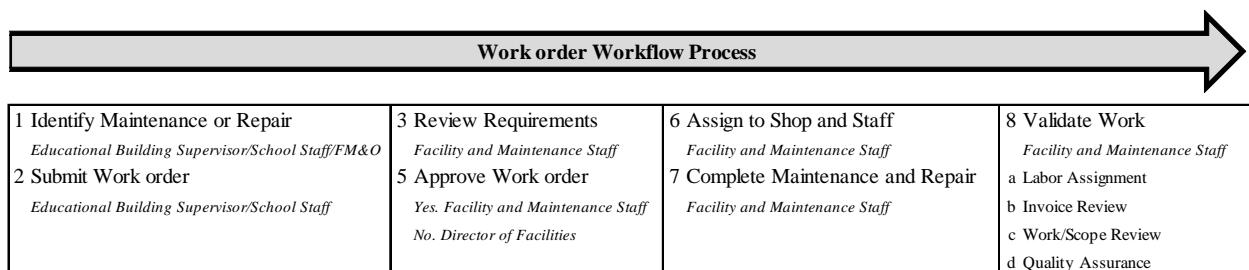


Figure 25: Typical FM&O Workflow: This diagram shows how maintenance work flows through the City Schools FM&O system.

VI.E. Construction/Maintenance Interface

City Schools places considerable emphasis on means to ensure that construction projects (i.e., new construction, additions, and renovations) are designed, built, and inspected to facilitate

future operations and maintenance. FM&O's integral participation in design and construction ensures that facilities are designed, built and operate as intended. The integration of construction and maintenance occurs throughout the Design and Construction stages of project development.

Within the last year FM&O has added a step during the design stage of each project, FM&O has dedicated qualified personnel to verify that project designs are fully responsive to maintenance, repair, and replacement needs. Documents are reviewed and verified as conforming to applicable City Schools' Design Guide standards and industry best practices by each FM&O department. The FM&O representative who will assume primary maintenance responsibility for the constructed facility participates in all preparatory and status meetings for the project. This individual also interfaces and contributes as an integral member of the design and construction teams.

During construction, FM&O's designated representative will monitor the work to become familiar with the placement of equipment and organization interdependent building systems. FM&O's focus is to ensure that the new equipment is easily serviceable, and inventoried for entry into the CMMS database. FM&O representatives may also participate in testing/adjusting/balancing, and commissioning activities precedent to building hand-over.

Specific techniques that improve the integration and alignment between Construction and FM&O include:

1. Procedures and Protocols

- Performance of Milestone Design Reviews - These reviews emphasize assessment of access, equipment location and serviceability. Design phase and contractor shop drawing/submittal reviews are typically performed by FM&O representatives who will assume maintenance responsibility for the facility at occupancy. This individual will have direct access to the design team and trade disciplines to advance FM&O's familiarity with the installation and system configuration.
- Inspection of Equipment and Systems during Installation - FM&O representatives inspect construction work in progress, examine the placement of equipment for familiarity and ease in future maintainability, and document concerns or suggestions for improvement. One such form of documentation is the project punch list of corrections given to the Contractor. At which time, the contractor is given a dead line by which to complete punch list items. A City Schools' project manager reviews with the contractor to validate completion of items.
- Ensuring that Contractor Training Obligations are fulfilled - As part of the contract specifications, contractors are required to provide specific equipment and system-based training. FM&O, supported by Design and Construction, work to ensure that the construction contractor fulfills the requirements to FM&O's satisfaction. As part of the project scope, training is to take place in order to be fully compensated for project.

Training on site is currently videoed taped. This is done for a few reasons; to ensure training was completed, who attended and what was reviewed. Training may include; formal offsite training for mechanical, electrical, or control systems, or hands-on onsite training for the proper operation of security, fire alarm, IT, public address, telephone, and/or building automation systems.

- Functional Testing - As construction completes, FM&O representatives participate in commissioning activities as appropriate. This participation advances FM&O's knowledge of the new systems, troubleshooting, and tuning of equipment as led by vendor or trade specialists.

Figure 26 summarizes FM&O's engagement in the Design and Construction stages of new building projects and major renovations.

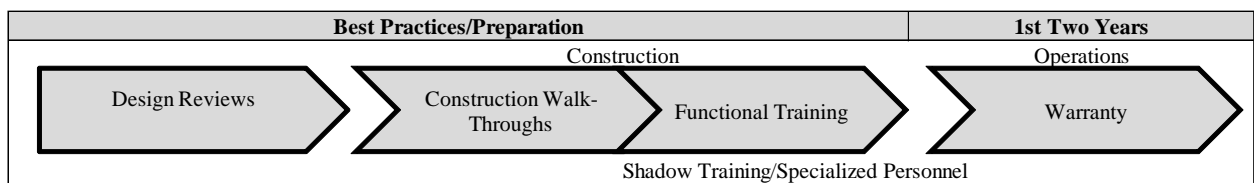


Figure 26: FM&O Design Review and Training Integration: This diagram illustrates how FM&O will train staff during the building design, construction and warranty period.

2. Commissioning requirements

City Schools (Design and Construction) will engage the services of an independent Commissioning Agent (CxA) to support the design and construction of replacement schools and major modernizations. FM&O will have direct access to the specialized experience of the CxA throughout the project development process to validate that the systems installed in the building meet the specified design standards and intent.

Systems to be commissioned will typically include the following:

- HVAC Components
- Building Controls and Monitoring Systems
- Power and Lighting Systems
- Fire Protection Systems

The Commissioning Agent may provide additional training, as well as organize and consolidate general contractor provided operations and maintenance manuals for all of the commissioned systems. This will provide the building owner/management team with a framework around which to shape its procedures.

In order to standardize the establishment of commissioning requirements, United States Green Building Council's (USGBC) LEED for New Building Construction and Major Renovation Rating System should be followed. Through adopting the minimum requirements of the rating

system as defined in the Prerequisite and Credit, which have both been developed to guide commissioning requirements, City Schools will gain a high level of efficiency and long-term payback.

VI.F. Sustainable Maintenance Practices

The 2013 City Schools' Comprehensive Educational Facility Master Plan articulated a guiding principle to create school buildings on the cutting edge of technology and environmental sustainability. This guiding principal was supported by research that indicated that "environmental factors including classroom orientation, natural light, noise, temperature and air quality can affect a child's academic progress over a year by as much as 25 percent" (CEFMP 2013 page 5).

One of City Schools' current sustainability initiatives that directly supports the Master Plan's sustainability guiding principal is the indoor air quality initiative. This initiative is organized and managed by City Schools' Health and Safety Department and includes training and support to improve the indoor air quality of City Schools facilities.

With the 21st-Century Buildings Plan initiative, FM&O plans to seek funding to select and deploy an Energy Management System that will remotely manage the school mechanical systems via a centralized intranet connection. As new and renovated schools are designed and funded energy management systems will be in place and operational under the Engineering and Mechanical Services Division. If funded, this connection will be monitored at a central monitoring office 24 hours a day, and have the ability to contact two on-call service crews, in addition to the regular day shift. These service crews would work during the evening and weekends to provide service of alarms identified. To support this plan the staffing plan includes one Energy Auto Temp Control (ATC) engineer to be hired. This new staff person will evaluate and identify deficiencies and needs for further upgrades to support systems.

New and renovated schools will be added to this Energy Management System increasing the schools systems ability to maintain proper operating conditions and optimize energy efficiencies throughout the year. The system will implement energy conservation policies and procedures to include:

- Scheduled start and stop time of building heating and cooling equipment
- Automatic temperature reductions during evening/unoccupied winter hours
- Pre-programmed heating and cooling of all special evening and weekend events to reduce unnecessary runtime of the HVAC equipment and to make the building comfortable prior to scheduled events in areas identified
- Strategic scheduling of summer air conditioning to avoid peak usage costs
- Increase efficiency and safety of equipment with a structured preventive maintenance program

- Allow remote shutdown of facilities for emergency reasons

This system will also provide alarms for the Engineering and Mechanical Services when major HVAC problems occur during regular and non-school hours. This will allow Engineering and Mechanical Services time to quickly identify the problem site and comprehensively service the problem quickly and efficiently before further damage can occur. This will ensure that schools will remain open for students and staff.

FM&O will further enhance and expand its sustainable practices in parallel with the rollout of the ten-year CIP. This program will provide broad opportunities to develop programs that highlight and support sustainable practices that will be possible with new and renovated facilities. In addition, the new CMMS will provide enhanced tracking capabilities to measure the impact of new sustainable maintenance practices.

A specific enhancement that will be explored as part of the CIP is a LEED-based operations plan, as outlined below. Rather than wait until the schools are replaced or renovated, FM&O is working on a Building Maintenance Plan (BMP) for the most current new LEED school Waverly Elementary/Middle School, which opened on January 3, 2014 . This will provide an accurate cost to support and maintain a LEED building. Picking up at the close out of the building commissioning process, sustainable maintenance practices should be defined by the BMP for each school. This program will cover:

Maintenance and replacement schedules for major building components: Major building components are all commissioned systems. Operations and maintenance guides should be provided at the close of the commissioning process when a building is initially occupied. An added benefit would be to have the building manager accompany the commissioning agent during final testing. Schedules will be developed for components such as:

- Building Controls
- Building Envelopes
- Elevators
- Fire / Life Safety
- HVAC Components
- Lighting Fixtures
- Monitoring Systems
- Plumbing
- Primary Electrical Distribution
- Roofs
- Storm Water Control

Cleaning: A green cleaning program will be established to govern the products both in usage, and cleaning cycles. Green Seal provides standards for cleaning products that can be used to

establish a solid operational foundation.

- Methods
- Schedule
- Products
- Toilet Room Supplies

Materials Purchasing, Reuse and Recycling: The complete flow of materials into and out of the building should be governed. The school should adopt a recycled content and recyclable material purchasing plan similar to EPA's Comprehensive Purchasing Program. Recycling will be encouraged by the placement of appropriately labeled bins throughout the facility.

O&M Training: Maintenance/replacement methods and schedules for commissioned systems should be described in the manuals provided by the that process. Training for janitorial and materials will be provided initially and on a refresh as required basis. Training is essential to ensure that sustainable policies are communicated and understood by employees as well as occupants of the building.

O&M Contract Requirements: These provide guidelines that must be followed should any operations and maintenance functions be subcontracted outside of the school district employee pool. The guidelines will ensure that all contractors understand and adhere to the sustainability goals of the O&M program.

In order to simplify the implementation of sustainable maintenance practices, USGBC's LEED for Existing Buildings Operations and Maintenance Rating System should be followed. Through adopting the minimum requirements of the rating system as defined in its Prerequisite Credits, a building owner/management team will have a proven framework around which to shape its policies and procedures.

Requirements that will create an environment wherein the owner/management team can comply with these prerequisites will be incorporated to the greatest extent possible into building design specifications and then passed on through manuals provided during the commissioning process.

VII. ENERGY MANAGEMENT AND CONSERVATION

City Schools will focus on eliminating energy and utility waste to achieve energy savings while enhancing the quality of the educational environment. Energy management policies can have an important impact on the quality of the learning environment and well-being of district employees, teachers, students and communities. The objectives of the Energy Management Program are in support of the District's strategic plan.

Goals

- To reduce the district's overall operational cost, carbon footprint, energy dependence and use of natural resources.
- Involve and provide educational training to teachers, students and staff in the development of energy and natural resources conservation techniques for City Schools.
- Establish an energy performance baseline to compare schools and facilities time to time.
- To manage resources and conserve energy by implementation of energy saving devices, renewable energy sources and the exploration of new practices and technologies in new construction and retrofit projects.
- Continue to install and upgrade lighting fixtures and control devices to maximize a return on investment. Installation of energy and resource saving devices and controls will be directed primarily towards the buildings with the most need. Schools that have energy savings incorporated into their design will also be considered for improvement; this mission shall be reviewed continuously so that school system goals can be attained.
- Promote energy cost management and procurement plan to achieve best available utility rates.
- Take advantage of available grants and utility rebate programs to support and promote energy conservation and resource management in all school system facilities.

Overview

The energy conservation program will help manage resources and conserve energy costs whenever and wherever possible with the help of an energy software database.

The energy specialist appointed by City Schools' Facilities Department in March 2013 manages the energy database for each school and facility by commodity. The Energy Specialist also reviews discrepancies in billing and pinpoints wasteful facilities to evaluate and initiate energy efficiency projects. To date in FY 2014, billing discrepancies of \$120,000 for electricity and gas, and \$600,000 in water/sewer have been found and corrected.

FM&O will be responsible for monitoring utility usage and costs by implementing the improvements and procedures necessary to produce energy savings. However, energy conservation is the responsibility of every employee of City Schools. There are five utilities that must be monitored and conserved: electric, fuel oil, natural gas, steam and water/sewage. Every fiscal year, the budget for these utilities has continued to escalate due to increased usage and local utility company distribution rates. We will continue to research and explore our options to control our utilities budget with the development of new technologies that better support energy conservation and resource management. With planning, implementation, education, and targeted spending, our energy conservation goals can be reached.

Mission

City Schools will institute guidelines and goals and will disseminate information to staff, students, and the public pertaining to energy conservation and resource management.

Initiatives such as "Empower Maryland" Energy Efficiency Act 2008, set in place by Governor O'Malley, have impacted City Schools' responsibility to conserve energy. The Empower Maryland goal is 15%. City Schools' goal is to reduce our energy consumption by 5% by the

year 2015 (based on 2013 baseline). It is essential to be creative and resourceful in order to reduce energy consumption and conserve resources.

In support of this goal, engineers from the departments of facilities along with the energy specialist will visit each school and look for each possible conservation practices which can be performed to achieve the conservation goals. Visitation, enrollment and approved for participation in Enernocs PJM's Emergency Load Response Program will occur this summer of 2015 and continue into October. Capacity payments will be adjusted based on actual performance. Reducing energy and resource consumption is a continuing priority for FM&O and this message is conveyed regularly to all employees. The intent is to reduce energy and resource usage in order to conserve resources and manage budgetary concerns.

The energy specialist will also work with City Schools' Green school coordinator to run recycling and energy conservation educational programs.

Electrical and HVAC upgrades to reduce energy consumption and conserve resources will be identified and installed.

Existing building occupancy and related utility usage will be evaluated to determine needed alterations.

Energy Management Program Components are divided into five components:

- Education
- Assisting, Monitoring, and Reporting
- Review of Energy Consumption and Cost
- Utility Waste Reduction and
- Recycling

VIII. Attachments

A. Scheduled Maintenance

1. Preventative Maintenance

Baltimore City Public Schools' Preventative Maintenance program is designed to extend the life of facilities, building systems, and equipment. It ensures that equipment and systems operate at optimum efficiency and those potential problems are identified at an early stage before they become expensive emergencies and disrupt the learning environment. Due to the number of building systems and equipment involved, performance of preventative maintenance involves participation of all sections in the maintenance and operating offices. The in-house efforts are supplemented by contractual services when it is either more cost effective to do so or when in-house resources are not available.

Procuring the planned new CMMS system will provide City Schools with the analytics necessary to transform the way school buildings are measured and managed. This will translate into improved performance and a return on investment dollars which will allow a greater portion of budget monies to be allocated to preventive maintenance. Specifically, the increased ability to perform continuous diagnosis, detects equipment faults, and provides real time tracking will allow earlier detection of issues saving more budget dollars. In addition, better building performance will contribute to a more productive environment. As City Schools strategically consolidates closings and decreases space requirements additional resources can be utilized to enhance preventive maintenance operations. The Preventive Maintenance (PM) Program includes regular inspection tours and activities designed to increase the reliability, safety, and lifespan of building systems. FM&O's Contract Maintenance has and will continue to oversee the PM aspects of the program. Mechanical Services and Engineering will provide inspections for the HVAC mechanical systems.

Exterior Structure	Exterior walls, windows, & doors
Roofing	Roofs & roof openings
Interior Construction	Partitions, Interior doors & fittings
Stairs	Stair construction & fittings
Interior Finishes	Walls, floors, & ceilings
Conveying	Elevators & lifts
Plumbing	Fixtures, distribution, sanitary & waste
HVAC	Heating & cooling, generation, distribution, terminal, & package instrumentation
Fire Protection	Sprinklers, standpipes, detection, & annunciation
Electrical	Service, distribution, lighting, branch distribution & security
Equipment	Kitchen & exhaust hoods
Site	Pavements, walkways, exterior lighting, storm structures

Scheduled Building Tours - Daily building tours with an inspection focus will be conducted by designated maintenance personnel from the Maintenance and Inspection group. Building tours and inspections focus on health and safety, as well as ensuring that all of the building systems are fully operational. These daily tours provide maintenance staff the opportunity to identify and document deficiencies which require follow-up attention and scheduling for maintenance and/or repair. If major deficiencies are identified; direct-hire staff or contractors are dispatched to immediate corrective action.

Scheduled PM Work Order Process - The preventive maintenance work order process will have several steps, including: equipment inventory, preventive maintenance scheduling, execution, quality assurance, and reporting. The PM process will be based on a detailed inventory of each piece of building equipment. This inventory of assets will be managed through the CMMS database, and each system or piece of equipment carries a unique identification label or "Guide Number".

Preventive Maintenance Scheduling - Each equipment type (or Guide Number) will have a specific servicing frequency scheduled in the CMMS database. City Schools subscribes and adheres to the Preventive Maintenance Standards and schema published by Reed Construction Data RS Means Facilities Maintenance & Repair 2014 Cost Data. This industry-recognized source addresses the cost of all aspects of maintaining City School facilities as well as the scope and frequency for preventive maintenance tasks on hundreds of work items

Execution - Specific tours and PM tasks will be generated from the CMMS for daily work planning and contractor coordination. FM&O's Operation teams will be dispatched daily, via "work order" assignment, to locations requiring inspection and/or performance of specific PM tasks.

Quality Assurance – The Facility Directors and Managers are responsible for assuring the quality and completeness of the preventive maintenance work performed by direct hire and contracted trades. The Director /Manager maintain quality program oversight and responsibility for random inspections. He/she may also delegate daily oversight tasks to supervisors or lead mechanics.

Reporting - Routine reporting allows FM&O to track the frequency, volume, and completion statistics for PM orders. Preventative maintenance duties performed by FM&O will be documented on each of the following six separate schedules:

- ☐Daily Boiler Room Log
- ☐Daily Preventative Maintenance Schedule
- ☐Weekly Preventative Maintenance Schedule
- ☐Monthly Preventative Maintenance Schedule
- ☐Quarterly Preventative Maintenance Schedule
- ☐Semiannual Preventative Maintenance Schedule

Daily Boiler Room Log

A Daily Boiler Room Log must be maintained for each boiler room. The name of the school/office should be printed at the top of each sheet along with the week (month/initial date of work week/year) for which the log is completed, and the appropriate boxes checked for each of the daily status and tasks completed. In addition, the required pressures and temperature readings should be recorded in the appropriate boxes at time of inspection. The person completing the daily items must print and sign their name each day. At the end of the week, copies of the completed log sheets should be copied and brought back to the Engineering Office and the original left on site.

Daily Preventative Maintenance Schedule

The daily boiler room log concentrates on equipment found within a boiler room, while the Daily Preventative Maintenance Schedule focuses on non-boiler room equipment found throughout a building. The name of the school/office should be printed on the top of each sheet along with the month and year for which the schedule is completed. The individual completing each preventative maintenance (PM) task must initial the appropriate “yes” or “no” box on the daily PM chart. An “X” should be entered in the boxes for weekend and holidays. At the end of each month, copies of the completed daily PM chart copies of the completed log sheets should be copied and brought back to the Engineering Office and the original left on site. Original PM Charts should be maintained in a binder at the school/office for future reference and inspection.

Weekly Preventative Maintenance Schedule

The name of the school/office should be printed on the top of each sheet along with the month and year for which the schedule is completed. The actual date for which the PM task was completed should be entered at the top of each column. The individual completing each PM task should initial the appropriate box on the weekly PM chart. Schools with air conditioning should complete the appropriate sections of this chart during the normal air conditioning season. At the end of each month, copies of the completed weekly PM charts should be copied and brought back to the Engineering Office and the original left on site. Original PM charts should be maintained in a binder at the school/office for future reference and inspection.

Monthly Preventative Maintenance Schedule

The name of the school/office should be printed at the top of the sheet along with the year for which the schedule is being competed. The actual date for which the monthly PM task was completed should be entered in the box at the top of each column. The individual completing each monthly PM task should initial the appropriate box. At the end of each year, copies of the completed monthly PM charts should be copied and brought

back to the Engineering Office and the original left on site. Original PM Charts should be maintained in a binder at the school/office for future reference and inspection.

Quarterly Preventative Maintenance Schedule

The name of the school/office should be printed at the top of each sheet along with the year for which the schedule is completed. The actual date for which the quarterly PM task was completed should be entered in the appropriate date box. The individual completing each quarterly PM task should initial the appropriate box. For “change filters”, initial the appropriate box to indicate whether all filters were replaced (complete) or if some were not replaced (partial). At the end of each year, sheets should be copied and brought back to the Engineering Office and the original left on site. Original PM Charts should be maintained in a binder at the school/office for future reference and inspection.

Semiannual Preventative Maintenance Schedule

The name of the school/office should be printed on the top of each sheet along with the year for which the schedule is completed. The actual date for which the semiannual PM task was completed should be entered in the appropriate date box. Due to the nature of the semiannual PM tasks, most should be completed in conjunction with the quarterly PM tasks. The individual completing each semiannual PM task should initial the appropriate box. At the end of each year, copies of the completed semiannual PM charts should be copied and brought back to the Engineering Office and the original left on site. Original PM Charts should be maintained in a binder at the school/office for future reference and inspection.

Copies of blank charts for all of these schedules are included on the following pages:

DAILY BOILER ROOM LOG

Facility:												Week of: / /	
Day of Week	BOILER INFORMATION			STEAM BOILERS			HOT WATER BOILERS						
	Maryland State Identification Number	Operational Status		Test Low Water Cut-Off?		Steam Pressure (psi)	Stack Temperature (degrees)	Test Low Water Cut-Off?		Boiler Pressure (psi)	Heating Water Supply Temperature (degrees)	Heating Water Return Temperature (degrees)	Stack Temperature (degrees)
		On-Line	Off-Line	Does the Burner Shut Off?				Does the Burner Shut Off?					
				Yes	No			Yes	No				
Monday													
Boiler #1													
Boiler #2													
Boiler #3													
Boiler #4													
Print Name:							Signature:						
Tuesday													
Boiler #1													
Boiler #2													
Boiler #3													
Boiler #4													
Print Name:							Signature:						
Wednesday													
Boiler #1													
Boiler #2													
Boiler #3													
Boiler #4													
Print Name:							Signature:						
Thursday													
Boiler #1													
Boiler #2													
Boiler #3													
Boiler #4													
Print Name:							Signature:						
Friday													
Boiler #1													
Boiler #2													
Boiler #3													
Boiler #4													
Print Name:							Signature:						

DAILY PREVENTATIVE MAINTENANCE SCHEDULE

OFFICE OF OPERATIONS

Facility:

Month/Year: ____ / ____

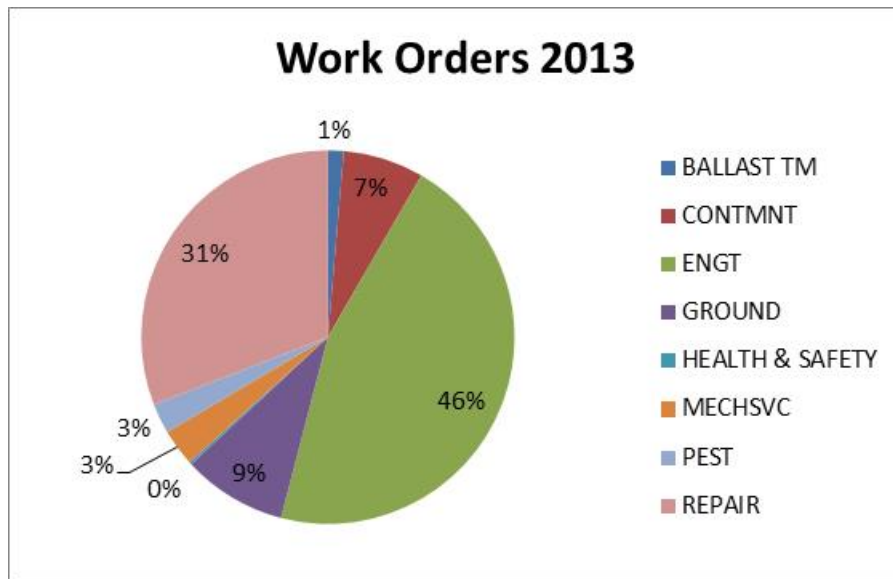
Equipment		Dates --->	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31			
Air Handling Units		Number of Units:																																		
All Units Operating	Yes																																			
	No																																			
Water Leaks	Yes																																			
	No																																			
Unit Ventilators		Number of Units:																																		
All Units Operating	Yes																																			
	No																																			
Water Leaks	Yes																																			
	No																																			
Fan Coil Units		Number of Units:																																		
All Units Operating	Yes																																			
	No																																			
Water Leaks	Yes																																			
	No																																			
Comments:																																				

B. Work Orders

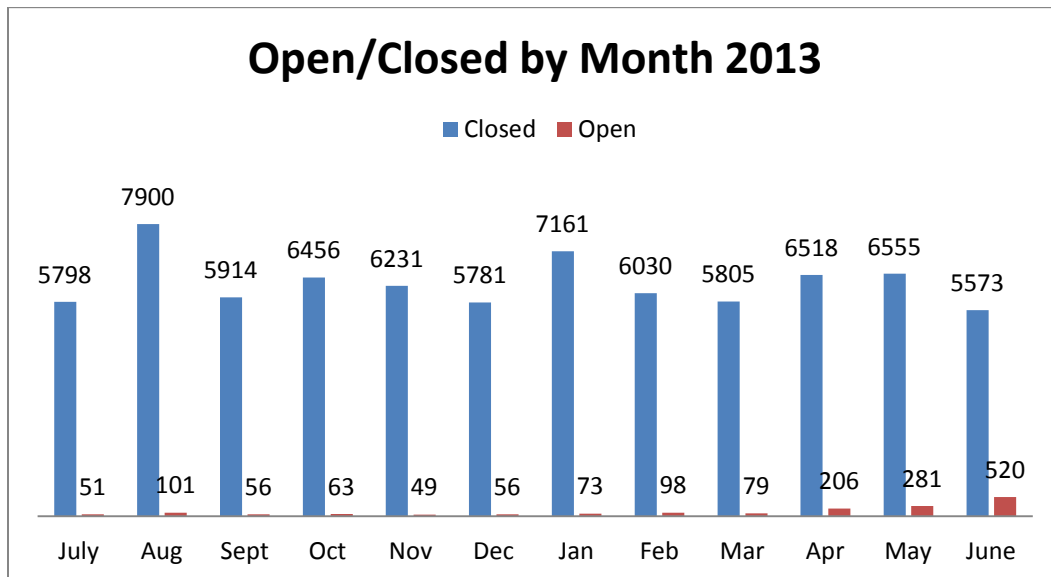
During FY13, specifically July 1, 2012 through June 30, 2013, the Maintenance Section received 77,355 Work Orders. As of June 30, 2013, 75,722 were closed and 1,633 were open.

The graphics and charts that follow represent the Work Order statistics for FY13.

Budget	Closed	Open	Total	Percent of Total
BALLAST TM	777	269	1,046	1%
CONTMNT	5,105	315	5,420	7%
ENGT	35,231	113	35,344	46%
GROUND	6,981	17	6,998	9%
HEALTH & SAFETY	147	20	167	0%
MECHSVC	2,451	28	2,479	3%
PEST	2,003	4	2,007	3%
REPAIR	23,027	867	23,894	31%
Total	75,722	1,633	77,355	100%

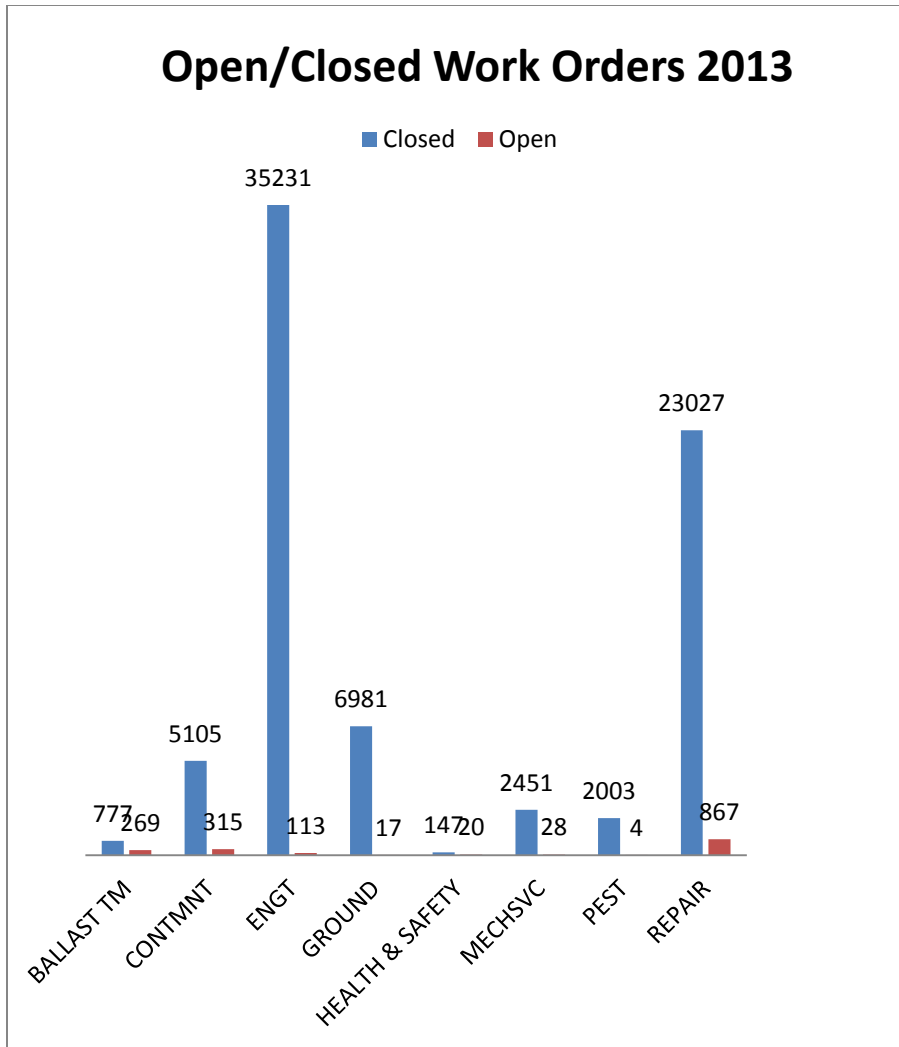


	Closed	Open
July	5798	51
Aug	7900	101
Sept	5914	56
Oct	6456	63
Nov	6231	49
Dec	5781	56
Jan	7161	73
Feb	6030	98
Mar	5805	79
Apr	6518	206
May	6555	281
June	5573	520
Total	75722	1633



	Contractual Shops					Total
	Complete	Hold	Incomplete	Material Delay	Submitted	
Contract Maintenance	5105	166	146	1	2	5420
Mechanical Service	2451	6	13	2	7	2479
Total	7556	172	159	3	9	7899

Complete Work Order is complete
Hold Delay due to financial concerns
Incomplete Work is in progress
Material Delay Parts needed
Submitted Yet to be reviewed



C. **Unscheduled maintenance**

Unscheduled maintenance includes repair activities that cannot be programmed or forecast. It includes corrections of day-to-day routine breakdowns or failures and emergency repairs. It is usually based on reports or work requests received from principals, custodians or other building-based personnel. Unscheduled maintenance falls into three primary subcategories.

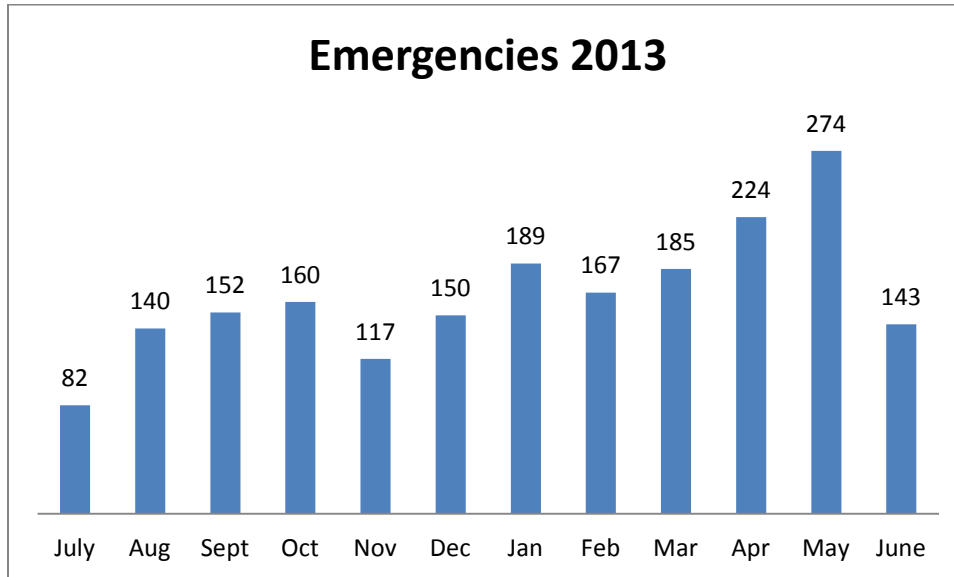
Emergency Repairs—Emergency repairs are actions to correct unforeseen breakdowns or failures of integral building systems or equipment. They include repairs related to safety and security, electrical, plumbing, water and mechanical system failures.

Vandalism and Security Related Repairs—A vandalism and security related repair item is one that requires the expenditure of labor and material to restore the item to its original condition after it has been damaged by vandals. It does not generally include extensive modifications of facilities for the purposes of improving building

security.

Temporary Repairs to Prevent Vandalism—At times temporary repairs are needed to prevent vandalism. One example would be that a board would be placed in the opening of a broken window until the window can be ordered and replaced.

The following is a chart of emergency work orders performed in FY13.



D. Deferred Maintenance

Deferred maintenance includes scheduled activities that are delayed or postponed for reasons such as lack of funds or personnel, changes in priorities, and change of use.

The following chart identifies some of the current deferred maintenance projects:

Ref	Name	WO	Description
4	Steuart Hill Elem	513181	Playground- Rubberized surface needs repaired
10	James McHenry Elem	516026	Rear Parking lot- needs repaved
10	James McHenry Elem	558038	Rear parking lot- needs pavement work
10	James McHenry Elem	527376	Gym floor- needs refinished
10	James McHenry Elem	501714	Building Foundation- Outside foundation allows water to seep into the building
12	Lakeland Elementary/Middle	442565	storm drain between the annex and main building-to the right of the annex entrance-need fill dirt around drain grating-sink hole
21	Hilton Elementary	466694	On the front of the building the pavement is cracked.
21	Hilton Elementary	508966	Stone and concrete landing at entrance door on Denison Street. Concrete/mortar has come out from between the stone slab and under the slab. Tripping hazard for students that use this entrance.
21	Hilton Elementary	535351	Exterior Playground. Rubberized Surface under the equipment is several tears at the surface under the sliding boards.
28	William Pinderhughes	507605	Rear Playground - Spongy Area Needs Replacing.

Ref	Name	WO	Description
28	William Pinderhughes	457489	Re- Patch Front Entrance Landing with Concrete in several small areas: Near front door and around Metal Railing.
29	Matthew A Henson	504736	Replace Two Concrete Sidewalks On Right Side of Front Entrance Landing.
35	Harlem Park Elem	507043	Principal's Request: (Gym) - Re-sand and re-finish the Gym Floor
39	Dallas F Nicholas Sr	507406	Replace GYM floor
40	Lake Clifton Campus Common Are	500326	football stadium track and tennis courts, cracked, missing pavement, not safe for athletic programs.
40	Lake Clifton Campus Common Are	413728	Central core tunnel leading from the boiler room, mud / cracked foundation
45	Federal Hill Prep Middle	498764	Auditorium- Carpet needs replaced
50	Abbottston Elem	502383	Replace soft turf in playground area around equipment
55	Hampden Elem	434946	wood floors need sanding and refinishing in Cafeteria steps and stage
55	Hampden Elem	437907	repair steps to front of school. Kids use the steps for grinding with skateboards
58	Dr. Nathan A. Pitts-Ashburton	507561	On playground rubber turf need to be replaced.
60	Gwynns Falls Elem	503897	Rear Exterior Door that leads to the Kindergarten Playground. Concrete is cracked and has dropped slightly from the step.
62	Edgecombe Elem/Middle	400408	Repair floor on stage in the Gym
64	Liberty Elem	513206	Side Walk - Main Ave side of school near Cafeteria Entrance Door students. Broken Concrete slab on side walk. Tripping hazard.
64	Liberty Elem	504740	Rear pathway off of the parking lot to rear entrance door. Forest Park Ave parking lot side of school.
64	Liberty Elem	513260	At Main Entrance Door on Main Ave at school. Concrete on wall has broken away at the ground level. Not sure if this is a danger or not. Needs to be repaired. See email dated 9/24/2012.
64	Liberty Elem	504739	Rear Loading Dock. Concrete step is broken. Forest Park Ave side of school.
67	Edgewood Elem	527377	Gym floor- needs refinished
67	Edgewood Elem	497179	Gym Floor. In poor condition.
67	Edgewood Elem	428240	Gym Floor. In extremely poor condition. Needs to be sanded, re-lined, etc.
73	Sarah M Roach Elem	452694	Exterior corner of building - left corner of parking lot- stucco repair needed
75	Calverton Elementary/Middle	504783	Sidewalk in front of student entrance door. Whitmore Ave parking lot side of school. Concrete is cracked and raised in several areas.
75	Calverton Elementary/Middle	504784	Baddish Ave side of school. Elementary School Bus Stop. The stop has gravel in place currently. Needs to be a solid concrete.
81	North Bend Elem	457822	Gym - floor is warped
83	William Paca Elem	584384	Exterior - Steps between Main Building and Portable (Facing N. Glover Street) - (1) cement step is damaged. AND FRONT STEPS.
83	William Paca Elem	584387	Exterior - sidewalk (NB. Glover Street) - 5' section of brick under fence line is damaged.
84	Thomas Johnson Elem	525632	Please repair damaged blacktop in parking lot near dumpster.
85	Ft Worthington Elem	534481	back door step outside by kitchen concrete is broken up and now has become a hazard. And door way in walk in cooling box.
86	Lakewood Elem	435099	Playground Area- needs to be repaired- the soft top is sinking into the ground. Assigned to TJ Distributors for proposal

Ref	Name	WO	Description
87	Windsor Hills Elem/Middle	484754	Rear side walk to the school. Broken concrete. Large section (2 Blocks) is gone. Only dirt.
87	Windsor Hills Elem/Middle	533851	Boiler Room. Section of wall has fallen down at the door that leads down to the Boiler Room. Picture will be provided.
87	Windsor Hills Elem/Middle	504776	Brick wall to steps that leads to the Cafeteria on the side of the school. Brick wall is separating from the steps. Also the Brick Wall on the front lawn is in disrepair. Top level of bricks has fallen down.
87	Windsor Hills Elem/Middle	494039	Rubberized Surface under Play Ground Equipment. Repair/replace the rubberized surface. Damaged badly
87	Windsor Hills Elem/Middle	505002	Concrete Side Walk from Duvall Ave that runs beside the playground. Concrete is cracked/broken and rose from tree roots. Several sections need to be replaced.
88	Lynhurst Elem	422924	In front of school- to the right of main doorway under windows- holes in concrete
89	Rognel Heights Elem	509944	OLD CARPET FLOOR MATS - AT SIDE AND REAR ENTRANCE - (MATS ARE IN THE FLOOR)
89	Rognel Heights Elem	422768	Side Parking lot in front of recreation center-Retaining wall needs repair.
89	Rognel Heights Elem	432270	Remove part of fence in front school - add pavers to allow foot traffic to front door - see Mr Parham for further instructions.....
95	Franklin Square Elem	527375	Gym floor- needs refinished
95	Franklin Square Elem	619635	Security cameras- Principal states monitors have not worked in two weeks.
95	Franklin Square Elem	591651	Across from Café kitchen-Washer/Dryer- electrical hookup please investigate electrical
97	Collington Square Elem	436671	Room 216 Block damage in front of class room from under chalk board earth quake. This is concrete Block work. RESUBMITTED on 8/26/11
97	Collington Square Elem	586339	2nd Floor - Hall near Stairwell #2 ,#3- (1) of (2) lights out on two light emergency fixture. 1stfloor-hall near stairwell #4-(2)of(2) emg-lights out. PM building as well if need.
107	Gilmore Elem [STATE]	470316	Principal's Request - Re-finish Wooden Gym Floor and paint new lines.
107	Gilmore Elem [STATE]	465501	Rear Large Playground Area – Replaced Holes/Patches in "Spongy" Playground Surface (4-5 areas).
142	Robert W Coleman	428287	It - Front side walk of the school (Windsor Ave). Broken concrete around the main Water meter
142	Robert W Coleman	439445	Roof Leaks> Gym. Room 202, next to Library. Water coming in around the top of the windows. Lots of water in classroom.
144	James Mosher Elem	459997	Replace Spongy Surface under playground equipment. 70% of the area has patches and holes.
145	Alexander Hamilton	465498	Rear Large Playground Area - Replaced Holes/Patches in "Spongy" Playground Surface (4-5 areas).
150	Mary Ann Winterling Elementary	541105	Gym- Basketball Backboard to the left has structural damage to the Foundation cement wall blocks needing attention
150	Mary Ann Winterling Elementary	506071	Rear Playground Surface Has Significant Split in the surface facing the bldg.
159	Cherry Hill Elem	545731	Electronic divider wall in gym is not working.
205	Woodhome Elem	410730	1x1 ceramic floor tiles in building needs to be replace
206	Furley Elem	480236	Structure damage located in the rear of school, bricks are coming away from the building.
213	Govans Elem	491950	Playground surface is damaged.
214	Guilford Elem	502394	Playground Area- there is a medium size hole in the soft surface.

Ref	Name	WO	Description
215	Highlandtown (215)	507339	(7) Concrete slabs in the rear of the building are deteriorating/damaged. Potential hazard.
220	Morrell Park Elem	535402	Rear Playground (4ft by 6ft) Spongy Surface on Playground Missing. Needs to be re-patched.
223	Pimilco Elem/Middle	544728	Remove old carpet out of room 213 in b- building
228	John Ruhrah Elem [NC]	505733	Asphalt in the rear of the campus around the portable buildings is severely damaged in (5) areas. Requesting that asphalt be repaired.
231	Brehms Lane Elem	456019	Location: Playground Area- there are several pot holes next to the modular walk way.
231	Brehms Lane Elem	468757	Concrete sidewalk is cracking.
231	Brehms Lane Elem	505762	The side steps are cracked by the Kentucky Ave.
234	Arlington Elem	429054	- On the rear of the building over the loading dock at the top of the wall concrete is crumbling and falling. This is a safety issue.
234	Arlington Elem	435669	- On small playground rubber surface cracking.
235	Glenmount Elem	420967	Entrance to property. Repair curb.
240	Graceland Park Elem	505760	Playground rubberized surface is damaged. (3) large holes on surface
241	Fallstaff Middle	522498	Room 122. Remove carpet.
247	Cross Country Elem	397973	rescreen gym floor.
247	Cross Country Elem	505881	On the playground the rubber top need to be replaced, large holes in turf.
247	Cross Country Elem	516124	Main entrance, crumbling pavement.
250	Dr B Harris Sr Elementary	526658	Recommend redoing asphalt and putting up new handicap ramp
250	Dr B Harris Sr Elementary	561559	Playground surface needs to be repaired.
254	Dr Martin L King Jr	494993	Rubberized Surface Needs replacing on playground
260	Frederick Elem	459693	Playground mat needs to be repaired - sections of protective foam missing.
260	Frederick Elem	459706	Replace old carpet in 2nd floor media center
261	Lockerman Bundy Elementary	465510	Rear Large Playground Area - Entire "Jungle Jim Equipment & Slides" - Metal and Hard Plastic (Different colors) - needs to be re-painted
261	Lockerman Bundy Elementary	417465	Gym Floor is "warp" and wooden floor is "separating" due to "old" water damage. Need estimate.
301	William S Baer	482324	Rear of School. Rubberized Surface is torn. Please repair.
301	William S Baer	563743	need brick retainer wall repaired
313	Lois Murray	511764	Exterior doors need replacement - worn
339	Friendship Acad of Eng & Tech	507888	Remove old carpet in main office
339	Friendship Acad of Eng & Tech	546731	Front steps broken concrete
339	Friendship Acad of Eng & Tech	421319	REPLACE BROKEN CEMENT ON LOADING DOCK.
342	Knowledge and Power Prep Acad	493569	Playground - repair or replace asphalt curbing around playground
345	High Road at Briscoe	483223	Sidewalk on Druid Hill Ave. side is unlevelled and needs cement poured to make ground level (water sits for days)
349	NACA Freedom and Democ Aca II	509006	Replace broken sidewalk in front of main exit door
349	NACA Freedom and Democ Aca II	515744	Replace carpet in room 40
349	NACA Freedom and Democ Aca II	515747	Replace carpet in Ms Brown office
374	Vanguard Collegiate MS	428985	It - concrete drive way is cracking and crumbling needs to be redone
378	Baltimore IT Academy	437097	Bleachers in gym evaluated and recommended for replacement. Rec'd proposal from TJ Distributors

Ref	Name	WO	Description
379	Roots & Braches School	500930	Broken and Cracked Sidewalks in Several Areas: 1) Front Main Entrance (10). 2) Front Sidewalk across from front playground (3). 3) Rear Sidewalks on Arunah Ave Side (26).
0400A	Edmondson-Westside A	521828	Restripe front parking lot and curbs
0400A	Edmondson-Westside A	508330	BUS LOOP IN FRONT OF SCHOOL - ASPHALT REPAIR NEEDED (MEDIUM / SMALL POT HOLES THROUGHOUT/ UNEVEN PAYMENT)
0400B	Edmondson-Westside B	432609	Room 243 -outside playground rubber mats are splitting - need to be repaired or replaced
401	Northwestern High [NC]	437094	On the front of the building sidewalk and curb is cracking.
401	Northwestern High [NC]	435926	Path to track need to be repaired/replaced, this is a tripping issue.
401	Northwestern High [NC]	431476	On the front of the building repair cracked sidewalk.
403	Baltimore Polytech	555865	Replace carpet in room 311
403	Baltimore Polytech	493976	need carpet removed from all room and two office in this area # 113 and vct-tile/cove base install.
410	Mergenthaler Vo-Tech	424370	Exterior Damage Cement - Walkway in front of field - "A" Wing near Auto Shop
413	Achievement Acad @ Harbor City	521662	101A carpet needs to be taken up
422	New Era Academy	606649	replace two rollup doors by boiler room
425	Heritage High School	448755	A/B bridge, deteriorating concrete on exterior support columns
425	Heritage High School	618762	Roof leak on Bridge, Heavy leaking around drain
427	Academy for College & Career E	422694	repair carpet in library. It is rippled at the library entrance
430	Augusta Fells Savage Institute	483882	Administrators Request From Both Schools (Shared Area #428/430) - Main Auditorium - Stage Floor (Wooden) - Sand/Re-finish/Seal the floor.
430	Augusta Fells Savage Institute	458754	Principal's Request - 1st Floor Lobby Custodial Office (Harlem Ave Side) Remove Torn and Dirty Carpet Only from Floor. Floor should have vinyl tile underneath. ABM will clean floor tile. Two-way Glass School Police requested to use as 1st Post.
430	Augusta Fells Savage Institute	424065	6 concrete steps on the Gilmore Street Side and entrance to lower inside court have "cracked" and "chip" areas with metal treads exposed. Only needs re-patching. Need prior to outside graduation in same area on June 4, 2011
431	Maritime Industries Academy	436808	Courtyard concrete is cracking about 8 2ft blocks
431	Maritime Industries Academy	428768	- curb along the front of school and parking lot crumbling and broken
450	Frederick Douglass HS	504749	Lower Parking lot off of Warwick Ave. Dumpster needs a Concrete pad to sit on. Also the asphalt in front of the dumpster is damaged due to the truck weight.
480	Baltimore City College [NC]	406811	Lanes in swimming pool needs painting...
480	Baltimore City College [NC]	595239	1st Flr - Boys lavatory - automatic hand blow dryer need connecting - currently not working after installation of ceiling light
480	Baltimore City College [NC]	605123	Exterior wall @ tennis court is crumbling/cracking - See Photo
866	Baltimore CORPS	512505	On the Howard Park Avenue side of the building, pavement need repairing.
866	Baltimore CORPS	512506	On the front of the building Principal Swilley is requesting that the tree be removed.
1111	Central Office Admin(HQ)	550140	Replace carpet in school police office
328	Southwest charter (Diggs Johnson)	468554	Replace 2 OS&Y valves in boiler room, labor only valves were previously paid for by DPW could not locate street cut off to complete job at the Food Warehouse on Pulaski Hwy.
28	Wm Pinderhughes at Kelson	SI - 1	Replace exterior doors and frames

Ref	Name	WO	Description
220	Morrell Park	SI - 2	Replace exterior doors and frames
243	Armistead Garden	SI - 3	Replace exterior doors and frames
403	Baltimore Poly Tech	SI - 4	Replace exterior doors and frames
407	Western	SI - 5	Replace exterior doors and frames
203	Maree Farring	SI - 6	Replace exterior doors and frames
10	James McHenry	SI - 6	Replace exterior doors and frames
21	Coldstream	SI - 7	Replace exterior doors and frames
39	Dallas Nicholas	SI - 8	Replace exterior doors and frames
214	Guilford	SI - 9	Replace exterior doors and frames
235	Glenmount	SI - 10	Replace exterior doors and frames
12	Lakeland	SI - 11	Replace exterior doors and frames
45	Fed Hill Prep	SI - 12	Replace exterior doors and frames
64	Liberty	SI - 13	Replace exterior doors and frames
76	Francis Scott key	SI - 14	Replace exterior doors and frames
211	Gardenville	SI - 15	Replace exterior doors and frames
7	Cecil	SI - 16	Replace exterior doors and frames
22	George Washington	SI - 17	Replace exterior doors and frames
23	Wolf Street Academy	SI - 18	Replace exterior doors and frames

E. Contractors to Support Facility Operations:

CPA #	Company Name	Work Description
6.00E+05	A&A BOLT & SCREW CO	FY 14 TRACKING CPA
5.00E+05	ADRIAN L MERTON INC	JOC - Construction Services 5/23/12-5/22/16
6.00E+05	ADVANCED FIRE PROTECTION SYSTEMS	Fire Protection Systems Repair FINAL YEAR 3/21/13-3/20/14
6.00E+05	ADVANCED FIRE PROTECTION SYSTEMS	BCS-13053 Sprinkler System Services Year 1 7/1/13-6/30/14
6.00E+05	ALLIANCE ROOFING & SHEET METAL	FY 14 TRACKING CPA Minor specialized roof repairs throughout school system
5.00E+05	AMERICAN TENNIS COURTS INC	Tennis Court Construction and Repair Services 12/5/11-12/4/14
6.00E+05	ARENA PARTITION INC	FY 14 TRACKING CPA Partition supplies
5.00E+05	ASTROTURF LLC	Synthetic Turf for Athletic Fields 10/26/11-12/4/14
6.00E+05	AVA ELECTRIC COMPANY INC	Fire Protection Systems Repair FINAL YEAR 3/21/13-3/20/14
6.00E+05	BALTIMORE LOCK & HARDWARE INC	Locksmith Services 2/28/13-2/27/16
6.00E+05	BALTIMORE PRECISION DOOR INC	Overhead Doors Repair and Replacement 1/24/13-1/23/16
5.00E+05	BARTON MALOW CO	On Call Construction Management Services
6.00E+05	BGE	Gas and Electric Energy Distribution
6.00E+05	BMS CAT INC	Fire and Water Damage Clean-Up and Restoration Year 2 10/1/13-9/30/14
5.00E+05	BRAILSFORD & DUNLAVEY INC	On Call Construction Management Services
5.00E+05	BRINJAC ENGINEERING INC	On Call Engineering Services
5.00E+05	BROUGHTON CONSTRUCTION CO LLC	Structural Building Renovations or Repair 3/8/12-3/7/15
6.00E+05	BUILDING SPECIALTIES INC	FY 14 TRACKING CPA Ceiling Tile and Building Supplies
5.00E+05	BURDETTE KOEHLER MURPHY & ASSOC INC	On Call Engineering Services
5.00E+05	C&N ASSOCIATES LLC	Operable Walls and Fabric Room Dividers 1/11/12-1/10/15

CPA #	Company Name	Work Description
6.00E+05	CAM CONSTRUCTION CO INC	RFP-10042 On Call Construction Management Services Year 1 of 2 Year Extension 4/1/13-3/31/14
6.00E+05	CARROLL HOMES SERVICES	#2 Heating Oil Year 4 of 5 7/1/13-6/30/14
5.00E+05	CENTENNIAL CONTRACTORS ENTERPRISES INC	JOC - Construction Services 5/23/12-5/22/16
6.00E+05	CENTENNIAL CONTRACTORS ENTERPRISES INC	FIXED PRICE CONTRACT BCS-13035 Elevator @ Dr. Martin Luther King Jr. # 254
6.00E+05	CENTENNIAL CONTRACTORS ENTERPRISES INC	RFP-10042 On Call Construction Management Services Year 1 of 2 Year Extension 4/1/13-3/31/14
6.00E+05	CENTENNIAL CONTRACTORS ENTERPRISES INC	FIXED PRICE CONTRACT BCS-14012 Elevator @ Dunbar Bldg housing NAF # 421
5.00E+05	CHASNEY & CO	Boiler Repairs and Maintenance 12/12/2011-12/11/2014
6.00E+05	CHASNEY & CO	HVAC /Mechanical Systems Services BCS-11052 FINAL YEAR 7/1/13-6/30/14
6.00E+05	CHASNEY & CO	FIXED PRICE CONTRACT BCS-13076 Boiler @ Walter P. Carter # 134
6.00E+05	CHASNEY & CO	Oil and/or Gas Burner Repair and Maintenance FINAL YEAR 12/14/13-12/13/14
5.00E+05	CHO BENN HOLBACK & ASSOCIATES INC	On Call Architectural Services
5.00E+05	COLIMORE GALLOW ARCHITECTS INC	On Call Architectural Services
5.00E+05	COLOSSAL CONTRACTORS INC	Multi-Trade Renovation and Repairs 5/11/12-5/10/15
6.00E+05	COLOSSAL CONTRACTORS INC	Industrial Cleaning Services FINAL YEAR 11/12/13-11/11/14
6.00E+05	COMMERCIAL CABLING & SOUND INC	BCS-11097 Sound, Intercom Systems Repair, Installation and Maintenance Services FINAL YEAR 08/17/13-08/16/14
6.00E+05	COMMERCIAL CABLING & SOUND INC	BCS-11103 Electric Work - Miscellaneous FINAL YEAR 9/28/13 - 9/27/14
6.00E+05	COMMERCIAL CAMERA & SECURITY INC	for Fire Protection Systems Repair and Maintenance Services 4/1/14-3/31/17
5.00E+05	CONSTELLATION NEW ENERGY	Natural Gas Supplier 5/15/12-5/14/17
5.00E+05	CROSS STREET PARTNERS LLC	On Call Construction Management Services
5.00E+05	DENVER ELEK INC	Centrifugal Chiller Repairs and Maintenance 12/12/2011-12/11/2014
5.00E+05	DENVER ELEK INC	Boiler Repairs and Maintenance 12/12/2011-12/11/2014
5.00E+05	DENVER ELEK INC	Reciprocating Chiller Repairs and Maintenance 12/12/2011-12/13/2014
6.00E+05	DENVER ELEK INC	FIXED PRICE CONTRACT BCS-13030 Boiler and Chiller @ Southeast # 255
6.00E+05	DENVER ELEK INC	HVAC Self-Contained Unit Services FINAL YEAR 3/22/13-3/21/14
6.00E+05	DENVER ELEK INC	HVAC /Mechanical Systems Services BCS-11052 FINAL YEAR 7/1/13-6/30/14
6.00E+05	DENVER ELEK INC	Plumbing Services FINAL YEAR 9/28/13-9/27/14
6.00E+05	DENVER ELEK INC	Rotary and Screw Chiller Repair and Maintenance FINAL YEAR 12/13/13-12/12/14
6.00E+05	DENVER ELEK INC	Self Contained HVAC Units Repair and Maintenance Services 3/1/14-2/28/17
6.00E+05	DENVER ELEK INC	Roof Top DX Condensers Repair and Maintenance Services 3/1/14-2/28/17
5.00E+05	DESIGN COLLECTIVE INC	On Call Architectural Services
6.00E+05	E PIKOUNIS CONSTRUCTION CO	FIXED PRICE CONTRACT BCS-13047 Window Replacement @ Rosemont #63
CPA #	Company Name	Work Description

6.00E+05	E PIKOUNIS CONSTRUCTION CO	FIXED PRICE CONTRACT BCS-14002 Science Lab Renovation @ City College #480
6.00E+05	EASTERS LOCK & ACCESS SYSTEMS INC	Locksmith Services 2/28/13-2/27/16
5.00E+05	EDUCATIONAL SYSTEMS PLANNING	On Call Engineering Services
6.00E+05	EMCOR SERVICES	HVAC /Mechanical Systems Services BCS-11052 FINAL YEAR 7/1/13-6/30/14
5.00E+05	ENERGY ANSWERS INTERNATIONAL INC	Electricity 4/13/11- 4/12/21
6.00E+05	ENERNOC INC	Electricity and Natural Gas Consulting Services Year 3 of 10 12/5/13-12/4/14
6.00E+05	ENVIRONMENTAL PRODUCTS INC	FY 14 TRACKING CPA Supply heating coils and other HVAC repair parts
5.00E+05	F H PASCHEN S N NEILSEN	JOC - Construction Services 5/23/12-5/22/16
6.00E+05	FERGUSON ENTERPRISE INC #50	FY 14 TRACKING CPA Plumbing Supplies
6.00E+05	FIBER PLUS INC	Telecommunications, Network Wiring, Broadband Cabling Services TWO YEAR EXTENSION 3/10/13-3/9/15
6.00E+05	FIELDTURF USA INC	Outdoor Athletic surfaces 10/24/12-2/28/19
6.00E+05	FIRELINE CORPORATION	Kitchen Hood Fire Suppression Systems 10/10/12-10/9/15
6.00E+05	FRENCH CONSTRUCTION SERVICES INC	Boiler Brickwork, Refractory & Insulation Repair and Replacement BCS-11047 FINAL YEAR 7/1/13 -6/30/14
6.00E+05	G E TIGNALL & CO INC	BCS-11102 Plumbing Services FINAL YEAR 9/28/13-9/27/14
5.00E+05	GEORGE VAETH ASSOC INC	On Call Architectural Services
6.00E+05	GILBANE BUILDING CO	RFP-10042 On Call Construction Management Services Year 1 of 2 Year Extension 4/1/13-3/31/14
5.00E+05	GIPE ASSOCIATES, INC	On Call Engineering Services
5.00E+05	GOEL SERVICES INC	Structural Building Renovations or Repair 3/8/12-3/7/15
6.00E+05	GOEL SERVICES INC	Thermo-Insulation Services 2/28/13-2/27/16
5.00E+05	GRIMM & PARKER ARCHITECTS	On Call Architectural Services
5.00E+05	GWWO ARCHITECTS	On Call Architectural Services
6.00E+05	HERCULES FENCE OF MARYLAND	Fencing Repair and Replacement Services FINAL YEAR 11/9/13-11/8/14
5.00E+05	HESS CONSTRUCTION CO	On Call Construction Management Services
6.00E+05	HESS CONSTRUCTION CO	RFP-10042 On Call Construction Management Services Year 1 of 2 Year Extension 4/1/13-3/31/14
5.00E+05	HORD COPLAN MACHT INC	On Call Architectural Services
5.00E+05	HORTON MECHANICAL CONTRACTORS INC	Exterior Lights Year 1 1/12/12-1/11/15
6.00E+05	HORTON MECHANICAL CONTRACTORS INC	Electric Work - Miscellaneous FINAL YEAR 9/28/13 - 9/27/14
6.00E+05	HP ELECTRONICS INC	Sound, Intercom Systems Repair, Installation and Maintenance Services FINAL YEAR 08/17/13-08/16/14
6.00E+05	IMERYS	FY 14 TRACKING CPA Provide field white for lining of fields
5.00E+05	INNOVATIVE SYSTEMS DESIGN AND TRAINING INC	On Call Engineering Services
5.00E+05	INTEGRATED MANAGEMENT SERVICES P A	On Call Engineering Services
5.00E+05	J A K CONSTRUCTION CO INC	BCS-12051 Locker Repairs and Replacement Year 1 7/1/12-6/30/15

CPA #	Company Name	Work Description
6.00E+05	J A K CONSTRUCTION CO INC	RFP-10042 On Call Construction Management Services Year 1 of 2 Year Extension 4/1/13-3/31/14
6.00E+05	J A K CONSTRUCTION CO INC	Toilet Partitions Repair and Replacement FINAL YEAR 7/1/13 - 6/30/14
6.00E+05	J A K CONSTRUCTION CO INC	FIXED PRICE CONTRACT BCS-14001 Window Replacements @ Woodhome #205
5.00E+05	J F FISCHER INC	Absorption Chiller Repairs and Maintenance 12/12/11-12/13/14
5.00E+05	J F FISCHER INC	Centrifugal Chiller Repairs and Maintenance 12/12/2011-12/11/2014
5.00E+05	J F FISCHER INC	Reciprocating Chiller Repairs and Maintenance 12/12/2011-12/13/2014
6.00E+05	J F FISCHER INC	FIXED PRICE CONTRACT BCS-12107 Boiler and Chiller @ Joseph C. Briscoe High School #451
6.00E+05	J F FISCHER INC	Servicing Window Air Conditioning Units 2/28/13-2/27/16
6.00E+05	J F FISCHER INC	Roof-Top DX Condenser Services FINAL YEAR 3/22/13-3/21/14
6.00E+05	J F FISCHER INC	HVAC /Mechanical Systems Services BCS-11052 FINAL YEAR 7/1/13-6/30/14
6.00E+05	J F FISCHER INC	Plumbing Services FINAL YEAR 9/28/13-9/27/14
6.00E+05	J F FISCHER INC	Rotary and Screw Chiller Repair and Maintenance FINAL YEAR 12/13/13-12/12/14
6.00E+05	J F FISCHER INC	Self-Contained HVAC Units Repair and Maintenance Services 3/1/14-2/28/17
6.00E+05	J F FISCHER INC	Roof Top DX Condensers Repair and Maintenance Services 3/1/14-2/28/17
6.00E+05	J VINTON SCHAFER & SONS INC	RFP-10042 On Call Construction Management Services Year 1 of 2 Year Extension 4/1/13-3/31/14
5.00E+05	JACOBS PROJECT MANAGEMENT COMPANY	On Call Construction Management Services
5.00E+05	JLN CONSTRUCTION SERVICES INC	Gymnasium Repair and Renovation Services 1/12/12-1/11/15
5.00E+05	JLN CONSTRUCTION SERVICES LLC	Ceiling Tiles 3/15/12-3/14/15
5.00E+05	JLN CONSTRUCTION SERVICES LLC	JOC - Buildings Repair and Renovation Services 3/8/12-3/7/15
5.00E+05	JLN CONSTRUCTION SERVICES LLC	Multi-Trade Renovation and Repairs 5/11/12-5/10/15
5.00E+05	JLN CONSTRUCTION SERVICES LLC	Gymnasium Repair and Renovation Services 1/12/12-1/11/15
5.00E+05	JLN CONSTRUCTION SERVICES LLC	Windows Repair & Replacement BCS-21040 5/28/12-5/27/15
5.00E+05	JLN CONSTRUCTION SERVICES LLC	BCS-12051 Locker Repairs and Replacement Year 1 7/1/12-6/30/15
6.00E+05	JLN CONSTRUCTION SERVICES LLC	Glazing Repair and Replacement 2/12/13-2/11/16
6.00E+05	JLN CONSTRUCTION SERVICES LLC	Toilet Partitions Repair and Replacement FINAL YEAR 7/1/13 - 6/30/14
6.00E+05	JLN CONSTRUCTION SERVICES LLC	VCT Repair and Replacement FINAL YEAR 11/9/13-11/8/14
5.00E+05	JOHN BRAWNER CONTRACTING CO INC	Gymnasium Repair and Renovation Services 1/12/1/-1/11/15
5.00E+05	JOHN BRAWNER CONTRACTING CO INC	Structural Building Renovations or Repair 3/8/12-3/7/15
6.00E+05	JOHN BRAWNER CONTRACTING CO INC	RFP-10042 On Call Construction Management Services Year 1 of 2 Year Extension 4/1/13-3/31/14
6.00E+05	JOHNSON CONTROLS INC	HVAC /Mechanical Systems Services BCS-11052 FINAL YEAR 7/1/13-6/30/14
5.00E+05	JOHNSON MIRMIRAN AND THOMPSON INC	On Call Architectural Services
5.00E+05	JOHNSON MIRMIRAN AND THOMPSON INC	On Call Engineering Services
5.00E+05	JOHNSON MIRMIRAN AND	On Call Construction Management Services

CPA #	Company Name	Work Description
5.00E+05	JRS ARCHITECTS INC	On Call Architectural Services
6.00E+05	KALYANI ENVIRONMENTAL SOLUTIONS LLC	Fuel Storage Tank Services Year 2 1/10/14-1/9/15
6.00E+05	KONE INC	Elevator, Lifts and Dumbwaiter Repair and Maintenance Services FINAL YEAR 08/23/13-08/22/14
6.00E+05	LANGE ELECTRIC CO INC	FY 14 TRACKING CPA Supply unit motors and other HVAC repair parts
5.00E+05	LOUIS BERGER WATER SERVICES INC	On Call Construction Management Services
6.00E+05	MADISON PARK NORTH APTS	Operating Fees Year 3 of 5 (Office of Student Records)
5.00E+05	MARKS THOMAS ARCHITECTS INC	On Call Architectural Services
6.00E+05	MARYLAND ELEVATOR SERVICES INC	Elevator, Lifts and Dumbwaiter Repair and Maintenance Services FINAL YEAR 08/23/13-08/22/14
6.00E+05	MICON CONSTRUCTIONS INC	for Fire Protection Systems Repair and Maintenance Services 4/1/14-3/31/17
5.00E+05	MID-ATLANTIC GENERAL CONTRACTORS INC	JOC - Buildings Repair and Renovation Services 3/8/12-3/7/15
6.00E+05	MID-ATLANTIC GENERAL CONTRACTORS INC	Painting and Minor Interior Renovations FINAL YEAR 10/12/13-10/11/14
6.00E+05	MILTON ELECTRIC CO INC	Electric Work - Miscellaneous FINAL YEAR 9/28/13 - 9/27/14
5.00E+05	MIN ENGINEERING INC	On Call Engineering Services
6.00E+05	MODERN DOORS & EQUIPMENT	FY 14 TRACKING CPA Operable partition maintenance and repairs throughout school system
6.00E+05	MODSPACE	Leases at at Moravia Park (105) Lower building and the Thurgood (170) building. To 6/30/14
5.00E+05	MODULAR GENIUS INC	BCS-12052 Modular Classrooms 7/1/12-6/30/15
6.00E+05	MULTICORP FIRE PROTECTION SERVICES LLC	Kitchen Hood Fire Suppression Systems 10/10/12-10/9/15
6.00E+05	NATIONAL LUMBER CO	FY 14 TRACKING CPA Repair Shop & Vo Tech schools
6.00E+05	NATIONAL ROOFING CO INC	Roofing Systems Maintenance and Repair FINAL YEAR 10/12/13-10/11/14
6.00E+05	NORTHEASTERN PLUMBING & HEATING SPLY	FY 14 TRACKING CPA Plumbing Supplies
6.00E+05	OVERHEAD DOOR CO OF BALTIMORE INC	Overhead Doors Repair and Replacement 1/24/13-1/23/16
6.00E+05	P FLANIGAN & SONS INC	Asphalt & Concrete Repair and Replacement Services BCS-11099 FINAL YEAR 9/14/13-9/13/14
5.00E+05	PATRIOT POOL SERVICE LLC	Swimming Pools Repair and Maintenance 5/18/12-5/17/15
6.00E+05	PEPCO	HVAC /Mechanical Systems Services BCS-11052 FINAL YEAR 7/1/13-6/30/14
6.00E+05	PIKESVILLE LUMBER CO	FY 14 TRACKING CPA Lumber for pickup or delivery
6.00E+05	PLANO LOUDON LLC	RFP-10042 On Call Construction Management Services Year 1 of 2 Year Extension 4/1/13-3/31/14
6.00E+05	PLEXUS COMMUNICATIONS GROUP	Telecommunications, Network Wiring, Broadband Cabling Services 2 Year Extension 3/10/13-3/9/15
5.00E+05	POWER AND COMBUSTION INC	Boiler Repairs and Maintenance 12/12/2011-12/11/2014
6.00E+05	POWER AND COMBUSTION INC	Oil and/or Gas Burner Repair and Maintenance FINAL YEAR 12/14/13-12/13/14
6.00E+05	PRATT THOMPSON CO INC	FY 14 TRACKING CPA Supply HVAC repair parts
6.00E+05	PRITCHETT CONTROLS INC	Energy Management System Services 2/15/13-2/14/16
6.00E+05	QSS INTERNATIONAL INC	FY14 TRACKING CPA for Alarm System repairs
6.00E+05	R B FULTON CO INC	FY 14 TRACKING CPA Misc size, types, toilets and supplies

CPA #	Company Name	Work Description
5.00E+05	R&A MOVERS	Moving and Hauling Services BCS-12050 6/12/12-6/11/15
6.00E+05	RESTORATION ENGINEERING INC	Roofing Systems Inspections FINAL YEAR 10/15/13-10/14/14
6.00E+05	ROMAN CATHOLIC ARCHBISHOP OF BALTIMORE	Year 3 of 10 Lease for the Shrine of the Sacred Heart building for Mt Washington Elem 7/1/13-6/30/14
6.00E+05	ROOFING AND SUSTAINABLE SYSTEMS INC	Roofing Systems Maintenance and Repair FINAL YEAR 10/12/13-10/11/14
5.00E+05	ROY KIRBY & SONS INC	JOC - Buildings Repair and Renovation Services 3/8/12-3/7/15
6.00E+05	RUDOLPHS CONSTRUCTION CO	FY 14 TRACKING CPA Instructional materials
5.00E+05	SCHLENGER PITZ & ASSOC	On Call Engineering Services
6.00E+05	SECURITY EQUIPMENT CO	FY 14 TRACKING CPA To provide repair parts for bob cats and other equipment and supplies etc.
6.00E+05	SGK CONTRACTING INC	FIXED PRICE CONTRACT BCS-13059 Roof Replacement @ Roland Park Elementary # 233
6.00E+05	SGK CONTRACTING INC	FIXED PRICE CONTRACT BCS-13056 Roof Replacement @ Thurgood Marshall Building #170
5.00E+05	SHAW SPORTS TURF	Synthetic Fields, Courts and Turf 8/1/12-7/31/15
6.00E+05	SHEPHERD ELECTRIC CO INC	FY 14 TRACKING CPA Provide specialized lighting equipment and supplies
5.00E+05	SHW GROUP LLP	On Call Architectural Services
5.00E+05	SIDHU ASSOCIATES INC	On Call Engineering Services
5.00E+05	SIEGEL RUTHERFORD BRADSTOCK & RIDGEWAY INC	On Call Engineering Services
6.00E+05	SPARKS QUALITY FENCE CO	Fencing Repair and Replacement Services FINAL YEAR 11/9/13-11/8/14
6.00E+05	ST MARKS EVANGELICAL LUTHERAN CHURCH	FIXED PRICE CONTRACT 35 Off Street Parking Spaces Year 3 11/16/13-11/15/14
5.00E+05	T J DISTRIBUTORS INC	Inspection of Auditorium Seats and Bleachers 1/28/12-1/27/15
5.00E+05	T J DISTRIBUTORS INC	Repair and Installation of Auditorium Seats and Bleachers 1/28/12-1/27/15
6.00E+05	TAYLOR SECURITY & LOCK CO INC	FY 14 TRACKING CPA Locks and Lock Supplies
6.00E+05	TEAM SERVICE CORP	Pump and Electric Motor Repair and Maintenance BCS-11046 FINAL YEAR 7/1/13- 6/30/14
6.00E+05	TEAM SERVICE CORP	Emergency Generator Service BCS-11050 FINAL YEAR 7/1/13 - 6/30/14
6.00E+05	TEAM SERVICE CORP	Power Inverters Emergency Repair and Replacement Services BCS-12009 FINAL YEAR 11/9/13-11/8/14
5.00E+05	THE MICHAEL GROUP INC	JOC - Buildings Repair and Renovation Services 3/8/12-3/7/15
5.00E+05	TITO CONTRACTORS INC	Gymnasium Repair and Renovation Services BCS-12029 1/12/12-1/11/15
5.00E+05	TITO CONTRACTORS INC	Windows Repair & Replacement BCS-21040 5/28/12-5/27/15
6.00E+05	TITO CONTRACTORS INC	Servicing Window Air Conditioning Units 2/28/13-2/27/16
6.00E+05	TITO CONTRACTORS INC	RFP-10042 On Call Construction Management Services Year 1 of 2 Year Extension 4/1/13-3/31/14
6.00E+05	TITO CONTRACTORS INC	Doors and Frames Replacement and Repair BCS-11104 FINAL YEAR 10/12/13 -10/11/14
6.00E+05	TITO CONTRACTORS INC	Painting and Minor Interior Renovations BCS-11105 FINAL YEAR 10/12/13-10/11/14
6.00E+05	TITO CONTRACTORS INC	VCT Repair and Replacement BCS-12005 FINAL YEAR 11/9/13-11/8/14
5.00E+05	TOTAL CONTRACTING INC	Gymnasium Repair and Renovation Services 1/12/12-1/11/15
5.00E+05	TOTAL CONTRACTING INC	Multi-Trade Renovation and Repairs 5/11/12-5/10/15

CPA #	Company Name	Work Description
6.00E+05	TOTAL CONTRACTING INC	Doors and Frames Replacement and Repair FINAL YEAR 10/12/13-10/11/14
6.00E+05	TOTAL CONTRACTING INC	VCT Repair and Replacement FINAL YEAR 11/9/13-11/8/14
6.00E+05	TOTAL ENVIRONMENTAL CONCEPTS INC	Fuel Storage Tank Services Year 2 1/10/14-1/9/15
6.00E+05	TOTAL PLASTICS INC	FY 14 TRACKING CPA Polycarbonate sheets and plastics
6.00E+05	TRI GAS & OIL INC	Heating Oil BCS-10049 Year 4 of 5 7/1/13 - 6/30/14
6.00E+05	TURNER CONSTRUCTION CORP	RFP-10042 On Call Construction Management Services Year 1 of 2 Year Extension 4/1/13-3/31/14
5.00E+05	URS CORPORATION	On Call Construction Management Services
6.00E+05	VEOLIA ENERGY BALTIMORE CORP	Steam Power Plant Install and Long Term Lease at Digital Year 4 of 20 10/14/13-10/13/14
6.00E+05	VEOLIA ENERGY BALTIMORE CORP	Steam Supply Services for Federal Hill, NAF (formerly Dunbar Middle), Dunbar High and the old Thomas G. Hayes Elem Bldg Year 4 of 5 11/10/13-11/9/14
6.00E+05	VERIZON	Telecommunications, Network Wiring, Broadband Cabling Services 2 YEAR EXTENSION 3/10/13-3/9/15
5.00E+05	WALTERS RELOCATIONS INC	Moving and Hauling Services BCS-12050 6/12/12-6/11/15
5.00E+05	WASHINGTON GAS ENERGY SERVICES INC	Electrical Supply and Services 9/6/11-9/5/16
5.00E+05	WEIGAND ASSOCIATES INC	On Call Engineering Services
5.00E+05	WHITING-TURNER CONTRACTING CO	On Call Construction Management Services
6.00E+05	WHITING-TURNER CONTRACTING CO	RFP-10042 On Call Construction Management Services Year 1 of 2 Year Extension 4/1/13-3/31/14
5.00E+05	WHITNEY BAILEY COX & MAGNANI	On Call Engineering Services
5.00E+05	Y.E.M. CORPORATION	Energy Management for 14 Schools 3/8/12-3/7/15
6.00E+05	YOUNGS FLOOR & REMODELING CO	FY 14 TRACKING CPA Various minor repairs throughout school system
5.00E+05	ZIGER SNEAD LLP	On Call Architectural Services

F. Stimulus Projects

Stimulus dollars were used to address critical FM&O backlog and life-cycle replacements. This funding sources has been essential in addressing top-priority FM&O issues and reducing the overall burden of deferred maintenance backlog

School	Project Information
12	Repair & modify windows
29	Replace restroom partitions
379*138	Replace restroom partitions
122	Replace traps & pumps
480	Replace hot water generators
480	Replace hot water generators
122	Replace steam piping & headers
122	Replace generator
241	Replace chiller/cooling tower
480	Replace hot water generators
480	Replace hot water generators
122	Replace steam piping & headers

School	Project Information
122	Replace traps & pumps
122	Replace traps & pumps
480	Replace auxiliary boiler
122	Repair/paint walls
177	Replace PA system
64	Replace PA system
214	Replace PA system
234	Replace PA system
235	Replace intercom system
215	Replace PA system
379*138	Replace intercom system
124	Replace PA system
418*402	Replace PA system
324*082	Install exterior lighting
27	Replace sound system
234	Replace CCTV system
301	Replace CCTV system
223	Replace CCTV system
130	Replace CCTV system
431*170	Replace CCTV system
374*170	Replace CCTV system
430*078	Replace compressors in two units
10	Repair chiller & uninvents
254	Chiller cleaning & repairs
367*255	Replace chiller controller
416	Repair chiller leaks
429*178	Replace pump motor
421*133	Replace thermostats
45	Replace tower motor
39	Chiller repairs
379*138	Repair AHU controls
379*138	Repair AHU controls
225	Replace oil heater
144	Replace chiller
205	Chiller repairs
223	Repair uninvents
87	Repair office DX units
251	Repair chiller & uninvents
248	Repair leaking piping
144	Boiler repairs
225	Repair cooling tower
411	Repair AHUs
324*082	Replace rooftop HVAC unit
130	Replace/repair boiler piping
414	Replace HVAC wiring/insulation
411	Replace fan assembly
130	Replace fan coil units
324*082	Replace rooftop HVAC unit
379*138	Replace boiler
379*138	Replace boiler
379*138	Replace boiler

School	Project Information
379*138	Replace boiler
58	Replace chiller
10	Replace office chiller
144	Install platform for chiller
415	Replace piping and insulation
236	Replace security fencing/grating
215	Install chiller platform
10	Replace office chiller
130	Replace plumbing/faucets
12	Replace storm drain & piping
35	Replace pipe sections
232	Replace storm drain
245	Replace pipe sections
40	Lower drains in pump room
431*170	Replace compressors
431*170	Replace compressors
301	Replace mixing valve
414	Replace hot water heater
028*157	Repair classroom AC units
40	Repair air fans
124	Replace compressors
40	Repair AHUs
405	Compressors replaced
125	Repair AHUs
403	Boiler repairs
44	Replace restroom partitions
430*078	Repair & refinish gym floor
44	Repair flooring, locks & doors
84	Replace VCT
480	Replace roof curb sections
27	Repair controls & AHUs
105	Replace compressors
107	Replace fuel storage tank
54	Replace elevator safety edge
11	Replace elevator mechanisms
53	Replace elevator mechanisms
27	Replace elevator power unit
66	Replace elevator mechanisms
49	Replace elevator mechanisms
233	Replace elevator mechanisms
379*138	Replace cracked manifold
324*082	Replace boiler tubes
205	Boiler repairs
415	Replace boiler
60	Replace electric water heater
415	Replace boiler
261	Replace boiler
204	Replace boiler
76	Replace generator
130	Replace generator
450	Replace generator
4	Replace generator

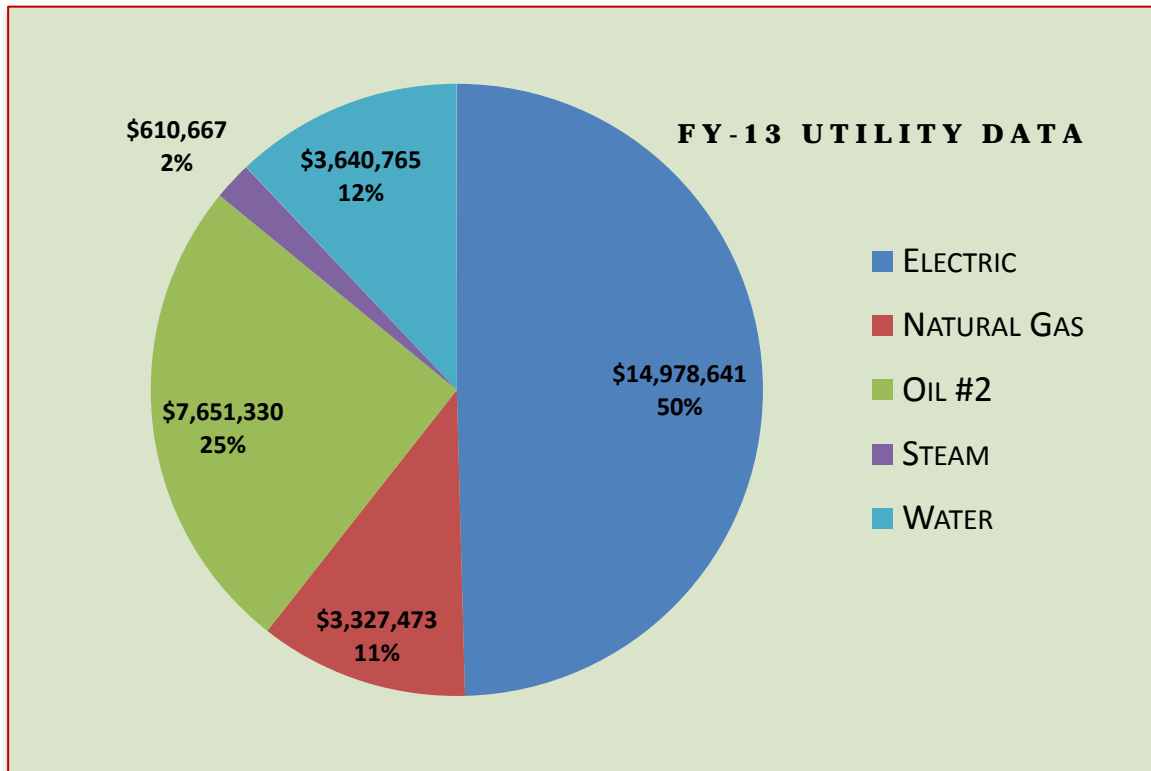
School	Project Information
105	Replace generator
028*157	Replace generator
429*178	Replace generator
125	Replace generator
47	Replace generator
234	Replace/repair fire doors
58	Replace interior/exterior doors
349*093	Replace interior/exterior doors
349*093	Replace flooring
225	Replace interior/exterior doors
76	Replace interior/exterior doors
260	Replace interior/exterior doors
203	Replace interior/exterior doors
212	Replace interior/exterior doors
130	Replace interior/exterior doors
225	Repair roof sections
324*082	Repair roof sections
246	Repair roof sections
480	Replace roof drain
480	Repair boiler room roof
130	Repair roof sections
427*056	Repair roof sections
480	Replace/repair stone/brick sections
480	Repair parapet walls
480	Renovate stadium restroom
338*230	Repair roof sections
236	Repair parapet walls
79	Repair roof sections
49	Repair/paint lockers
245	Renovate rec center
246	Repair gym ceiling
400	Replace windows
206	Replace flooring
89	Replace flooring
234	Replace entrance doors
430*078	Replace bleacher seating
49	Replace broken pipe sections

G. Energy

Baltimore City Public Schools' Energy Office (EO) focuses on energy conservation practices, natural resources preservation and the elimination of utility waste. The EO also promotes environmental education for our students.

This focus saves money, helps the environment and leads to student environmental literacy. It also supports government regulations regarding energy management and natural resources conservation. The EO seeks a safe learning environment and the well-being of employees, teachers, students and the community.

Approximately \$30 million is spent yearly on utilities (electric, natural gas, oil #2, steam and water) to operate school facilities, a significant amount; therefore using energy wisely and eliminating waste is essential.



OVERVIEW

Energy and Sustainability Legislation

Several state laws require City Schools to conserve energy, as follows:

State and Local Energy Laws

- EmPOWER Maryland Energy Efficiency Act of 2008 sets targets to reduce both per capita energy consumption and peak demand in Maryland by 15% by the end of 2015 (based on a 2007 baseline)
- Renewable Energy Portfolio Standards requires that 20% of Maryland's Electricity be generated from renewable energy sources by 2022.
- Greenhouse Gas Emissions Reduction Act of 2009 requires Maryland to reduce greenhouse gas emissions 25% by 2020, relative to 2006 levels.

Baltimore City Sustainability Plan of 2009 Goals

- Reduce Baltimore's energy use by 15% by 2015
- Reduce Baltimore's water use
- Minimize the production of waste
- Maximize reuse and recycling of materials

Maryland Environmental Literacy Standards

COMAR 13A.03.02 requires students to graduate environmentally literate and all students to have annual environmental education. The Maryland State Department of Education (MSDE) is working with school districts across the state to implement the law. While specific curricula is not provided or mandated, all parties involved interpret the law to mean that learning about energy, air quality and pollution should be included.

City Schools Strategies

- 21st Century Buildings Plan: Standards for new and renovated buildings
 - Environmental sustainability is part of Educational Specifications and Design Standards.
 - One of the School Board’s principles guiding the work is “to create buildings on the cutting edge of technology and environmental sustainability.”
- Comprehensive Maintenance Plan: The four-part Memorandum of Understanding as part of the 21st-Century Buildings Plan required this plan.
 - Emphasis on setting energy management goals and promoting conservation practices.
 - Includes best practices for utility conservation and elimination of waste.
 - Emphasis on awareness and education.
- Sustainability: This Energy and Resource Conservation Plan is one part of a larger emphasis on sustainability throughout City Schools.
 - In 2010, the Engagement Office formed the Green Schools Network to support and advance the practice and implementation of green and sustainable efforts. The network consists of students, teachers, administrators, community partners, nonprofit organizations, City agencies, private businesses and individuals.
 - In 2013, City Schools hired an energy specialist and accepted the services of a contractual green school coordinator (paid by the Baltimore Community Foundation), both of whom initiate and implement programs to make City Schools more sustainable and environmentally responsible.

RESOURCES AND PARTNERSHIPS

The Energy Office is working with multiple departments within and beyond City Schools on the Energy and Resource Conservation Plan. Partners include:

Internal:

- Facilities
- Communications
- Teaching & Learning

- Food and Nutrition
- Career and Technology Education

External:

- Green Schools Network
- Baltimore Energy Challenge
- City’s Energy Office
- City’s Sustainability Office
- Montgomery County Public Schools Department of Facilities Management

AREA SCHOOLS SYSTEMS’ ENERGY INITIATIVES

<u>Energy programs</u>	<u>City Schools</u>	<u>Anne Arundel</u>	<u>Howard</u>	<u>Montgomery</u>	<u>Baltimore County</u>
Annual energy reduction goal	5%	Varies by year	Currently No specific but lowering every year	10% plus schools which do more are awarded	No specific
Monitoring utility billing/reporting/tracking (Electric/Gas/Oil/Steam/Water)	Yes	Yes	Yes	Yes	Yes
Curtailment program participation (Reducing usage on high peak demand days)	Yes-14 schools	Yes-41 schools	Yes-10 Schools	Yes-no data on number of school	Yes-11 schools now and 20 more next year
Energy efficiency rebates from local vendor participation	Yes	Yes	Yes	Yes	Yes
Generating and purchasing alternative renewable energy	Yes for purchasing as per mandate	Yes-Solar Geo-Thermal Generation too	Yes-Solar	Yes-Solar, Geo-Thermal generation and wind energy purchasing	No data
Energy data on District website	In development	No	Yes	Yes	No
District incentives back to schools for utility savings	No	No data	No	Yes	No data

Energy/ recycling sustainability policy	Initiated	Yes-since July 2012	Yes-since past 5 years	Yes-since 1997	Yes-no data on dates
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PROGRAM COMPONENTS

The components of this plan are as follows:

- Energy Procurement
- Education & Awareness
- Recycle & Reduce Waste
- Retrofits & New Construction
- Monitor, Report and Support

Energy Procurement

Current strategies

- Electricity and natural gas - Since 2006, City Schools is a member of the Baltimore Regional Cooperative Purchasing Committee (BRCPC) with other surrounding jurisdictions. BRCPC utilizes an innovative wholesale portfolio program to procure energy and manage costs. The program has proven to be highly successful in delivering lower costs on a consistent basis. City Schools is in compliance with the Maryland Renewable Portfolio Requirements for renewable energy certificates (RECs).
- Renewable energy - Installation of a few solar panels at Waverly Elementary/Middle.
- Solar generation-Baltimore City and Exelon merger requires Constellation to provide 10 Mega Watt of solar power to City properties. City Schools is in coordination with City’s Energy Office and Constellation to bring some of the generation to City Schools.

Future strategies

- Explore biofuels to pilot at one or two schools to replace heating oil.
- Explore additional financially affordable renewable energy purchasing options.
- Install aggregated net metering solar arrays (whereby energy created at one school is used to offset energy consumed at that school as well as at other schools, if there is excess generated), geothermal systems and other renewable sources of energy.

Education & Awareness

Current strategies

- Green, Healthy, Smart Challenge Grants – Grants for \$1000 are available through the City’s Sustainability Office for schools to use for greening efforts; in the past five years over 100 schools received and participated in sustainable practices to help the environment.
- Green School certification - awarded to schools that demonstrate green practices by MD Association of Environment and Outdoor Education. 21 schools are currently certified.

- Recycling- currently 30% of schools participate in single stream recycling. Efforts include training staff about recycling and writing a toolkit of resources on City Schools Inside. Recycling of light bulbs and electronics in place.
- Awareness strategies-13 schools are participating in a behavior modification competition to reduce their electricity consumption in a six month period; Morgan State University Engineering Department sponsored 3 Facilities staff to attend the Building Operation Certification program geared towards energy efficiency and also provided an educational session for Facilities building operators on energy conservation practices.

Recycling & Reduce Waste

Current strategies

- The City Department of Public Works (DPW) partners with City Schools to promote single stream recycling. DPW picks up recycling from each school at no cost to City Schools. Provides limited metrics for successful pick-ups and coordinates for new pick up locations. Provides educational presentations for City Schools' staff and students.
- Toolkit with recycling resources is on City Schools Inside, the website for employees
- Initial training completed with Environmental Building Supervisors

Future strategies

- Professional development for staff: Environmental Building Supervisors, custodians and Food and Nutrition staff.
- Curriculum connections by the Office of Teaching and Learning
- Metrics being tracked via information provided by City Department of Public Works about which schools are recycling.
- Reducing waste and diverting more to recycling can result in reduced trash costs.

Retrofits and New Construction

Current strategies

- Smart Energy Savers Programs from local utility vendor. Since 2009 City Schools has taken advantage of different incentives available from Baltimore Gas and Electric Company (BGE) for Prescriptive Lighting, Variable Frequency Drives (VFD), and HVAC chillers etc. for energy efficiency projects throughout school facilities.
- Maryland Energy Efficiency Initiatives. In 2012, City Schools initiated applications for funding under this program to increase the energy efficiency of school facilities, in 2013 \$1.5 million was awarded and projects will be underway in June 2014.
- Smart Meters – Coordination with Baltimore Gas and Electric (BGE) will allow City Schools to change all electric and natural gas meters to more efficient smart meters which will result in fewer billing errors.

Future strategies

- Leadership in Energy and Environmental Design (LEED) certification – starting in 2014 all major new schools construction projects are designed to achieve at least LEED silver rating by the United States Green Building Council. Education Specifications and Design Standards include energy conservation requirements.
- Net Zero school - Baltimore City Schools will receive \$2.7 million extra funds in existing school construction budget from Maryland Energy Administration (MDE) to make one the school building “Net Zero” means the building will produce the amount of energy it will need to consume.
- Schools slated for closure under the 21st Century Plan are on energy conservation schedules to eliminate energy waste.
- Smart Energy Savers Program – Continued use of rebates and grants from local utility vendor for energy efficient upgrades.

Monitor, Report and Support

Current strategies

- Utility Billing- City Schools is using energy software Energy CAP Enterprise to track current and historical utility consumption and cost by each school, in cooperation with the City’s Energy Office under their license agreement. Over \$700K saved in billing errors for FY-14.
- Curtailment program-Since 2012 City Schools has entered into agreements to participate in Emergency Load Response Program (ELPR). This program enables City Schools to receive revenue for reducing electricity consumption during peak summer hours when electricity is most expensive. Operations and Maintenance staff respond to these events and participate by turning off equipment’s and lightings of schools buildings during event period. 14 Schools are participating currently and City Schools have earned \$46,413 for participation since 2012.
- Operations and maintenance – Sustainable maintenance practices to support Operations and Maintenance staff and developing training for building managers.

Future strategies

- Utility billing – Continue using Energy CAP software for monitoring current and historical utility data for discrepancies and potential billing errors to bring the savings.
- Curtailment program- Add more potential schools every year to Demand Response program to curtail power and earn revenue.
- Energy Star Portfolio Manager – Enroll 10 schools each year under Energy Star Portfolio Manager tracking online tool from the US Environmental Protection agency to evaluate energy performance and carbon footprint of school buildings. The ratings indicate comparisons to similar school buildings nationwide. This evaluation is based on individual school building level not a summary of overall District’s data.

- Operations and Maintenance- Adequate funding for energy conservation, professional development & recycling.
- Council of Great City Schools (CGCS) – City Schools is a current member of CGCS. CGCS’s report on the Performance Measurement & Benchmarking Project October 2013 (from FY 2011-12 results) on utility cost per square foot for all other member school systems ranges from \$0.69 to \$2.07. City School’s FY 2011-12 cost per square foot is approximately \$1.71 (accurate data not available)
- Going forward every year City schools will establish Key Performance Indicators (KPI) on energy with CGCS to benchmark and compare District’s overall utility cost and usage by each commodity like electricity, heating fuel and water /sewer.

GOALS

- Reduce overall utility cost, carbon footprint, energy dependence, use of natural resources and comply with State environmental and sustainability laws.
- Establish guidelines, goals and training schedules to bring information to educate staff, students, teachers, contract custodians and stakeholders pertaining to energy conservation and resource management.
- Explore and implement environmentally friendly practices and programs.
- Establish operations and maintenance guidelines for holidays and summer schedules.
- Create a Sustainable Maintenance Practices document for year-round use for all City Schools operations personnel’s.
- Utilize the minimum amount of energy possible and explore technologies to monitor utility consumption.
- Bring renewable energy sources like solar to school buildings as educational tool.
- Utilize incentives and funding from local utility companies and grants for new projects leading to energy conservation and reduction. Account for the revenues received thru energy conservation and use it for other energy and resource conservation programs.
- Analyze and evaluate utility billing and maintain utility database to resolve discrepancies.
- Bring 100% single stream participation from all schools and facilities
- Ideal cooling temperature settings should be at 74 degrees +/- 2 degrees for all spaces, including classrooms, media centers, shops, offices, etc.
- Ideal heating temperature settings should be at 73 degrees +/- 2 degrees for all classrooms and offices. Monitor consumption and cost for all City Schools buildings regularly.
- Communicate and support operations and maintenance personals on utility accounts consumption and billing related discrepancies at each facility.

- Provide instructional opportunities that are aligned with the existing curriculum framework that will support student and staff awareness and understanding of human impacts on the use of natural resources
- Publish information on energy consumption, energy conservation, and resource management in City School's newsletters.
- Collaborate to establish a webpage on City School's website about energy conservation and recycling.
- Collaborate to establish utility charts for each school on their individual website.

Energy Star Portfolio Manager – This is an online benchmarking tool from the US Environmental Protection agency to evaluate energy performance and carbon footprint of all types of buildings, including schools. The ratings allow comparisons between similar school buildings nationwide. The Energy Office will enroll 10 additional schools every year for benchmarking. This tool will help evaluate individual schools' energy performance.

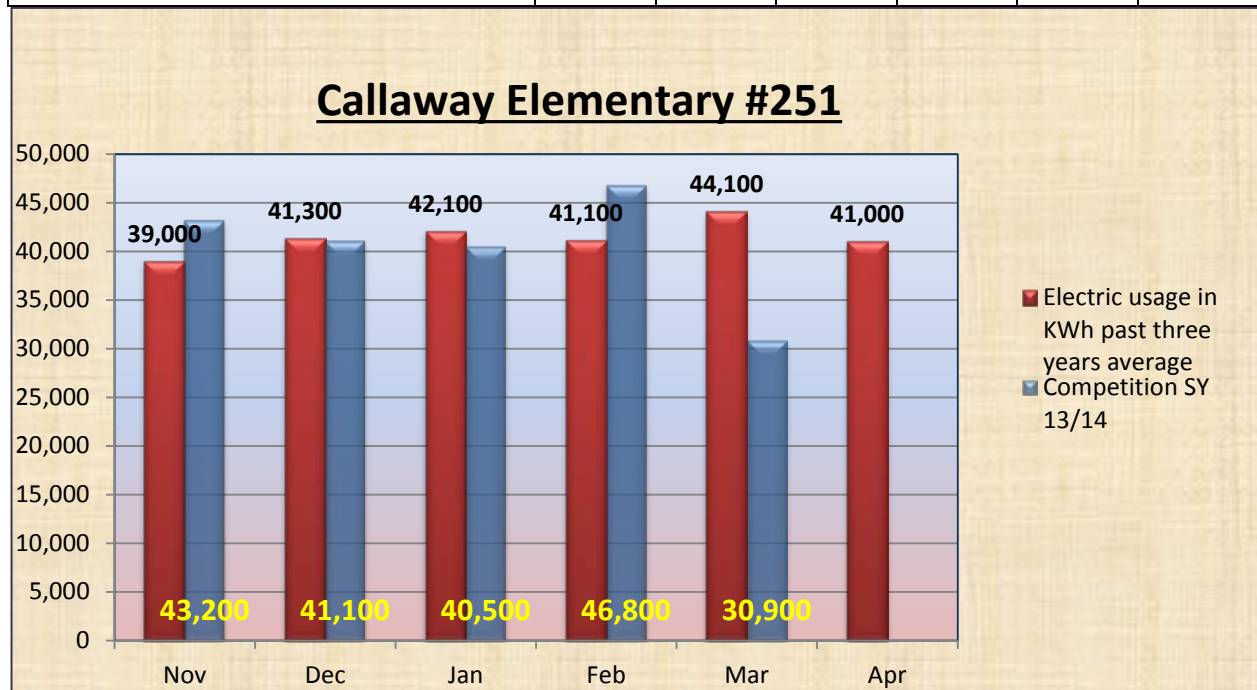
- Council of Great City Schools (CGCS) – City Schools is a current member of CGCS. CGCS's report *Performance Measurement & Benchmarking Project* (October 2013, based on FY2011-12 data) reports that utility cost per square foot for all member school systems ranges between \$0.69 and \$2.07. City School's FY2011-12 cost per square foot is approximately \$1.71. In FY2014-15, City schools will establish Key Performance Indicators (KPI) consistent with CGCS data, to benchmark and compare the District's overall utility cost and usage by each commodity (electricity, heating fuel and water/sewer).

13 school competition- Currently BCPS Facilities is monitoring 13 schools for energy reduction, mainly through behavior changes and minor mechanical adjustments.

Total competition savings for all leading schools for 5 months=\$21,000

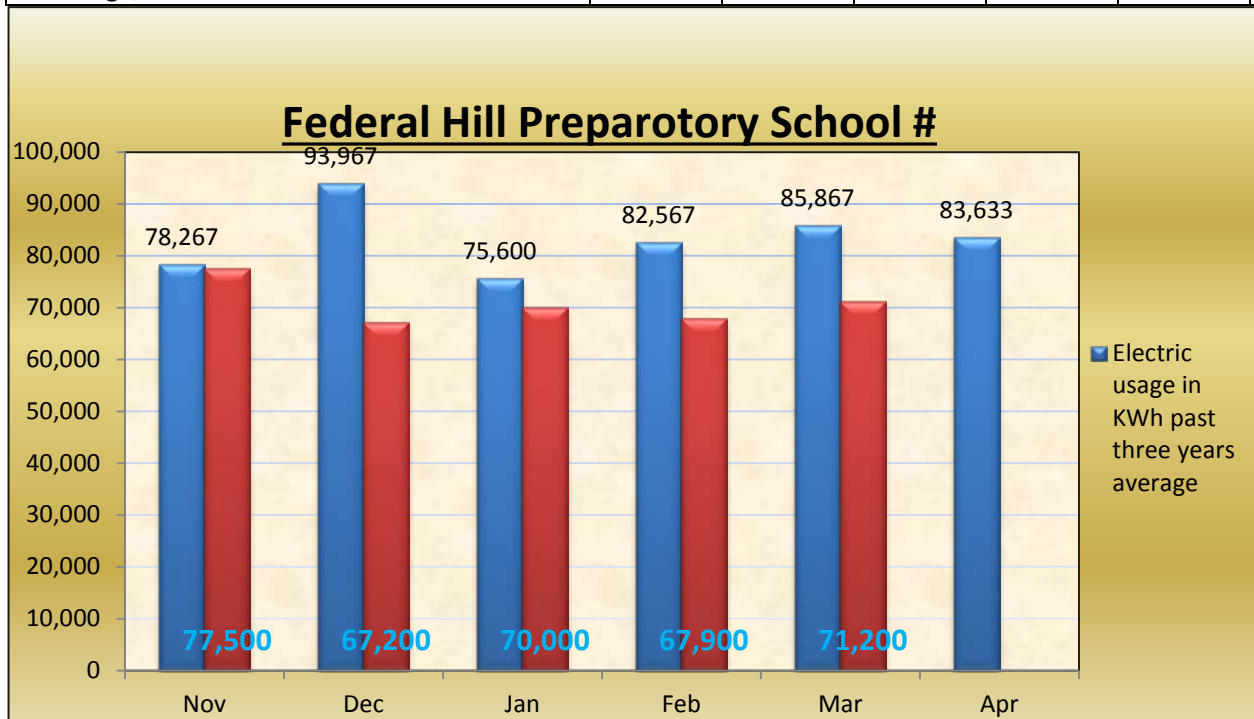
Example of two schools currently being monitored:

	Callaway Elementary # 251					
	Nov	Dec	Jan	Feb	Mar	Apr
Electric usage in KWh past three years average	39,000	41,300	42,100	41,100	44,100	41,000
Competition SY 13/14	43,200	41,100	40,500	46,800	30,900	
% change, month	11%	0%	-4%	14%	-30%	
% change, cumulative		5%	2%	5%	-2%	



Federal Hill Preparatory School # 45

	Nov	Dec	Jan	Feb	Mar	Apr
Electric usage in KWh past three years average	78,267	93,967	75,600	82,567	85,867	83,633
Competition SY 13/14	77,500	67,200	70,000	67,900	71,200	
% change, month	-1%	-28%	-7%	-18%	-17%	
% change, cumulative		-16%	-13%	-14%	-15%	



H. CMMS Inventory

In order to populate the new CMMS building system inventories the architect and engineers for new and renovated buildings will provide new fixed assets for uploading into the CMMS. For other buildings that may not be part of the initial 5 year time frame BCPS staff consisting of mechanical services and engineers will be updating and verifying current critical building assets in all buildings. A partial example at this time: Chillers and Cooling Towers:

School#	Address	Manufacturer	Year	Model Name	Model#	Serial#
4	Stuart Hill Elem.	Multistack	2006	Multistock Water-cooled Chiller	MS5OZ6A2W	no serial
4	30 S. Gilmor Street	EVAPCO	2006	cooling tower	AT19-99	6-291662
7	Cecil Elementary	Trane	2011	Reciprocating	DCR-180C-S11	02231118008DCR
7	2000 Cecil Avenue	Carrier	2011	DX unit	YSC120F4RMA00F000000000D	113312S28L
10	James McHenry Elem.	Carrier	1996	Carrier Screw Liquid Chiller	23XL1011EC40	5196J55310
10	31 S. Schroeder Street	Baltimore Aircoil Company	1969	BAC cooling tower	35470	8840 805
10		Trane	2006	Scroll Liquid Chiller	CCAF-0304CD0V-AC0NNITI-RP25-N0N1-X	U06K00253
10		Trane	2006	Air-cooled condenser	CAUCC3041M0302	C06J09109
10		AAON	2013	Packaged Chiller	LC-A08-3-oAAOB-000	201401-CKAE00174
12	Lakeland Elementary	Trane	2008	Series R Rotary Liquid Chiller		
12	2921 Stranden Road			Packaged condenser		
13	Tench Tilman Elem.	Carrier	1977	Reciprocating	30HS160-B600	BG15238
13	600 N. Patterson Park Ave.	Carrier	1977	Carrier tower	09DD044600	J593778
22	George Washington Elem.	Trane	1988	Reciprocating	CACD126RDNLR42BDEG3TP	87M05902
22	800 Scott Street		1988	air-cooled condenser		
24	Westside Elem.	Trane	2013	Packaged Screw Chiller	RTAC2254UW	U12L04902
24	2235 N. Fulton Avenue					
27	Commodore John Rodgers	York	2003	York Screw	TRTCTBT1-46A	SMMM-131280
27	100 N. Chester Street		2003	air-cooled tower	VTIN2700QY	
31	Coldstream Elem.	York	2006	Air-cooled Screw Chiller	YCAV0207SA17VACBXT	RMTM024061
31	1400 Exeter Hall Avenue					
34	Barrister Charles Carroll	Trane	2007	Rotary Liquid Screw	RTWA1254/RTWA1254XHo1D3 COWN	UO6MO1396
34	1327 Washington Blvd.	Trane	2007	air-cooled condenser		
37	Harford Heights Elem.	York	2003	Mellenium Liquid Centrifugal	YTH3A4E2CRT	
37	1919 N. Broadway	York	2003	Mellenium Liquid Centrifugal	YTH3A4E2CRT	
39	Dallas Nicholas Elem.	Carrier	1994	Centrifugal	SSS7L46A6H094	1176
39	3001 N. Calvert Street		1994	cooling tower	VTI-307-0	U071817001
42	Garrison Middle	Trane	2008	school closed		

I. Building Maintenance Plan

Preventive maintenance (PM) can be defined as periodic, scheduled work on selected equipment, usually consisting of required inspection, lubrication, and minor adjustment. Preventive maintenance has been generally accepted as a cost-effective approach to good maintenance practices within the facilities management community. It extends equipment life, reduces the number of service calls, and limits the potential collateral damage to facility systems, personnel, and equipment. It is important to note that preventive maintenance does not include time for repairs or replacement of major parts. Any additional work required should be identified during the preventive maintenance inspection and completed later as a separate work order.

For today's facilities manager, preventive maintenance offers both a great opportunity and a challenge. The very feature that makes preventive maintenance cost effective is the same feature that makes it the first to be cut from maintenance budgets and labor allocations. This report is designed to help the facility manager increase the life of facility systems and equipment, lower overall operating costs, and provide maximum responsiveness to the end user.

It is important to note that PM is generally applied to equipment that is dynamic in nature. A facility condition assessment program can be defined as a planned and organized visual inspection performed by selected and trained personnel that will produce complete and quantitative reports of deficiencies, recommend prioritized corrective action, and provide credible budget support data for the corrective actions. A preventive maintenance program can be defined as a proactive program of scheduled maintenance inspections for building systems and equipment to allow for anticipated and scheduled maintenance through preventive measures prior to run-time failure. The two programs are similar in nature in that they both consist of regular, routine, on-site inspection. However, they differ in how corrective action is identified and addressed. These differences can be broken down as follows:

Preventive Maintenance Program

Inspection: Inspects immediate condition of specific site and building components and generally results in maintenance work orders that can be corrected in less than 60 days.

Corrective Action: Adjusts/lubricates/cleans and identifies short-term corrective action authorized by a work order system.

Facility Condition Assessment

Inspection: Inspects both immediate and long-range condition of major building systems and

equipment and results in larger capital expenditures that must be planned, prioritized, and budgeted across the facility portfolio.

Corrective Action: Recommends corrective actions to take place in a prioritized manner through planned projects authorized by facility budgets and planned through the M•A•P•P•S assessment and project planning system.

The purpose of making this distinction is that an organization should not “PM” a site or building superstructure. Those types of real property assets should be assessed periodically, resulting in a list of corrective actions, prioritized based on age, impact, liability, and cost within the context of annual budgeting. A plan of action can then be developed over time to complete the required corrective actions.

However, the two programs should not stand separate and distinct. In essence, both a PM and FCA program should be part of an overall maintenance strategy that addresses recurring maintenance, life cycle, and work types in addition to building age, use, and other long-term considerations.

The direct consequence of not implementing a preventive maintenance program is generally reflected by an increase in the number of service or trouble calls. While the user may think a service call is the fastest way to get a request processed, a successful program should prevent the need for the user to make a request in the first place.

Service calls tend to be expensive and an inefficient way to manage facilities. The response to a call for assistance typically involves wasted trips or multiple trips to the work site for a variety of reasons, including:

- False Alarm: No problem to fix.
- Work Content: Work involved not clearly defined by caller (wrong trade, for example).
- Inconvenient: The task must be done at another time.
- Tools/Parts: Additional tools, equipment, or help are needed.
- Previously Done: Some other entity has already fixed the problem.
- Out of Scope: The task is too large to address as a service call.
- Other situations such as responsibility, accounting, or security.

In each of the above instances, time is expended, typically by a crew of two, but no maintenance need is met. The difference between the distribution of labor and material costs for service call work versus planned work orders is typically significant, further emphasizing the benefits of a fully implemented PM program. A large group of well-planned maintenance work orders tends to average a labor/material distribution of 60 percent labor and 40 percent material, while a group of service calls will be approximately 90 percent labor and 10 percent material. A planned work

order will require fewer labor-hours than a service call of similar work content. In fact, labor requirements may actually be multiplied several times when work is done as a service call.

To provide an overall understanding of the level of effort for the preventive maintenance activities for a site, all of the preventive maintenance activities have been summarized by building system according to their frequency to forecast the total number of hours required to support a prescribed site-based preventive maintenance program. The following summary should be used in planning preventive maintenance activities on a weekly, monthly, quarterly, semi-annual and annual basis.

Routine Preventive Maintenance Checklists

During the life cycle of equipment, unanticipated breakdowns will occur. The facility manager must estimate the loss resulting from both direct and collateral damages.

Direct damage includes expenses associated with repairing the equipment as an emergency or critical activity. The magnitude of direct damages for equipment, without preventive maintenance performed, would be expected to be higher because the damage was not identified until the equipment failed, rather than during a planned shutdown for repair. This type of failure often results in collateral damage to related equipment components.

Collateral damage is typically associated with unscheduled equipment failure. Costs can be significant and difficult to approximate. Some of the damage may not be directly associated with a one-time repair cost but may have intangible impacts such as the loss of operations or facility closure. The following list represents factors that might add to collateral damage expenses:

- Relocating staff, projects, delicate materials, or critical equipment until the condition has been Corrected
- Unexpected expenses for renting and installing temporary replacement equipment to keep the facility operational, delicate materials from damage, or critical equipment operating.
- Consultant services associated with repairing or replacing the failed equipment on an emergency basis.
- Liabilities incurred from outsiders or employees from personal injuries or property damage resulting from failed equipment or systems

Establishing the PM building systems and equipment inventory is the first step and the backbone of a

preventive maintenance program. The BCPSS Outlying Facilities Condition Assessment identified existing building conditions that are considered deficiencies and require correction for the entire portfolio of facilities.

The assessment also identifies building systems and their related equipment. This inventory of building systems and equipment has been used to establish the framework for the routine preventive maintenance labor forecast and routine preventive maintenance checklist activities.

The second step in planning a PM program includes defining the PM tasks (checkpoints) and frequencies applicable to each piece of equipment included in the PM program.

The next step in implementing a PM program is to develop a routine schedule. A PM schedule assigns PM tasks in the checklists to an appropriate inspection frequency – weekly, monthly, quarterly, semi-annually, or annually. The shop labor-hour assignments are designed to distribute the labor-hour requirements evenly throughout the year. Good planning can limit the amount of travel time each day, and assigning multiple tasks same facility will result in a more practical use of maintenance resources.

The fourth step is the actual implementation of the PM program. When the facility manager first begins the program, the cumulative effect of all previous maintenance decisions will need to be addressed. The fact is that a new PM program is not going to instantly “correct” all of the problems that may have resulted from previous maintenance approaches. The facility manager will need some sort of benchmark or “snapshot” of current conditions. The Facilities Condition Assessment serves as this benchmark and is a resource for planning the more capital-intensive deferred maintenance activities.

The final piece of a PM program is an appraisal of how the system is working. The appraisal, which is ongoing, uses performance data to make business decisions. The result, which is management taking action to keep problems from recurring, is based on the review of completed jobs and projects, variance or exception reports, and feedback from users. The appraisal may reveal a need to increase or decrease the service interval for PM visits. It may also lead to adding or subtracting PM tasks for individual pieces of equipment or actually deleting pieces of equipment from the PM program altogether. The important point to recognize is that the PM program is a work plan that requires ongoing management review and refinement.

Use of the Routine Preventive Maintenance Labor Forecast to allocate maintenance resources for execution of the preventive maintenance activities prescribed in this report, at both a building and equipment level, will allow facility managers to increase the life of facility systems and equipment, lower overall operating costs, and provide maximum responsiveness to the BCPSS end user. The report covers all buildings on the site and includes an overall requirement for preventive maintenance resources, followed by building-specific routine maintenance equipment checklists based on the building system and equipment inventory at the site.

This document prescribes preventive maintenance activities; however, it does not delineate specific methods or procedures to be used in performing preventive maintenance. All activities must comply with internal and OSHA safety procedures, in addition to manufacturers specified requirements.

Site and Building Routine Preventive Maintenance Program

Reliability-Centered Maintenance (RCM) is the process used to determine the most effective approach to maintenance. It involves actions that, when taken, will reduce the probability of failure, employing the most cost-effective approach balancing preventive maintenance, work order reduction, and capital project planning. It seeks the optimal mix of condition-based actions, other time- or cycle-based actions, and at times a run-to-failure approach. The principal feature of each strategy is an ongoing process that gathers data from an operation system's performance and uses this data to improve design and future maintenance. These maintenance strategies, rather than being applied independently, are integrated to take advantage of their respective strengths in order to optimize facility and equipment operability and efficiency while minimizing life cycle costs.

The key to this RCM is the combination of more general preventive maintenance measures at the site or building level with specific routine equipment checklists for the building-specific equipment identified in the Outlying Facilities Condition Assessment.

Inspections associated with each of these tasks performed at the recommended intervals may result in a work order for corrective action in the CMMS work order system or be included in a planned site wide capital improvement project in the M•A•P•P•S assessment and project planning system. The program includes the following recommendations for site and building systems:

Check Exterior Fencing, Asphalt, Concrete, Landscaping and Irrigation Systems

- Review of condition and functionality
- Secure perimeter is required for asset protection
- Inspection of irrigation control systems

Inspect Roofs

- Dry season review for cracks, blisters, clear drains, and general roof condition
- Rainy season review for leaks, clear drains, and general roof condition
- Consider a roofing team to provide both PM and repairs as necessary

Inspect Building Envelope Windows, doors, vents, exterior walls

Check operation of door closers, window latches, and seals as required
Engage end users in constant review for general building systems
Rainy season review for leaks and general condition

Interior Finishes floor ceiling paint wall covering

Visual inspection for condition
Review for overhead roof and plumbing leaks, safety hazards, and damage

Fire and Life Safety

Inspections of fire valves, flow, and tamper alarms
Check carbon dioxide/fire/security alarms
Review hazardous material management/containment
Observe and correct potential safety hazards

HVAC Systems per Manufacturers Warranty Instructions

Inspections and filter changes
Compressor, belts, air handler units, fans, vents, and duct checks are critical
Firebox inspections prior to heating season for personnel safety
Air Quality Management District (AQMD) testing

Electrical Switchgear Checked Quarterly

Clean cabinets and tighten connections, grounding, and test breaker functionality
Insulation, cabinet condition, and safety lockouts functional
Spare capacity available or panel overload conditions inspected
Consider re lamping lighting per manufacturer's recommendations
Ensure timers are set correctly during time changes (spring/fall)

Plumbing Systems Backflow Preventers

Checked continually by end users during operation
Certification required for certain backflow preventers

These areas should be established as a site- and building-level systems approach that provides for broad review and inspection. Beyond these areas, there are specific routine preventive maintenance checklists that should be formally inspected at specified intervals.

To provide an overall understanding of the level of effort for the preventive maintenance activities for this building, all of the preventive maintenance activities have been summarized by building system according to their frequency to forecast the number of hours required to support the prescribed

site-based preventive maintenance program. The following summary should be used in planning work allocation on a weekly, monthly, quarterly, semi-annual and annual basis.

Building Routine Preventive Maintenance Equipment Checklists

The objectives of the preventive maintenance approach are to increase the life of facility systems and equipment, lower overall operating costs, and provide maximum responsiveness to the facilities staff. One obstacle to achieving these goals is equipment deterioration. The rate of deterioration and failure could be the result of several potential factors, including poor installation, wrong application, adverse environmental conditions, human error (on the part of operators or maintenance personnel), normal wear and tear, and deferred maintenance. Operating to failure; costs significantly more than failure avoidance and planned repairs and replacements through preventive maintenance. It is particularly expensive when an unexpected failure endangers personnel; releases toxic, flammable, or polluting material; interrupts operations; or causes collateral damage. Unexpected failures generally cause outages and may inflict damage well beyond the affected component. If inspected routinely, however, most equipment provides some warning of impending failure, such as excessive vibration, unusual noise, and latent heat buildup.

Routine preventive maintenance checklists for specific equipment found in each building will be building specific. Checklists can be used to establish labor hours and a budget for the PM program. The equipment and systems identified will correspond with the equipment inventories for each building.

Identical pieces of equipment installed in buildings with different operating requirements or themes may require different preventive maintenance tasks and different frequencies. The facility manager may add or tailor any of the PM checklists to fit special operating requirements of a particular facility. Photocopies of individual sheets can be distributed to maintenance personnel to identify the procedures required.

Following is an explanation of components in the preventive maintenance checklist:

PM Checklist Equipment Type

Each PM checklist will be identified by its equipment or system name based on the Construction Specifications Institute (CSI) classification system and RSMeans' own numbering system.

Routine PM Frequency

Columns will be identified with "W" for weekly, "M" for monthly, "Q" for quarterly, "S" for semi-annually,

and “A” for annually, which indicate the recommended frequency for performing a task. For example, a check in the “M” column indicates that the task should be performed once each month. In this case, checks will also appear in the “Q,” “S,” and “A” columns, as these intervals would be covered by a monthly frequency.

Total Hours

Total Labor-Hours per Event: The total labor-hours required to perform all the recommended tasks

(indicated with an “X”) for a given frequency.

Total Labor-Hours/Year by Frequency: The Total Labor-Hours per Event multiplied by the number of events each year.

PM Routine Tasks

The individual PM operations required to be performed, numbered step by step. In some cases, depending on equipment type and installed accessories, not all steps may be applicable.

Task Hours

The approximate number of labor-hours required to perform each individual task one time. It should

be noted that the hours listed assume that work is being performed by experienced technicians who

are familiar with the tasks and are equipped with proper tools and materials.

J. Action Plans

City Schools has developed a detailed set of protocols that specify responsibilities and standard operating procedures (SOPs) by classification. These SOPs are summarized in the tables on the following pages.

Another related and notable resource is City Schools’ building maintenance plans (BMPs), which will be created for each school. The BMP describes the process and required resources for performing inventories, estimating hours needed to perform PM and executing PM. Upon selection of a new CMMS, City Schools will develop specific protocols for conducting inventories, populating the CMMS with data, performing maintenance and analyzing the data input and output, to get maximum usefulness of the new system.

And finally, planning for the upcoming CIP will inevitably influence FM&O protocols from 2014 forward. As discussed earlier in this document, Facility Maintenance and Operation (FM&O) is already planning to maximize involvement of its maintenance workers with the design, construction, commissioning, warranty and turnover periods. This evolution will be

tracked closely and documented in order to quickly build institutional knowledge and enhance FM&O skill sets.

Category	SOP (YES/NO)	Purpose	Frequency	Responsibility	Oversight	Inspection Form (YES/NO)
Contract Maintenance						
Alarm-Fire	Yes	To ensure proper and safe operation of equipment.	2x/year and 1x/month	Official inspection by fire department; unofficial by EBS	Contract Maintenance Supervisor	Yes
Alarm-Security	Yes	To ensure proper and safe operation of equipment.	Daily	School Police Officer	Contract Maintenance Supervisor	Yes
Asphalt/Concrete/Curbs	Yes	To ensure proper and safe operation of infrastructure.	Monthly	EBS	Contract Maintenance Supervisor	Yes
Bleachers - Interior	Yes	To ensure proper operation and safety of indoor bleacher equipment.	2x/year	On-call contractor	Contract Maintenance Supervisor	Yes
Door Entry System	Yes	To ensure proper operation and safety of door entry systems.	Daily	EBS	Contract Maintenance Supervisor	Yes
Elevator Maintenance	Yes	To ensure proper and safe operation of equipment.	1x/month	On-call contractor	Contract Maintenance Supervisor	Yes
Generator Inspection/Maintenance	Yes	To ensure proper operation of equipment during power failure.	2x/year	On-call contractor	Contract Maintenance Supervisor	Yes
Gym Floors	Yes	To ensure safety of occupants using gym floor and protect integrity/life span of floor.	As needed	EBS	Contract Maintenance Supervisor	Yes
Hood Fire Suppression Systems	Yes	To ensure proper operation of equipment should a fire start in any applicable kitchen cooking equipment. To ensure life, health and safety of all occupants of building.	2x/year	On-call contractor	Contract Maintenance Supervisor	Vendor Supplied
Intercom System	Yes	To ensure proper and safe operation of equipment.	As needed	EBS	Contract Maintenance Supervisor	Yes
Interior Renovations (dry wall, painting, flooring, ceiling tiles)	Yes	To ensure proper and safe operation of installation.	As needed	EBS	Contract Maintenance Supervisor	Yes

Lighting - Emergency	Yes	This inspection applies to all battery powered wall pack emergency lights and any inverter battery powered unit.	2x/year	On-call contractor	Contract Maintenance Supervisor	Yes
Lighting - Interior/Exterior (Ballast/Bulbs)	Yes	To ensure proper and safe operation of equipment.	As needed	EBS	Contract Maintenance Supervisor	Yes
Operable Walls	Yes	To ensure proper and safe operation of equipment.	2x/year	On-call contractor	Contract Maintenance Supervisor	Yes
Play ground Equipment	Yes	To provide information on the condition of play ground equipment and play ground surfaces.	2x/year	Trainers/supervisors /vendor	Contract Maintenance Supervisor	Vendor Supplied
Plumbing/Sump Pump/Storm Drains (major)	Yes	To inspect all plumbing fixtures in our schools to ensure they are good operational order. Storm drain sewers were designed to receive excess rain, and ground water, sidewalks and gutter water to prevent flooding.	2x/year and as needed	EBS	Contract Maintenance Supervisor	Yes
Roofing	Yes	To ensure safety of occupants of building and preserve the lifespan of roof.	2x/year	On-call contractor	Contract Maintenance Supervisor	Yes
Sprinkler Inspections	Yes	To ensure proper operation and safety of sprinkler equipment.	2x/year	On-call contractor	Contract Maintenance Supervisor	Yes
Structural Repairs	Yes	To ensure proper and safe operation of structure.	As needed	EBS	Contract Maintenance Supervisor	Consultant Supplied
Substations	Yes	To ensure proper and safe operation of equipment.	Every 5 years	On-call contractor	Contract Maintenance Supervisor	Vendor Supplied
Switchgear	Yes	To ensure proper and safe operation of equipment.	Every 5 years	On-call contractor	Contract Maintenance Supervisor	Vendor Supplied

Category	SOP (YES/NO)	Purpose	Frequency	Responsibility	Oversight	Inspection Form (YES/NO)
Engineering						
Air Handling Units	Yes	To ensure proper and safe operation of equipment.	1x/year	On-call contractor	Mechanical Services Supervisor	Yes
Boilers	Yes	To ensure proper and safe operation of equipment.	1/year and re-certified 1x/3 years	On call contractor	Mechanical Services Supervisor	Yes
Cassette Type Air Conditioning Units	Yes	To ensure proper and safe operation of equipment.	2x/year	Building engineer	Mechanical Services Supervisor	Yes
Chillers, Cooling Towers, Roof Top Units, and DX Units	Yes	To ensure proper and safe operation of equipment.	1x/year	On-call contractor	Mechanical Services Supervisor	Yes
Daily Engineering Maintenance Summer	Yes	To ensure proper and safe operation of equipment.	1x/year	Building Engineer	Mechanical Services Supervisor	Yes
Daily Engineering Maintenance Winter	Yes	To ensure proper and safe operation of equipment.	1x/year	Building Engineer	Mechanical Services Supervisor	Yes
Emergency Generators	Yes	To ensure proper and safe operation of equipment.	1x/year	On-call contractor	Mechanical Services Supervisor	Yes
Fuel Storage Tanks—Underground and Above Ground	Yes	To ensure proper and safe operation of equipment.	1x/year and re-certified 1x/5 years	Building Engineer	Mechanical Services Supervisor	Vendor Supplied
Sump Pumps—Boiler Rooms and Pool Filter Rooms	Yes	To ensure proper and safe operation of equipment.	1x/month	Mechanical Services	Mechanical Services Supervisor	Vendor Supplied
Unit Ventilators and Fan Coil Units	Yes	To ensure proper and safe operation of equipment.	1x/year	Mechanical Services / On-call contractor	Mechanical Services Supervisor	Yes
Window Mounted Air Conditioners	Yes	To ensure proper and safe operation of equipment.	1x/year	Building Engineer / On-call contractor / Vendor	Mechanical Services Supervisor	Vendor Supplied

Category	SOP (YES/NO)	Purpose	Frequency	Responsibility	Oversight	Inspection Form (YES/NO)
<i>Repair Shop</i>						
CCTV	Yes	To ensure proper and safe operation of equipment.	As needed	EBS	Project Supervisor	Yes
Cleaning	Yes	To ensure safe operation and sanitary environment	1x/day	Principal/Maintenance & Inspections inspector	Project Supervisor	Yes
Doors-Exterior/Interior/Overhead	Yes	To ensure proper and safe operation of equipment.	As needed	EBS	Project Supervisor	Yes
Interior-Inspections/Renovations (minor)	Yes	To ensure proper and safe operation of ceiling, flooring, and minor renovations.	As needed	EBS	Project Supervisor	Yes
Painting/Dry wall	Yes	To protect building occupants from detrimental effects caused by peeling, chipping and cracking paint.	2x/year	EBS	Project Supervisor	Yes
Plumbing/Drain Cleaning (minor)	Yes	To inspect all plumbing fixtures in our schools to ensure they are in good operational order.	2x/year	EBS	Project Supervisor	Yes
Category	SOP (YES/NO)	Purpose	Frequency	Responsibility	Oversight	Inspection Form (YES/NO)
<i>Grounds Shop</i>						
Bleachers (Interior)	Yes	To ensure proper operation and safety of indoor bleacher equipment.	2x/year	On-call contractor	Project Supervisor	Vendor Supplied
Fencing	Yes	To inspect all of the	2x/year	EBS	Project	Yes
Grounds Maintenance	Yes	To inspect all of the trees around our schools and administrative building.	2x/year	EBS	Project Supervisor	Yes
Playgrounds (cleaning/minor repairs)	Yes	To provide information on the condition of playground equipment and playground surfaces.	2x/year	Trainers/Supervisors/Vendor	Project Supervisor	Yes

Category	SOP (YES/NO)	Purpose	Frequency	Responsibility	Oversight	Inspection Form (YES/NO)
<i>Health and Safety</i>						
Animal Removal/Control	Yes	To keep the school environment free of harmful wild, stray or deceased animals.	As needed	Pest control	Project Supervisor	Yes
Fire Extinguishers	Yes	Prevent spread of fire by maintaining safe operation and re-certification.	1x/month re-certify 1x/year	EBS and Vendor	Grounds	Yes
Indoor Air Quality (asbestos/lead/mold/mildew)	No	To provide a clean and healthy environment	TBD	TBD	TBD	TBD
Pest Control	Yes	To establish and maintain a pest free environment.	As needed	Pest Control	Project Supervisor	Yes



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September 5, 2014

Mr. David Lever
Public School Construction Program
200 West Baltimore Street
Baltimore, MD 21201

Re: City Schools Maintenance Metrics and CMP Comments

Dear Mr. Lever,

Please find the MSA's comments on both the City Schools Maintenance Metrics and Comprehensive Maintenance Plan below.

Metrics Comments:

1. There is a discrepancy in the FTE vacancies shown in the metrics and the CMP (pg 19-20). CMP shows current FTE's as 75 while metrics show 91.
2. The square footage per FTE in the metrics (2019) is listed as 86,885. The CMP shows 106,845.
3. For Metric PM4, is 100% a realistic target? I understand the intent but a goal should be an attainable number.
4. For RM2, what is the basis for the improvement goals?
5. For RM3, should the RM3.1 include the open items in the count? I believe this would give a more meaningful percentage.
6. For CMMS2, is there a target for 2014?

General Notes:

1. Formulas for cells should be explained. There are several "#DIV/0!" cells which contain formals but there is no explanation of how they are determined. Most are intuitive but they should be spelled out.
2. Should the complete list of metrics be included even though they are not available for reporting at this time? This would demonstrate a complete understanding of the deferred requirements.

CMP Comments:

1. Submission appears to address most of the missing information from the original submission. The largest missing piece is the BMP template which is in production based off of the Waverly project. (expected completion 10/2014)
2. There is a mention of an accelerated increase in FM&O funding which will provide full financing of the operations in the 5 years. This method provides the best guarantee of sustaining the 10-Year Plan schools and working down the current backlog.
3. pg 4. Item 6. Asset Management. This item mentions having physical inventory for non 10-Year Plan schools completed by 2018. The metrics lists this as being completed by 2015.
4. pg 49. Item 2. I think it's important to note that a commissioning agent will also be used on MSA projects, having the same level of involvement as City School's staff.
5. pg 74. Section E. The CPA#'s in the first column are formatted incorrectly.

Regards,



Gary McGuigan
Senior Vice President

F. BALTIMORE CITY PUBLIC SCHOOLS MAINTENANCE PERFORMANCE METRICS**Background**

The Memorandum of Understanding for the Construction and Revitalization of Baltimore City Public Schools (MOU), dated October 16, 2013, requires that Maintenance Performance Metrics be agreed to between the IAC and City Schools within six months of IAC approval of the CMP. Section D.2. The Maryland Stadium Authority shall comment on the Metrics. The MOU specifies that “*Progress toward attainment of the Metrics shall be a factor considered by the IAC in the review of 10-Year Plan Projects for approval and the recommended approval of future CIP projects....*” MOU Section 11.D.7

It was originally envisioned that the CMP would be approved by the IAC in the winter of 2014 and the Metrics would be effective by June 30th, 2014 so that the annual assessment by the following June 30th would reflect a full year of data (MOU Section 11.D.5). However, as the CMP was required to be substantially revised to meet IAC staff expectations, final approval of the CMP by the Board of School Commissioners has occurred on September 9, 2014 and approval by the IAC is recommended in a separate agenda item for September 11, 2014. In order for the Metrics to be effective in the IAC review of City Schools MSA-Funded projects and FY 2017 CIP projects that will be submitted in the fall of 2015, the Metrics must be developed and approved well before March 11, 2015 (that is, within a timeframe considerably shorter than the six months allowed by the MOU following IAC approval of the CMP). Therefore, the IAC staff requested and City Schools staff agreed to meet weekly over the summer in order to accelerate the definition of the Metrics for submission to the IAC on September 11, 2014.

The MOU establishes the *minimum* Metrics that shall be defined by and reported on by City Schools as part of the STAT process required under MOU Section 13. The Metrics cover four areas:

1. Staffing parameters
2. Work order parameters
3. Inspection parameters
4. Implementation of a CMMS (computerized maintenance management system)

The importance of these Metrics cannot be sufficiently emphasized. Maintenance metrics are used by almost every school system in Maryland to measure performance and to communicate the status of facility maintenance to board of education members, the local government, and the public. Metrics are intended to be complementary to the building-by-building detailed information that is contained in the school system’s building inventory or generated from a facility assessment study, and to the annual maintenance inspections conducted by the Public School Construction Program. The minimum metrics required by the MOU will allow City Schools management to improve staff accountability and performance and to justify the needed budget increases that are proposed for the next nine fiscal years.

As the Computerized Maintenance Management System (CMMS) is procured and implemented in the next year, the capacity of City Schools to measure performance measures related to facility maintenance will increase enormously. Concurrently, as defined in the Comprehensive Maintenance Plan (the CMP, see IAC Section II Agenda Item), City Schools will carry forward

an inventory of its existing assets, will increase its maintenance staff levels, and will begin the process of increasing the maintenance regions to ten from the current three. These measures in combination should lead to a far more detailed and accurate knowledge of daily conditions, which will be reflected in an increase in accuracy and completeness of the Metrics required under the MOU, but also in an expansion of the number of Metrics. We expect that the combined effect of the Metrics and the reforms being instituted through the CMP will result in a visible improvement in the quality of facilities within the five-year timeframe.

Recommendation for Approval

At this time, the Designees recommend approval of the following specific Maintenance Performance Metrics for FY 2015. The attached document provides more information on each Metric.

1. Staffing parameters (Staffing Domain, SD):

- a. Metric SD 1: Fill 20 FM&O vacant positions by June 30, 2015. The vacant positions include both existing positions that have been vacated and new positions that are established in the FY 2015 City Schools Maintenance Budget.
- b. Metric SD 2: Reduce the square footage per FTE to 157,617 square feet. The current square footage per FTE is 181,137; the reduction represents a 13% improvement in this critical factor. This parameter covers maintenance and repair staff, support staff, and management. Since the long-term goal is a reduction of square footage per FTE to 86,885 by FY 2019 (a total reduction of 52%), a 13% reduction in a single fiscal year is a very respectable target.
- c. Metric SD 3: Implement training program and plan evaluation system for Fiscal 2016 implementation. The budget target for FY 2015 is \$10,000 dedicated to training and implementation.

2. Work order parameters. These are divided into two domains, Preventive Maintenance (PM) and Repair Work Orders (RM).

- a. Metric PM 1: Establish six staff positions whose primary work is preventive maintenance. "Primary work" is measured as 75% of working time.
- b. Metric PM 2: Effectively schedule time for preventive maintenance activities. The target is for the actual hours expended on preventive maintenance to match the scheduled hours for preventive maintenance (12,480 hours).
- c. Metric PM 3: Plan and direct contractor resources to preventive maintenance activities. The target is for the actual contractor costs for preventive maintenance to match the scheduled costs for preventive maintenance (\$4 million).
- d. Metric PM 4: Decrease the number of unscheduled and emergency work orders. The emergency and unscheduled work orders will be measured as a percentage of the total work orders accomplished. This is a particularly important metric, since it indicates whether an organization is in an essentially reactive or a proactive relation to its maintenance tasks. A decrease in the percentage of unscheduled and emergency work orders will reflect the influence of three factors: replacement of aged building systems through CIP and Stadium Authority bond investments,

increase of staffing, and improved methods of scheduling, coordination, and communication.

However, it must also be recognized that the current work order baseline of 43,000 will change significantly with the implementation of the new CMMS system and the gradual completion of the asset inventory. Other reforms, including the increase of staffing, the reorganization to bring the Educational Building Supervisors under the authority of the Facilities Maintenance and Operations Department, and the increase of regions from three to ten, will all contribute to an increase in the number of work orders. The total number of work orders depends on how work orders are measured, what is reported, the skill and training of the reporters, and the completeness of the CMMS system.

Since the situation with respect to both the CMMS and the asset inventory is in flux, IAC staff and City Schools staff concur that a new baseline for work orders will be established in the fall of 2015. We understand that the new CMMS system will be operational within six months, but it will still require time to populate it with the asset inventory, which is under development.

- e. Metric RM 1: Improve the average hours to complete emergency and repair work orders. This will be measured by work hours expended divided by the number of work orders for emergency and repair work. The hours expended do not include travel time.
 - f. Metric RM 2: Improve response time to complete emergency and repair work orders. This will be measured by the percentage of total work orders completed in a) 15 days or less and b) 30 days or less, compared to the total number of emergency and repair work orders.
 - g. Metric RM 3: Reduce the percentage of open emergency and repair work orders, as compared to the total number of emergency and repair work orders.
 - h. Metric RM 4: Reduce the average age in days of open emergency and repair work orders. This metric provides an overview of the information in RM 1, RM 2, and RM 3: as hours expended decrease, as response time improves, and as the number of open work orders declines, the average age of these work orders should show improvement.
3. Inspection parameters (Inspections Domain, ID):
 - a. Metric ID 4: Complete City, State and Federal mandated inspections. Detailed records will be required to be submitted to confirm that all required inspections are carried out. Like the work orders, the number and accuracy of the inspections will increase with the implementation of the new CMMS and the completion of the asset inventory.
 4. Computerized Maintenance Management System (CMMS Domain, CMMS):
 - a. Metric CMMS 2: Initiate activities to inventory physical plant assets in buildings that will not be commissioned through the 21st Century Buildings Plan financing. As stated above, this activity has begun and will be completed over several years as the CMMS is implemented.

The balance of the Metrics required under the MOU are a) in development, to be submitted for IAC approval within the next year; b) dependent on implementation of the CMMS system, which is now in procurement with the participation and approval of the Maryland Stadium Authority; or c) dependent on the development of a thorough building inventory, a multi-year task that has been begun by City Schools and will be completed in conjunction with the implementation of the CMMS.

Attachment: Baltimore City Public Schools Maintenance Metrics

Motion:

TO APPROVE THE THIRTEEN BALTIMORE CITY PUBLIC SCHOOLS MAINTENANCE PERFORMANCE METRICS OUTLINED IN THE AGENDA ITEM, IN ACCORDANCE WITH THE TERMS OF THE MEMORANDUM OF UNDERSTANDING FOR THE CONSTRUCTION AND REVITALIZATION OF BALTIMORE CITY PUBLIC SCHOOLS, ON THE UNDERSTANDING THAT THE STAFF OF CITY SCHOOLS SHALL CONTINUE TO WORK WITH THE STAFF OF THE IAC TO DEVELOP ALL METRICS REQUIRED BY THE MOU, AS WELL AS ADDITIONAL REASONABLE AND USEFUL METRICS, AND TO REPORT PERIODICALLY TO THE IAC ON THE STATUS OF THIS TASK.

IAC ACTION: THE ABOVE REFERENCED ITEMS WERE:					
	Approved	Disapproved	Deferred	Abstain	Recuse
Dr. Lillian M. Lowery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Richard Hall	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Alvin Collins	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Thomas Lewis	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Tim Maloney	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

BALTIMORE CITY PUBLIC SCHOOLS

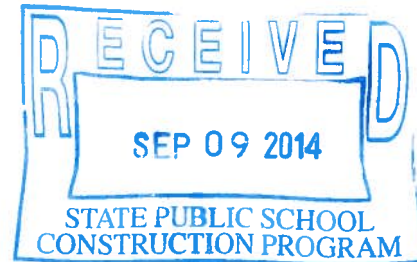
Stephanie Rawlings-Blake
Mayor, City of Baltimore

Shanaysha M. Sauls, Ph.D.
*Chair, Baltimore City Board of
School Commissioners*

Gregory E. Thornton, Ed.D.
Chief Executive Officer

September 4, 2014

Dr. David Lever
Executive Director
Maryland Public School Construction Program
200 W. Baltimore Street
Baltimore, Maryland 21201



Dear Dr. Lever:

Attached please find the Baltimore City Public Schools Metrics for Facilities, Maintenance and Operations (FM&O).

As you will note, these metrics support our mission to successfully manage the maintenance of schools replaced or renovated through 21st Century Buildings Projects or Capital Improvement Projects approved by the Baltimore City Board of School Commissioners and Maryland's Interagency Committee on School Construction (IAC).

These metrics, together with the Comprehensive Maintenance Plan (CMP) and the Computerized Maintenance Management System (CMMS), meet MOU requirements and advance the work of FM&O to maintain the entire portfolio of City Schools' buildings.

Please contact my office if you require any additional information.

Sincerely,


Gregory E. Thornton, Ed.D.
Chief Executive Officer

MOU Metrics

By means of the Memorandum of Understanding for the Construction and Revitalization of Baltimore City Public Schools (MOU), City Schools' is to submit metrics for Facility, Maintenance and Operations (FM&O) for approval by the State of Maryland's Interagency Committee on School Construction (IAC). After approval there is to be an annual report of the accomplishment of the metrics' goals, objectives and targets to the IAC. These will be an indicator for the allocation of funds under the 21st Century Buildings Plan financing and annual Capital Improvement Project requests. Together, the Comprehensive Maintenance Plan (CMP), the Computerized Maintenance Management System (CMMS) and the metrics meet MOU requirements and advance the work of FM&O to maintain the entire portfolio of City Schools' buildings.¹

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

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

Domains are organized by the following:

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

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

Fiscal 2014 Actual Data: Where available these data were used in the development of Fiscal 2015 targets. Actual data for Fiscal 2014 is not available for most of the Preventive Maintenance (PM) metrics. PM activities will begin to increase in Fiscal 2015 because resources will be dedicated to these activities, new processes will be implemented, physical plant assets will be inventoried, and the CMMS will begin to be implemented. As these initiatives are implemented data will increase for Fiscal 2015.

Fiscal 2015 Actual/Baseline: Data will develop as objectives are in process and accomplished this year. Fiscal 2015 data will rise and fall differently from past history due to the implementation of initiatives to improve the organization. One initiative is the implementation of a CMMS. This will require a redesign of many processes, which will affect work flows throughout the system. A second initiative is the inventory of physical plant assets which will increase preventive maintenance work orders and lead to the discovery of deferred repairs to plant and equipment. A third initiative is to raise the

¹ Memorandum of Understanding for the Construction and Revitalization of Baltimore City Public Schools (MOU), Section 11

expectations of staff to discover and log more repair requests. These three initiatives will result in Fiscal 2015 data to be different from historical data.

Fiscal 2015 Targets: These serve as an indicator of progress and accomplishment of the objective. As noted above, new initiatives will challenge FM&O to meet the targets. However, actual Fiscal 2015 baseline data will lead to realistic targets in future years.

Domains, Goals, Objectives and Metrics

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

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

Goals:

- Hire qualified FM&O staff (Objective SD 1).
- Reduce the maintenance burden for each FM&O FTE (Objective SD 2).
- Implement training program (Objective SD 3).
- Plan evaluation metrics and system for Fiscal 2016 (Objective SD 3).

Objective SD 1: Reduce the number of vacancies in FM&O by June 30, 2015.

Metric SD 1: Fill the 5 FM&O vacant and 15 newly created positions by June 30, 2015. The Comprehensive Maintenance Plan, approved by City Schools’ Board of Commissioners on August 12, 2014, contains the hiring and staffing plan on pages 19 and 20.

Cost Center/Job Title: as of 7/8/2014	Vacant	Filled	Total
0754 - MECHANICAL SERVICES	1	3	4
Assistant II - Accounting		1	1
Construction Mechanical Inspector		1	1
Mechanic - Motor Equipment	1		1
Supervisor - School Project		1	1
0784 - FACILITIES - SE CLUSTER 4	6	26	32
Business Manager		1	1
Driver I - Motor Vehicle		1	1
Office Assistant		1	1
Operator I - Vehicle Equipment		1	1
Stationary Boiler Maintenance Worker		4	4
Stationary Engineer - HP	1	5	6
Stationary Engineer I - HVAC	2		2
Stationary Engineer I - Low Pressure	2	7	9
Stationary Engineer II - Low Pressure	1		1
Supervisor - Education Building		1	1
Supervisor - HVAC		1	1
Technician II - HVAC		2	2
Technician III - HVAC		2	2

Per CEO Letter of September 4, 2014

Cost Center/Job Title: as of 7/8/2014	Vacant	Filled	Total
0730 - DIRECTOR FACILITIES	1	5	6
Administrative Assistant I	1		1
Contract Administrator II		1	1
Director - Building Maintenance & Inspections		1	1
Director - Facilities Maint & Operations		1	1
Energy Specialist		1	1
Supervisor - Logistics		1	1
0752 - REPAIR SHOP	9	46	55
Building Maintenance Worker I		8	8
Building Maintenance Worker II		6	6
Building Repairer	8	8	16
Carpenter I		1	1
Glazier		1	1
Laborer		1	1
Locksmith		3	3
Maintenance Coordinator		1	1
Painter I		5	5
Painter II		1	1
Pipefitter I		2	2
Pipefitter II		2	2
Plumber	1		1
Secretary		1	1
Storekeeper I		1	1
Supervisor - Education Building		3	3
Supervisor - Stores		1	1
Welder		1	1
0753 - CONTRACT MAINTENANCE	3	11	14
Manager - Contract Building Maintenance		1	1
Manager - Facilities Construction Projects	2		2
Mechanic II - Electrical	1	2	3
Secretary		1	1
Supervisor - Education Building		1	1
Supervisor - School Project		6	6
Grand Total	20	91	111

Objective SD 2: Reduce the square footage per FTE to 157,617 square feet. The Comprehensive Maintenance Plan, approved by City Schools’ Board of Commissioners on August 12, 2014, projects a square footage per FTE of 86,885 by Fiscal 2019.

Metric SD 2:

Fiscal 2015 Year Plan: Facility and Maintenance			
Increase FM&O Staffing	FY2013	FY2014	FY2015
	FTEs	FTEs	FTEs
Maintenance and Repairs	77	77	86
Support	15	15	16
Management	6	6	8
Total FTEs	98	98	110
FTE increase			12
Square footage per FTE			
Maintenance and repairs	230,538	225,715	201,604
Total staff	181,137	177,348	157,617 <Target

Objective SD 3: Implement training program and plan evaluation system for Fiscal 2016 implementation.

Metric SD 3:

Staff Development	FY2013	FY2014	FY2015
Training			\$ 10,000
Accountability: Facility Stat Measures Added to Employee Evaluations			Plan

<Targets

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

Preventive Maintenance Goal Overview (PM): Counteract the reactive response by FM&O to emergencies and repairs by increasing scheduled preventive maintenance. It is important to note that as new and renovated buildings become available life-cycle equipment will require time to calibrate to standard operation; therefore, work orders will increase for a period of time.

Goals:

- Reduce the number of unscheduled and emergency work orders leading to the reduction of lost instructional time (Objective PM 4).
- Increase planned and scheduled preventive maintenance (Objective PM 2).
- Establish preventive maintenance baseline measures in FY15.
- Establish preventive maintenance targets for FY15.
- Actual preventive maintenance measures to meet or exceed FY15.

Objective PM 1: Establish staff whose primary work is preventive maintenance. An FTE is one who spends 75% or more of their time on preventive maintenance activities.

Metrics PM 1:

	Measure Name	Category	FY14 Actual	FY15 Actual/Baseline	FY15 Target
PM 1.1	Number of FTEs planned for preventive maintenance	Input	0	6	
PM 1.2	Number of FTEs actually performing preventive maintenance	Output	0		
PM 1.3	Percentage of FTEs performing preventive maintenance: Plan vs. Actual	Outcome		0%	100%

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

Metrics PM 2:

PM 2.1	Total number of preventive maintenance labor hours scheduled	Input		12,480	
PM 2.2	Total number of preventive maintenance actual labor hours	Output			
PM 2.3	Percentage of actual preventive maintenance labor hours scheduled	Outcome	#DIV/0!	0%	100%

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

Metrics PM 3:

PM 3.1	Total contractor costs planned for preventive maintenance	Input		\$ 4,000,000	
PM 3.2	Actual contractor costs for preventive maintenance	Output			
PM 3.3	Percentage of contractor preventive maintenance costs planned	Outcome	#DIV/0!	0%	90%

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

Metrics PM 4:

	Measure Name	Category	FY14 Actual	FY15 Actual/Baseline	FY15 Target
PM 4.1	Total number of work orders completed	Output	46,189	43,000	
PM 4.2	Total number of unscheduled work orders completed	Output	22,005		
PM 4.3	Percentage of unscheduled work orders completed	Outcome	48%	0%	100%

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

Goals:

- Efficient response to emergencies and repairs (Objective RM 1).
- Timely response to emergencies and repairs (Objective RM 2).
- Establish emergency and repair work order baseline measures in FY15.
- Establish emergency and repair work order completion targets for FY15.
- Actual emergency and repair measures to meet or exceed FY15 targets.

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

Metrics RM 1:

Per CEO Letter of September 4, 2014

	Measure Name	Category	FY14 Actual	FY15 Actual/Baseline	FY15 Target
RM 1.1	Total number of completed emergency and repair orders	Input	46,189		
RM 1.2	Total number of labor hours to complete emergency and repair orders	Output	127,994		
RM 1.3	Average hours to complete emergency and repair work orders	Outcome	2.8	#DIV/0!	2.30

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

Metrics RM 2:

	Measure Name	Category	FY14 Actual	FY15 Actual/Baseline	FY15 Target
RM 2.1	Total number of completed emergency and repair orders	Input	46,189		
RM 2.2	Total number of emergency and repair orders completed in 15 days or less	Output	33,990		
RM 2.3	Total number of emergency and repair orders completed in greater than 15 days and less than 30 days	Output	4,079		
RM 2.4	Total number of emergency and repair orders completed in 30 days or less	Output	38,069		
RM 2.5	Percentage of emergency and repair orders completed in 15 days or less	Outcome	74%	#DIV/0!	76%
RM 2.6	Percentage of emergency and repair orders completed in greater than 15 days and less than 30 days	Outcome	9%	#DIV/0!	12%
RM 2.7	Percentage of emergency and repair orders completed in 30 days or less	Outcome	82%	#DIV/0!	88%

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

Metrics RM 3:

	Measure Name	Category	FY14 Actual	FY15 Actual/Baseline	FY15 Target
RM 3.1	Total number of completed emergency and repair orders	Input	46,189		
RM 3.2	Total number of open emergency and repair orders	Input	2,332		
RM 3.3	Percentage of open emergency and repair orders	Outcome	5%	#DIV/0!	3%

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

Metrics RM 4:

	Measure Name	Category	FY14 Actual	FY15 Actual/Baseline	FY15 Target
RM 4.1	Total number of open emergency and repair orders	Input	2,332		
RM 4.2	Total age in days of open emergency and repair orders	Output	382,979		
RM 4.3	Average age in days of open emergency and repair orders	Outcome	164.23	#DIV/0!	125.00

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

Goal:

- Complete City, State and Federal mandated inspections.

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

Metrics ID 4:

Per CEO Letter of September 4, 2014

	Maintenance Category	Mandate	Sites	Size	Unit	Contractor Costs	Responsible	Target	Period
IM 1.1	Roofs	PSCP	177	9,167,380	square feet	\$ 200,000	Bill Nelson	2	Year
IM 1.2	Sprinklers/Pumps	PSCP	108	108	each	\$ 88,000	Mike Rozier	2	Year
IM 1.3	Elevators	PSCP	130	172	each	\$ 432,000	Christine Bradshaw	1	Monthly
IM 1.4	Elevators	PSCP	130	172	each		Christine Bradshaw	1	Year
IM 1.5	Bleachers	PSCP	30	90	sections	\$ 50,000	Mike Rozier	2	Year
IM 1.6	Hood Suppression	PSCP	118	118	each	\$ 40,000	Christine Bradshaw	2	Year
IM 1.7	Operable Walls	PSCP	38	38	each	\$ 8,000	Orville White	1	Year
IM 1.8	Fire Alarms	City Fire /COMAR	167		each	\$ 150,000	Terry Knight	2	Year
IM 1.9	Cleaning Inspections	BCPS	186	186	each		Tim Ballard	4	Year
IM 1.10	Boilers	City Risk	93	204	each		Al Jenkins	2	Year
IM 1.11	Cooling Equipment	BCPS	40	68	each				
IM 1.12	Generators	PSCP	81	82	each	\$ 65,000	Orville White	2	Year
IM 1.13	Emergency Lights	PSCP	62		each	\$ 25,000	Orville White	2	Year
IM 1.14	Fire Extinguishers	City Fire /COMAR							
IM 1.15	Electrical Systems	PSCP							

*Public School Construction Program

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

Goals:

- Implement a CMMS in schools buildings replaced or renovated with the 21st Century Buildings Plan financing and in school buildings that are not renovated with this financing. The implementation will be rolling over a period of time as building maintenance plans are developed and physical plant assets are identified for preventive maintenance schedules (Objective CMMS 2).
- Reduce the number of unscheduled and emergency work orders leading to the reduction of loss instructional time (Objective CMMS 1).
- Increase planned and scheduled preventive maintenance (CMMS 1).
- Create a deferred maintenance backlog (Objective CMMS 3).
- Establish preventive maintenance baseline measures in FY15.
- Establish preventive maintenance targets for FY15.

Objective CMMS 1:

Plan, schedule and complete preventive maintenance work orders.

Metrics CMMS 1: Presently there are no data for these metrics. Data will become available as the CMMS is implemented across schools. An implementation timeline will be developed when a vendor is selected.

	Measure Name	Category	FY14 Actual	FY15 Actual/Baseline	FY15 Target
CMMS 1.1	Total number of preventive maintenance work orders scheduled	Input			
CMMS 1.2	Total number of scheduled preventive maintenance work orders completed	Output			
CMMS 1.3	Total number of preventive maintenance work orders completed	Output			
CMMS 1.4	Percentage of preventive maintenance work orders scheduled	Outcome	#DIV/0!	#DIV/0!	
CMMS 1.5	Percentage of scheduled preventive maintenance work orders completed	Outcome	#DIV/0!	#DIV/0!	NA

Objective CMMS 2:

Initiate activities to inventory physical plant assets in buildings that will not commissioned through the 21st Century Buildings Plan financing. This objective is in process to acquire inventory asset services. As the CMMS system is implemented the asset inventory data will integrate into the CMMS.

Metrics CMMS 2: The CMMS will be a rolling implementation over a period to be determined by the RFP process; therefore, data will develop over this schedule.

	Measure Name	Category	FY14 Actual	FY15 Actual/Baseline	FY15 Target
CMMS 2.1	Total number of major building assets planned to be inventoried(systems x schools)	Input			
CMMS 2.2	Total number of actual major building systems inventoried(sytems x schools)	Output			
CMMS 2.3	Percentage of plan completed of major building systems inventoried	Outcome	#DIV/0!	#DIV/0!	100%

Objective CMMS 3:

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

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

CMMS 3 Create a deferred maintenance backlog for all schools where the CMMS is implemented.					
	Measure Name	Category	FY14 Actual	FY15 Actual/Baseline	FY15 Target
CMMS 3.1	Total number of CMMS work orders identified as deffered maintenance	Input			
CMMS 3.2	Total physical plant value	Input			
CMMS 3.3	Percentage of scheduled preventive maintenance work orders completed	Outcome	#DIV/0!	#DIV/0!	100%



Martin O'Malley
Governor

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Executive Director

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September 5, 2014

Mr. David Lever
Public School Construction Program
200 West Baltimore Street
Baltimore, MD 21201

Re: City Schools Maintenance Metrics and CMP Comments

Dear Mr. Lever,

Please find the MSA's comments on both the City Schools Maintenance Metrics and Comprehensive Maintenance Plan below.

Metrics Comments:

1. There is a discrepancy in the FTE vacancies shown in the metrics and the CMP (pg 19-20). CMP shows current FTE's as 75 while metrics show 91.
2. The square footage per FTE in the metrics (2019) is listed as 86,885. The CMP shows 106,845.
3. For Metric PM4, is 100% a realistic target? I understand the intent but a goal should be an attainable number.
4. For RM2, what is the basis for the improvement goals?
5. For RM3, should the RM3.1 include the open items in the count? I believe this would give a more meaningful percentage.
6. For CMMS2, is there a target for 2014?

General Notes:

1. Formulas for cells should be explained. There are several "#DIV/0!" cells which contain formals but there is no explanation of how they are determined. Most are intuitive but they should be spelled out.
2. Should the complete list of metrics be included even though they are not available for reporting at this time? This would demonstrate a complete understanding of the deferred requirements.

CMP Comments:

1. Submission appears to address most of the missing information from the original submission. The largest missing piece is the BMP template which is in production based off of the Waverly project. (expected completion 10/2014)
2. There is a mention of an accelerated increase in FM&O funding which will provide full financing of the operations in the 5 years. This method provides the best guarantee of sustaining the 10-Year Plan schools and working down the current backlog.
3. pg 4. Item 6. Asset Management. This item mentions having physical inventory for non 10-Year Plan schools completed by 2018. The metrics lists this as being completed by 2015.
4. pg 49. Item 2. I think it's important to note that a commissioning agent will also be used on MSA projects, having the same level of involvement as City School's staff.
5. pg 74. Section E. The CPA#'s in the first column are formatted incorrectly.

Regards,



Gary McGuigan
Senior Vice President

DRAFT 8/20

G. BALTIMORE CITY PUBLIC SCHOOLS - UTILIZATION PLAN

Summary

The Memorandum of Understanding for the Construction and Revitalization of Baltimore City Public Schools (MOU), dated October 16, 2013, requires the Baltimore City Board of School Commissioners (BOC) to establish both a final Utilization Rate target to be met upon completion of the 10-Year Plan Projects, as well as intermediate Utilization Rate targets, and requires the IAC to approve these targets. On February 20, 2014 the IAC approved the Utilization Rate targets of 80% for school year 2015-16 and 86% for school year 2019-2020. Current utilization is 78%.

However, the MOU also requires that the components that determine how the Utilizations Rates are calculated and tracked must still be agreed upon by the IAC and City Schools in the form of a Utilization Plan. In addition, the Utilization Plan must also provide definitions of adjacent schools that are specific to the unique circumstances of Baltimore City. The Utilization Plan has been incorporated into the City’s Comprehensive Educational Facility Master Plan (CEFMP). The CEFMP was approved by the Board of School Commissioners on May 27, 2014.

The Designees recommend approval of the City Schools Utilization Plan. The Utilization Plan addresses criteria used as a means of calculating Utilization Rates such as enrollment projections and State Rated Capacity. Methodologies for the calculation of swing space and for determining adjacent schools were also developed for use in determining capacity. A summary of the Plan’s specific requirements are included below under the Recommendations section of the staff Report.

Attachment: Baltimore City Public Schools 2014 *Comprehensive Educational Facilities Master Plan and Utilization Plan*, approved by the Board of School Commissioners on June 19, 2014 and submitted to the IAC on July 1, 2014

Motion:

TO APPROVE THE BALTIMORE CITY PUBLIC SCHOOLS UTILIZATION PLAN SUBMITTED JULY 1 2014, IN ACCORDANCE WITH THE TERMS OF THE MEMORANDUM OF UNDERSTANDING FOR THE CONSTRUCTION AND REVITALIZATION OF BALTIMORE CITY PUBLIC SCHOOLS.

IAC ACTION: THE ABOVE REFERENCED ITEMS WERE:					
	Approved	Disapproved	Deferred	Abstain	Recuse
Dr. Lillian M. Lowery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Richard Hall	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Alvin Collins	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Thomas Lewis	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Tim Maloney	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**BALTIMORE CITY PUBLIC SCHOOLS UTILIZATION PLAN
REPORT TO THE IAC
September 11, 2014**

I. Background of the Utilization Plan

When the General Assembly approved the issuance of up to \$1.1 billion in Maryland Stadium Authority bond proceeds for the replacement and renovation of school buildings in Baltimore City, it placed a high level of emphasis on increasing the average utilization of its buildings. The Baltimore City Public Schools Construction and Revitalization Act of 2013 (Chapter 647, Laws of 2013) mandates that the Memorandum of Understanding (MOU) among City Schools, the Maryland Stadium Authority, the City of Baltimore, and the Interagency Committee on School Construction include “a plan developed by the Baltimore City Board of School Commissioners and approved by the Interagency Committee on School Construction providing for minimum school utilization standards.” The MOU also emphasizes this concern: “A primary goal of the 10-Year Plan is to increase the average Utilization Rate of School Buildings upon completion of the 10-Year Plan Projects and the closing and surplus of existing School Buildings.” MOU Section 12.A.1. The MOU specifies that the BOC shall establish system-wide Utilization Targets and identify the factors that will be included in calculation of the utilization targets.

II. Requirements of the MOU

General Provisions

Section 12.A.2 of the MOU states:

The School Board (Baltimore City) will establish both a final Utilization Rate target to be met upon completion of the 10-Year Plan Projects, as well as intermediate Utilization Rate targets to be met at intervals to be agreed upon by the Parties by December 31, 2013.

Utilization Plan

Section 12.B.1 of the MOU states:

City Schools and the IAC shall jointly agree on the following:

- a. The factors that will be included in the annual calculation of the Utilization Rate.*
- b. Utilization Rate shall be calculated annually in two (2) ways: (i) including Swing Space; and (ii) excluding Swing Space.*
- c. A methodology for designating certain schools as “adjacent” to a School Building submitted for IAC Approval under the 10-Year Plan or CIP.*

III. IAC Staff Recommendation

The Designees believe that the Utilization Plan submitted on July 1, 2014 meets the requirements of the MOU and agrees with the methods to be used in determining utilization, and therefore recommend that the Plan be approved by the IAC.

Summary of the Utilization Plan’s Key Provisions

City Schools incorporated the Utilization Plan into the CEPMP which was adopted by the Board of School Commissioners in May 2014.

The Utilization Plan includes:

- Factors used in the annual calculation of the Utilization rate.
- Calculation of Utilization rates annually in two (2) ways: including swing space and excluding swing space used to temporarily house students during construction.
- A methodology for designating certain schools as adjacent.

Calculation of the Utilization Rate

The District-wide utilization is calculated by dividing the sum of the September 30th full time equivalency (FTE) students attending schools in City school buildings by the sum of the State Rated Capacity (SRC) of those buildings.

To measure the impact of the 21st Century Buildings Plan (the 10-Year Plan) and track progress towards the Utilization Rate targets, enrollment projections are used to estimate both building and district-wide utilization. To calculate projected Utilization Rates, facility level enrollment projections were used that factor in 21st Century Buildings Plan decisions and strategic student allocations to account for program closures in future years.

To estimate projected capacity, SRCs from April 2014 were used as the base capacity for each building. The base capacities will be used until the projected completion date of the construction project. The post construction building capacity is established by applying a factor of 1.16 to the projected building enrollment in the year following the estimated completion date of that project, which establishes a building utilization of 86% for the first year after construction (in agreement with the approved system-wide Utilization Rate target). If a feasibility study has been completed for a building the post-construction capacity included in the study is used in the calculation. If a program is planned for a grade expansion, the capacity is established by applying the factor of 1.16 for the first year the school has a complete set of students. If the building or site does not allow for an addition or reduction, the base capacity is carried forward. Two years of construction is assumed for all projects.

Assumptions Made in the Calculation of Utilization Rates Including Swing Space and Excluding Swing Space

The MOU requires City Schools to report projected district wide Utilization Rates including and excluding swing space. The 21st Century Plan will require City Schools to utilize swing space locations during construction. Swing spaces may include, but are not limited to, previously vacated buildings, trailers on the existing site or co-locations with existing programs.

The following assumptions were used to calculate swing space:

- Vacated buildings remain in City Schools portfolio until the last year they are used to house students. The base SRC is used until the building is removed from the portfolio.
- If a program is in a swing space during the construction of the program's building, the entire capacity of the swing space building is used, and the capacity of the home building is not counted in the calculation.
- If students are in trailers during the construction period of their school, the anticipated post-construction capacity figure is used for the two year construction period.

- The projected calculation without swing space assumes that once a building is no longer planned to house students on a permanent basis, it is removed from City Schools building portfolio.

Adjacent Schools Definitions

The diverse Baltimore City's Schools portfolio offerings provide a wide array of school programs types and usages, which present complexities in determining adjacencies. The IAC's existing definitions of adjacent schools is based on traditional school types and on attendance zones. (Administrative Procedures Guide – Capital Improvements Program, Section 102.4.B.7.) City Schools offer 183 programs, which represent a variety of grade configurations and include charter schools, specialized programs, and Choice schools, all of which offers challenges to identifying adjacent schools based on the IAC definition.

City Schools intends to follow the IAC's definition of adjacent schools for Elementary, Elementary/Middle, and Prek-8 schools, which have attendance zones. For Secondary Schools (Middle, Middle/High, Transformation and High) additional or alternative methods for determining adjacencies are proposed. The key differences between the City Schools and the IAC definitions of adjacent schools factors are:

Middle, Middle/High, Transformation Schools: Use the IAC definitions or the following:

- Is of the same type; Middle, Transformation Middle, Alternative Middle.
- Is within the same quadrant area as the subject school. OR
- Is within a quadrant area that is not the same as the subject school but can be readily accessed for purposes of redistricting OR
- Forms part of a larger redistricting plan, i.e. houses students who will be sent to a school adjacent to either subject school when the capacity of the subject school becomes available
- City Schools' Choice Program gives priority to rising 5th graders for middle schools in their home quadrant. Special attention should be given to the following factors:
 - i. School type
 - ii. Distance

High Schools: Use the following:

- Is of the same type with consideration to special programs or entrance policies, including entrance criteria, CTE special alternative education.
- Attendance areas do not apply as all secondary schools are choice schools.

H. BALTIMORE COUNTY PUBLIC SCHOOLS: WAIVERS OF EMERGENCY SHELTER REQUIREMENT FOR WESTCHESTER ELEMENTARY AND SPARKS ELEMENTARY ADDITION PROJECTS

Background

IAC Regulation requires that for all school construction projects that include replacing or upgrading the electrical system, local officials shall consult with the Maryland Emergency Management Agency (MEMA) to determine the areas of the school that may be designated for public shelter use in the event of a federal, state, or local emergency. COMAR 23.03.02.29. On April 17, 2014, the IAC approved final Procedures that implement the requirements of the regulation.

Baltimore County Public Schools (BCPS) has been approved for two classroom addition projects in the Capital Improvement Program: Sparks Elementary was approved for planning in FY 2014 and for funding in FY 2015, and Westchester Elementary was approved for planning and for partial funding in FY 2015. Baltimore County Public Schools officials made contact with MEMA as required, and for each school received a determination of the areas that would be used for emergency sheltering purposes in the event of an emergency. These areas were in the existing facility rather than in the classroom additions, which because of their configuration as classrooms do not lend themselves to sheltering requirements.

On further analysis at the request of BCPS, MEMA and DHR have determined that providing full power capacity in areas outside of the approved scope of work will, in these two instances, be an unreasonable extension of the Emergency Shelter Requirement. The Requirement applied to the existing areas would increase the two projects substantially beyond the scopes approved by the Board of Public Works and supported by the local government, including a cascade of code-compliance measures that would not otherwise have been required. The Emergency Shelter Requirement does not apply to the classroom additions at the two schools.

Recommendation for Waiver

The IAC has the authority to waive regulatory requirements if the waiver is not inconsistent with State statutes and if a) “application of the regulation in a specific case or in an emergency situation would be inequitable or contrary to the purpose of State law;” and b) the Office of the Attorney General approves the waiver for form and legal sufficiency. COMAR 23.03.02.27.

The Designees recommend that the IAC waive the Emergency Shelter Requirement for the Sparks Elementary and the Westchester Elementary addition projects. The request for waiver has been approved for legal sufficiency by the Office of the Attorney General.

Motion:

TO APPROVE WAIVERS OF THE EMERGENCY SHELTER REQUIREMENT FOR THE SPARKS ELEMENTARY SCHOOL ADDITION PROJECT PSC #03.117.15 AND THE WESTCHESTER ELEMENTARY ADDITION PROJECT PSC #03.130.15 IN BALTIMORE COUNTY IN ACCORDANCE WITH COMAR 23.03.02.27, ON THE BASIS THAT THE REQUIREMENT APPLIED OUTSIDE OF THE AREA OF THE ADDITIONS WOULD REPRESENT SUBSTANTIAL EXPANSIONS OF THE APPROVED SCOPES, AND THAT THE ADDITIONS THEMSELVES ARE NOT SUBJECT TO THE REQUIREMENT.

IAC ACTION: THE ABOVE REFERENCED ITEMS WERE:	Approved	Disapproved	Deferred	Abstain	Recuse
Dr. Lillian M. Lowery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Richard Hall	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Alvin Collins	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Thomas Lewis	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Tim Maloney	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

= ST. MARY'S COUNTY SECURITY INITIATIVE (SI) FY 2014 CONTRACT AWARD AND REIMBURSEMENT EXTENSION REQUESTS

St. Mary's County Public Schools (SMCPS) requests a one-month extension to the June 30, 2014 contract award deadline, as well as a one-month extension to the December 1, 2014 reimbursement deadline for the following Door Hardware projects approved in the FY 2014 SI:

- Leonardtown High (PSC #18.004.14 SI)
- Leonardtown Middle (PSC #18.001.14 SI)
- Esperanza Middle (PSC #18.010.14 SI)
- George Washington Carver Elementary (PSC #18.032.14 SI)
- Evergreen Elementary (PSC #18.031.14 SI)
- Lexington Park Elementary (PSC #18.021.14 SI)

St. Mary's County Public Schools request a one-month extension to the December 1, 2014 reimbursement deadline only for the following projects approved in the FY 2014 SI:

- Chopticon High (PSC #18.019.14 SI)
- Mechanicsville Elementary (PSC #18.014.14 SI)

The Board of Education of St. Mary's County (Board) was scheduled to approve the unit price contract that will be utilized for the remaining security initiative projects in June 2015, however, the agenda item was postponed to July 15, 2014. The Board approved the contract at their meeting on July 15, 2014.

The Designees recommend granting a one-month extension to the SI contract award and/or reimbursement deadline for six door hardware projects, and a one-month extension to the reimbursement deadline only for two projects, in order to allow SMCPS time to complete the projects and execute the requisite documentation, so that the projects will be eligible for reimbursement at completion.

Motion:

TO APPROVE A ONE-MONTH EXTENSION FOR ST. MARY'S COUNTY PUBLIC SCHOOLS TO THE CONTRACT AWARD DEADLINE AND THE REIMBURSEMENT DEADLINE FOR SIX DOOR HARDWARE PROJECTS APPROVED IN THE FY 2014 SECURITY INITIATIVE, AND TO APPROVE A ONE-MONTH EXTENSION TO THE REIMBURSEMENT DEADLINE FOR TWO PROJECTS APPROVED IN THE FY 2014 SECURITY INITIATIVE.

IAC ACTION: THE ABOVE REFERENCED ITEMS WERE:						
	Approved	Disapproved	Deferred	Abstain	Recuse	
Dr. Lillian M. Lowery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Mr. Richard Hall	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Mr. Alvin Collins	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Mr. Thomas Lewis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Mr. Tim Maloney	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

> CAPITAL IMPROVEMENT PROGRAM: AMENDMENTS TO THE FISCAL YEAR 2014 CIP, ST. MARY'S COUNTY PUBLIC SCHOOLS

St. Mary's County Public Schools requests an amendment to fourteen (14) Energy Efficiency Initiative projects as follows in the chart below.

FY 2014 CIP Priority	Project Name	PSC Number	FY 2014 CIP – EEI State Allocation	Adjusted State Allocation Based on Contract Award	Total Allocation Adjustment Required
3	Chopticon High	18.019.13EEI SR	78,000	76,000	(2,000)
6	Margaret Brent Middle	18.009.13EEI SR	59,000	76,000	17,000
7	Benjamin Banneker Elementary	18.005.13EEI SR	55,000	50,000	(5,000)
8	Loveville Building (Benjamin Banneker Elementary)	18.018.13EEI SR	24,000	23,000	(1,000)
10	Piney Point Elementary	18.027.13EEI SR	27,000	17,000	(10,000)
11	Green Holly Elementary	18.022.13EEI SR	43,000	40,000	(3,000)
13	Lexington Park Elementary	18.021.13EEI SR	31,000	34,000	3,000
14	Lettie Marshall Dent Elementary	18.017.13EEI SR	22,000	15,000	(7,000)
15	Park Hall Elementary	18.029.13EEI SR	24,000	23,000	(1,000)
16	Esperanza Middle	18.010.13EEI SR	24,000	18,000	(6,000)
17	Spring Ridge Middle	18.002.13EEI SR	31,000	16,000	(15,000)
18	Hollywood Elementary	18.026.13EEI SR	33,000	30,000	(3,000)
19	George Washington Carver Elementary	18.032.13EEI SR	41,000	42,000	1,000
21	Leonardtown Elementary	18.008.13EEI SR	47,000	46,000	(1,000)
		Totals	\$539,000	\$506,000	\$33,000

Note:

When the 14 FY 2013 EEI project contract approvals were approved by the Board of Education on April 30, 2014 in St. Mary's County, the costs were found to be higher on three (3) projects and lower on 11 projects than the original estimates submitted to the State. Realignment of the funding will allow the LEA to complete the 14 projects approved in the FY 2014 CIP. The balance of \$33,000 will be reserved in the Statewide Contingency Account for St. Mary's County.

Motion:

TO APPROVE THE ALLOCATION ADJUSTMENTS SHOWN ABOVE FOR THE ST. MARY'S COUNTY PUBLIC SCHOOLS FY 2013 CIP ENERGY EFFICIENCY INITIATIVE FUNDING, APPROVING AN AMENDMENT TO INCREASE OR DECREASE THE FY 2014 CIP ALLOCATIONS AS NOTED FOR PRIORITIES #3, #6 - #8, #10, #11, #13 - #19, AND #21 AND THE TRANSFER OF \$33,000 TO THE FY 2013 ENERGY EFFICIENCY INITIATIVE STATEWIDE CONTINGENCY ACCOUNT RESERVED FOR ST. MARY'S COUNTY, TO BE APPLIED ONLY TO ENERGY EFFICIENCY PROJECTS THAT WERE ELIGIBLE IN THE FY 2014 CIP.

IAC ACTION: THE ABOVE REFERENCED ITEMS WERE:					
	Approved	Disapproved	Deferred	Abstain	Recuse
Dr. Lillian M. Lowery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Richard Hall	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Alvin Collins	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Thomas Lewis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Tim Maloney	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

> **HOWARD COUNTY AGING SCHOOLS PROGRAM (ASP) FY 2014 CONTRACT AWARD AND REIMBURSEMENT EXTENSION REQUESTS**

Howard County Public Schools (HCPS) has requested a one month extension to the June 30, 2014 contract award deadline and a five month extension to the December 1, 2014 reimbursement deadline for Restroom Renovations at Oakland Mills High School PSC #13.002.12/14 SA/ASP. The LEA stated that after the project solicitation documents were released for bid, potential bidders raised questions which required revisions of the drawings and postponement of the bid opening date from June 17, 2014 to June 26, 2014. If this extension is granted the project is expected to be complete by April 30, 2015.

Given this delay, the Designees recommend granting the extensions in order to allow HCPS additional time to complete the project, execute the requisite procurement documentation, and ensure that the request for reimbursement is submitted by the extended deadline.

Motion:

TO APPROVE AN EXTENSION OF ONE MONTH TO THE CONTRACT AWARD DEADLINE AND AN EXTENSION OF FIVE MONTHS TO THE REIMBURSEMENT DEADLINE FOR THE OAKLAND MILLS HIGH SCHOOL PSC #13.002.12/14 SA/ASP FOR RESTROOM RENOVATIONS, SO THAT THE PROJECT WILL BE COMPLETED AND WILL BE ELIGIBLE FOR REIMBURSEMENT TO HOWARD COUNTY PUBLIC SCHOOLS FROM THE FY 2014 AGING SCHOOLS PROGRAM.

IAC ACTION: THE ABOVE REFERENCED ITEMS WERE:					
	Approved	Disapproved	Deferred	Abstain	Recuse
Dr. Lillian M. Lowery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Richard Hall	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Alvin Collins	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Thomas Lewis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Tim Maloney	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

? . FREDERICK COUNTY AGING SCHOOLS PROGRAM (ASP) FY 2014 REIMBURSEMENT EXTENSION REQUESTS

Frederick County Public Schools (FCPS) has requested a one year extension to the December 1, 2014 reimbursement deadline for the Roof Replacement at Woodsboro Elementary School PSC #10.014.14 ASP. The LEA stated that the contractor will not be able to receive delivery of the polyisocyanurate insulation material within the timeframe required to complete the project before staff and students return for the fall semester. The delivery delay is a result of high demand on the factory and transportation availability. The project includes repair of insulation and EPDM rubber covering on exposed ductwork on one of the roof sections; this rubber duct wrap can be performed this summer and will stop some of the current water leaks into the building. The roof replacement will be completed during the summer of 2015.

Given the delay in receipt of the materials, the Designees recommend granting the extension in order to allow FCPS additional time to properly complete the project, execute the requisite documentation, and ensure that the request for reimbursement is submitted by the extended deadline.

Motion:

TO APPROVE AN EXTENSION OF ONE YEAR TO THE REIMBURSEMENT DEADLINE FOR THE WOODSBORO ELEMENTARY SCHOOL PSC #10.014.14 ASP FOR ROOF REPLACEMENT, SO THAT THE PROJECT WILL BE COMPLETED AND WILL BE ELIGIBLE FOR REIMBURSEMENT TO FREDERICK COUNTY PUBLIC SCHOOLS FROM THE FY 2014 AGING SCHOOLS PROGRAM.

IAC ACTION: THE ABOVE REFERENCED ITEMS WERE:						
	Approved	Disapproved	Deferred	Abstain	Recuse	
Dr. Lillian M. Lowery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Mr. Richard Hall	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Mr. Alvin Collins	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Mr. Thomas Lewis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Mr. Tim Maloney	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

L. CAPITAL IMPROVEMENT PROGRAM: AMENDMENT TO THE FISCAL YEAR 2015 CIP, WICOMICO COUNTY

The Capital Budget of 2014 (SB 171 - Chapter 463 of the Laws of Maryland) specifies that any school construction funds provided for an approved project in the Capital Improvement Program (CIP) that are not spent for the project may, within two years at the option of the Local Education Agency (LEA), be applied to another eligible project in the LEA's FY 2015 CIP or be held in reserve for an eligible project in the LEA's FY 2016 CIP, in addition to new FY 2016 CIP funds allocated to the LEA.

In a letter dated June 18, 2014, Wicomico County Public Schools requested an amendment to the FY 2015 CIP for the Wicomico Middle – HVAC project (priority #5). This project was assigned a "B" status due to fiscal constraints. The LEA has indicated that the HVAC project is even more critical due to the failure of the unit that serves the cafeteria which needs to be replaced before school starts at the end of August. Approval of an amendment to the FY 2015 CIP by the Board of Public Works, will allow the HVAC replacement to proceed as a State-funded project this summer. The LEA requests that the \$55,720 held in the reserve contingency account for Wicomico County be used to partially fund this project.

The Designees recommend that the Interagency Committee on School Construction recommend approval of partial funding for the project as an amendment to the FY 2015 CIP. If approved, the project funding will increase from \$0 to \$55,720 and the balance of State funds due for this project will be decreased from \$1,784,000 to \$1,728,280.

Motion:

TO RECOMMEND TO THE BOARD OF PUBLIC WORKS APPROVAL OF AN AMENDMENT TO THE FY 2015 CAPITAL IMPROVEMENT PROGRAM FOR WICOMICO COUNTY PUBLIC SCHOOLS FOR THE WICOMICO MIDDLE SCHOOL PSC # 22.015.15 SR HVAC PROJECT, AND TO APPROVE THE TRANSFER OF \$55,720 FROM THE FY 2015 STATEWIDE CONTINGENCY ACCOUNT RESERVED FOR WICOMICO COUNTY PUBLIC SCHOOLS IN ORDER TO ESTABLISH A PARTIAL ALLOCATION FOR THE PROJECT IN THAT AMOUNT.

IAC ACTION: THE ABOVE REFERENCED ITEMS WERE:						
	Approved	Disapproved	Deferred	Abstain	Recuse	
Dr. Lillian M. Lowery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Mr. Richard Hall	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Mr. Alvin Collins	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Mr. Thomas Lewis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Mr. Tim Maloney	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

**MOTION 7 CAPITAL IMPROVEMENT PROGRAM: AMENDMENT TO THE FISCAL YEAR 2014 CIP,
SOMERSET COUNTY**

J. M. Tawes School was approved for funding as part of the Energy Efficiency Initiative (EEI) as a lighting replacement project in the FY 2014 Capital Improvement Program (PSC #19.003.13 EEI). In a letter dated April 16, 2014 the local education agency requested rescission of the EEI project. The Board will initiate a feasibility study shortly to support the eventual renovation of the J. M. Tawes Technology Center. The renovation will include a comprehensive assessment and recommendations to improve lighting and energy efficiency.

Motion:

TO APPROVE THE RESCISSION OF THE FY 2013 EEI FUNDING APPROVAL IN THE AMOUNT OF \$100,000 FOR THE J. M. TAWES TECHNOLOGY CENTER LIGHTING REPLACEMENT PROJECT PSC #19.003.13 EEI FOR SOMERSET COUNTY PUBLIC SCHOOLS AND TO AMEND THE FY 2014 CAPITAL IMPROVEMENT PROGRAM TO REFLECT THIS CHANGE, WITH THE REVERTED FUNDS TO BE TRANSFERRED TO THE STATEWIDE CONTINGENCY ACCOUNT RESERVED FOR SOMERSET COUNTY PUBLIC SCHOOLS.

IAC ACTION: THE ABOVE REFERENCED ITEMS WERE:

	Approved	Disapproved	Deferred	Abstain	Recuse
Dr. Lillian M. Lowery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Richard Hall	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Alvin Collins	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Thomas Lewis	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Tim Maloney	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
M					

SUMMARY OF SECTION III CONTRACT AWARDS

The IAC staff has reviewed the contract procurement for the following State approved projects and recommends IAC approval.

Allegany County

1.	Washington Middle PSC #01.034.15 SR Systemic Renovation - Roof Replacement Hite Associates, Inc.	\$1,196,000 \$1,196,000	\$1,112,280	\$83,720
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2.	Allegany High PSC #01.038.14/15 LPC Replacement - Contract #1 (1 contract) Total Wrecking & Environmental, LLC	\$1,438,680 \$1,438,680	\$1,090,135	\$348,545
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Anne Arundel County

3.	Magothy River Middle PSC #02.007.09/15 C Renovation - Open Space Conversion North Point Builders, Inc.	\$3,300,000 \$3,300,000	\$1,646,575	\$1,653,425
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4.	Meade High PSC #02.013.11/15 SR Systemic Renovation - HVAC/Ceiling/Lighting Phillips Way, Inc.	\$10,778,000 \$10,778,000	\$5,378,222	\$5,399,778
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5.	Annapolis High PSC #02.030.14 ASP ASP - Elevator Kone, Inc.	\$238,000 \$238,000	\$238,000	\$0
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6.	Meade Heights Elementary PSC #02.066.09/15 SR Systemic Renovation - Roof Replacement Simpson of Maryland, Inc.	\$1,587,950 \$1,587,950	\$792,387	\$795,563
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SUMMARY OF SECTION III CONTRACT AWARDS - Cont'd

Anne Arundel County - Cont'd

7.	Rolling Knolls Elementary PSC #02.081.14/14HPB/15 LPC Replacement - Contract #1 (15 contracts)	\$21,371,184	\$7,968,000	\$13,403,184
	7A - Northeast Contracting Corporation	\$752,900		
	2C - Richard Pierson Construction Company, Inc.	\$143,230		
	8A - JLN Construction Services, LLC	\$825,909		
	9A - J. A. Argetakis Contracting Company, Inc.	\$745,000		
	9B - Huntington & Hopkins, Inc.	\$510,330		
	11A - 11400, Inc.	\$253,000		
	15B - Chesapeake Sprinkler Company, Inc.	\$228,950		
	2A - Urban N. Zink Contractors, Inc.	\$5,812,175		
	3A - Sody Concrete Construction, Inc.	\$707,000		
	4A - George Moehrle Masonry, Inc.	\$2,333,000		
	5A - S. A. Halac Iron Works, Inc.	\$1,417,000		
	6A - Huntington & Hopkins, Inc.	\$1,202,590		
	12A - Fallston Supply, Inc.	\$444,500		
	15A - G. E. Tignall & Company, Inc.	\$3,621,600		
	16A - BoMark Electric	\$2,374,000		
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8.	Brooklyn Park Elementary PSC #02.085.14 ASP ASP - Elevator	\$253,000	\$253,000	\$0
	Kone, Inc.	\$253,000		
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9.	Jones Elementary PSC #02.094.09/15 LPC K/PK Addition - Contract #1 (1 contract)	\$1,064,332	\$463,000	\$601,332
	MRP Contractors, Inc.	\$1,064,332		
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10.	Oakwood Elementary PSC #02.109.14/15 LPC Gym Addition - Contract #1 (1 contract)	\$2,004,700	\$883,000	\$1,121,700
	Roy Kirby & Sons, Inc.	\$2,004,700		
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11.	North Glen Elementary PSC #02.118.14/15 LPC Gym Addition - Contract #1	\$1,981,214	\$883,000	\$1,098,214
	D & A Construction, Inc.	\$1,981,214		
12.	North Glen Elementary PSC #02.118.08/15 SR Systemic Renovation - HVAC/Ceiling/Lighting	\$3,455,000	\$1,724,045	\$1,730,955
	Heer Brothers, Inc.	\$3,455,000		
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SUMMARY OF SECTION III CONTRACT AWARDS - Cont'd

Anne Arundel County - Cont'd

13. Nantucket Elementary PSC #02.131.03/15 LPC K/PreK Addition - Contract #1 (1 contract) Mullan Contracting Company	\$1,565,259 \$1,565,259	\$781,064	\$784,195
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14. Point Pleasant Elementary PSC #02.134.12/13 LPC Renovation/Addition - Contract #3 (1 contract) LVI Environmental Services, Inc.	\$241,055 \$241,055	\$79,741	\$161,314
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Baltimore County

15. Pine Grove Middle PSC #03.001.14SI SR Systemic Renovation - Camera Surveillance Kratos Public Safety & Security Solutions, Inc.	\$33,414 \$33,414	\$16,707	\$16,707
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16. Chatsworth Elementary PSC #03.002.14SI SR Systemic Renovation - Camera Surveillance 2 - Lanier Electronics Group, LLC 1 - Kratos Public Safety & Security Solutions, Inc. 3 - Kratos Public Safety & Security Solutions, Inc.	\$21,510 \$560 \$18,065 \$2,885	\$10,755	\$10,755
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17. Chesapeake High PSC #03.003.14SI C Interior Renovations - Contract #1 (1 contract) Adrian L. Merton, Inc.	\$97,199 \$97,199	\$48,600	\$48,599
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18. Chesapeake High PSC #03.003.14SI SR Systemic Renovation - Camera Surveillance Kratos Public Safety & Security Solutions, Inc.	\$20,784 \$20,784	\$10,392	\$10,392
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19. Fullerton Elementary PSC #03.004.14SI SR Systemic Renovation - Camera Surveillance 1 - Kratos Public Safety & Security Solutions, Inc. 2 - Lanier Electronics Group, LLC	\$17,599 \$17,039 \$560	\$8,799	\$8,800
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SUMMARY OF SECTION III CONTRACT AWARDS - Cont'd

Baltimore County - Cont'd

20.	Halethorpe Elementary PSC #03.005.14SI C Interior Renovations - Contract #2 (1 contract) 2 - Adrian L. Merton, Inc.	\$93,902 \$93,902	\$46,951	\$46,951
21.	Halethorpe Elementary PSC #03.005.14SI SR Systemic Renovation - Camera Surveillance 1 - Kratos Public Safety & Security Solutions, Inc. 2 - Lanier Electronics Group, LLC 3 - Kratos Public Safety & Security Solutions, Inc.	\$20,574 \$18,065 \$560 \$1,949	\$10,287	\$10,287
22.	Cockeysville Middle PSC #03.006.14SI SR Systemic Renovation - Camera Surveillance Kratos Public Safety & Security Solutions, Inc.	\$35,389 \$35,389	\$17,695	\$17,694
23.	Perry Hall Middle PSC #03.007.14SI SR Systemic Renovation - Camera Surveillance Kratos Public Safety & Security Solutions, Inc.	\$39,729 \$39,729	\$19,864	\$19,865
24.	Western School of Technology PSC #03.008.14SI SR Systemic Renovation - Camera Surveillance Kratos Public Safety & Security Solutions, Inc.	\$27,099 \$27,099	\$13,549	\$13,550
25.	Pine Grove Elementary PSC #03.009.14SI C Interior Renovations - Contract #1 (1 contract) HITT Contracting, Inc.	\$106,885 \$106,885	\$53,443	\$53,442
26.	Pine Grove Elementary PSC #03.009.14SI SR Systemic Renovation - Camera Surveillance 2 - Lanier Electronics Group, LLC 1 - Kratos Public Safety & Security Solutions, Inc. 3 - Kratos Public Safety & Security Solutions, Inc.	\$21,417 \$700 \$17,832 \$2,885	\$10,708	\$10,709

SUMMARY OF SECTION III CONTRACT AWARDS - Cont'd

Baltimore County - Cont'd

27.	Woodbridge Elementary PSC #03.010.14SI SR Systemic Renovation - Camera Surveillance	\$16,731	\$8,365	\$8,366
	2 - Lanier Electronics Group, LLC	\$420		
	1 - Kratos Public Safety & Security Solutions, Inc.	\$16,311		
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28.	Perry Hall High PSC #03.011.14SI SR Systemic Renovation - Camera Surveillance	\$20,784	\$10,392	\$10,392
	Kratos Public Safety & Security Solutions, Inc.	\$20,784		
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29.	Villa Cresta Elementary PSC #03.012.14SI C Interior Renovations - Contract #1 (1 contract)	\$134,094	\$67,047	\$67,047
	HITT Contracting, Inc.	\$134,094		
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30.	Villa Cresta Elementary PSC #03.012.14SI SR Systemic Renovation - Camera Surveillance	\$18,445	\$9,222	\$9,223
	1 - Kratos Public Safety & Security Solutions, Inc.	\$16,221		
	2 - Lanier Electronics Group, LLC	\$420		
	3 - Kratos Public Safety & Security Solutions, Inc.	\$1,804		
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31.	Prettyboy Elementary PSC #03.013.14SI C Interior Renovations - Contract #1 (1 contract)	\$119,314	\$59,657	\$59,657
	Adrian L. Merton, Inc.	\$119,314		
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32.	Prettyboy Elementary PSC #03.013.12SA SR Systemic Renovation - Water Tank Replacement	\$204,250	\$204,250	\$0
	Chasney & Company, Inc.	\$204,250		
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33.	Prettyboy Elementary PSC #03.013.14SI SR Systemic Renovation - Camera Surveillance	\$18,275	\$9,137	\$9,138
	1 - Kratos Public Safety & Security Solutions, Inc.	\$17,855		
	2 - Lanier Electronics Group, LLC	\$420		
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SUMMARY OF SECTION III CONTRACT AWARDS - Cont'd

Baltimore County - Cont'd

34.	Mars Estates Elementary PSC #03.020.14SI C Interior Renovations - Contract #1 (1 contract) HITT Contracting, Inc.	\$100,092 \$100,092	\$50,046	\$50,046
35.	Mars Estates Elementary PSC #03.020.14SI SR Systemic Renovation - Camera Surveillance 1 - Kratos Public Safety & Security Solutions, Inc. 2 - Lanier Electronics Group, LLC	\$19,345 \$18,645 \$700	\$9,672	\$9,673
36.	Maiden Choice Elementary PSC #03.021.14SI SR Systemic Renovation - Camera Surveillance 1 - Kratos Public Safety & Security Solutions, Inc. 2 - Lanier Electronics Group, LLC	\$19,600 \$18,740 \$860	\$9,800	\$9,800
37.	Stoneleigh Elementary PSC #03.022.14SI SR Systemic Renovation - Camera Surveillance 1 - Kratos Public Safety & Security Solutions, Inc.	\$9,973 \$9,973	\$4,986	\$4,987
38.	Pot Spring Elementary PSC #03.023.14SI SR Systemic Renovation - Camera Surveillance 1 - Kratos Public Safety & Security Solutions, Inc. 2 - Lanier Electronics Group, LLC 3 - Kratos Public Safety & Security Solutions, Inc.	\$20,484 \$17,975 \$560 \$1,949	\$10,242	\$10,242
39.	Hillcrest Elementary PSC #03.024.14SI SR Systemic Renovation - Camera Surveillance 1 - Kratos Public Safety & Security Solutions, Inc. 2 - Lanier Electronics Group, LLC 3 - Kratos Public Safety & Security Solutions, Inc.	\$19,468 \$17,104 \$560 \$1,804	\$9,734	\$9,734
40.	Scotts Branch Elementary PSC #03.025.14SI SR Systemic Renovation - Camera Surveillance 1 - Kratos Public Safety & Security Solutions, Inc. 2 - Lanier Electronics Group, LLC	\$17,905 \$17,345 \$560	\$8,952	\$8,953

SUMMARY OF SECTION III CONTRACT AWARDS - Cont'd

Baltimore County - Cont'd

41. Church Lane Elementary PSC #03.026.14SI SR Systemic Renovation - Camera Surveillance	\$16,036	\$8,018	\$8,018
1 - Kratos Public Safety & Security Solutions, Inc.	\$15,616		
2 - Lanier Electronics Group, LLC	\$420		
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42. Winfield Elementary PSC #03.027.14SI SR Systemic Renovation - Camera Surveillance	\$17,429	\$8,714	\$8,715
1 - Kratos Public Safety & Security Solutions, Inc.	\$17,009		
2 - Lanier Electronics Group, LLC	\$420		
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43. Glyndon Elementary PSC #03.030.14SI SR Systemic Renovation - Camera Surveillance	\$17,574	\$8,787	\$8,787
2 - Lanier Electronics Group, LLC	\$560		
1 - Kratos Public Safety & Security Solutions, Inc.	\$17,014		
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44. Shady Spring Elementary PSC #03.031.14SI C Interior Renovations - Contract #1 (1 contract)	\$130,986	\$65,493	\$65,493
HITT Contracting, Inc.	\$130,986		
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45. Shady Spring Elementary PSC #03.031.14SI SR Systemic Renovation - Camera Surveillance	\$16,641	\$8,320	\$8,321
2 - Lanier Electronics Group, LLC	\$420		
1 - Kratos Public Safety & Security Solutions, Inc.	\$16,221		
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46. Randallstown High PSC #03.032.14SI SR Systemic Renovation - Camera Surveillance	\$20,784	\$10,392	\$10,392
Kratos Public Safety & Security Solutions, Inc.	\$20,784		
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SUMMARY OF SECTION III CONTRACT AWARDS - Cont'd

Baltimore County - Cont'd

47.	Pikesville High PSC #03.033.15 LPC Renovation - Contract #1 (11 contracts)	\$25,758,791	\$8,574,193	\$17,184,598
	1A - Reuling & Associates, Inc.	\$67,834		
	2A - Urban N. Zink Contractor, Inc.	\$3,085,800		
	3A - Dance Brothers, Inc.	\$1,016,000		
	4A - KaRon Masonry of Maryland, Inc.	\$2,048,000		
	5A - S. A. Halac Iron Works, Inc.	\$1,250,000		
	6A - Huntington & Hopkins, Inc.	\$6,154,500		
	7A - Interstate Corporation, Inc.	\$3,400,000		
	8A - Engineered Construction Products, Ltd.	\$1,453,430		
	9A - Finishes, Inc.	\$1,598,952		
	9D - Apartment & Business Flooring Systems, Inc.	\$257,275		
	16A - BoMark Electric (Bowling & Huber, LLC)	\$5,427,000		
48.	Pikesville High PSC #03.033.14SI SR Systemic Renovation - Camera Surveillance Kratos Public Safety & Security Solutions, Inc.	\$33,414 \$33,414	\$16,707	\$16,707
49.	Sandalwood Elementary PSC #03.034.14SI C Interior Renovations - Contract #1 (1 contract) HITT Contracting, Inc.	\$133,784 \$133,784	\$66,892	\$66,892
50.	Sandalwood Elementary PSC #03.034.14SI SR Systemic Renovation - Camera Surveillance 2 - Lanier Electronics Group, LLC 1 - Kratos Public Safety & Security Solutions, Inc.	\$17,689 \$560 \$17,129	\$8,844	\$8,845
51.	Chesapeake Terrace Elementary PSC #03.035.14SI C Interior Renovations - Contract #1 (1 contract) Adrian L. Merton, Inc.	\$94,994 \$94,994	\$47,497	\$47,497
52.	Chesapeake Terrace Elementary PSC #03.035.14SI SR Systemic Renovation - Camera Surveillance 2 - Lanier Electronics Group, LLC 1 - Kratos Public Safety & Security Solutions, Inc. 3 - Kratos Public Safety & Security Solutions, Inc.	\$18,535 \$420 \$16,311 \$1,804	\$9,267	\$9,268

SUMMARY OF SECTION III CONTRACT AWARDS - Cont'd

Baltimore County - Cont'd

53.	Stemmers Run Middle PSC #03.038.14SI SR Systemic Renovation - Camera Surveillance Kratos Public Safety & Security Solutions, Inc.	\$39,729 \$39,729	\$19,865	\$19,864
54.	Dundalk Middle PSC #03.041.14SI C Interior Renovations - Contract #1 (1 contract) HITT Contracting, Inc.	\$98,470 \$98,470	\$49,235	\$49,235
55.	Dundalk Middle PSC #03.041.14SI SR Systemic Renovation - Camera Surveillance Kratos Public Safety & Security Solutions, Inc.	\$33,414 \$33,414	\$16,707	\$16,707
56.	Rodgers Forge Elementary PSC #03.042.14SI SR Systemic Renovation - Camera Surveillance 1 - Kratos Public Safety & Security Solutions, Inc. 2 - Lanier Electronics Group, LLC	\$18,535 \$17,975 \$560	\$9,267	\$9,268
57.	Woodlawn Middle PSC #03.043.14SI SR Systemic Renovation - Camera Surveillance Kratos Public Safety & Security Solutions, Inc.	\$39,729 \$39,729	\$19,865	\$19,864
58.	Ridgely Middle PSC #03.045.14SI SR Systemic Renovation - Camera Surveillance Kratos Public Safety & Security Solutions, Inc.	\$39,729 \$39,729	\$19,864	\$19,865
59.	Middle River Middle PSC #03.046.14SI SR Systemic Renovation - Camera Surveillance Kratos Public Safety & Security Solutions, Inc.	\$39,729 \$39,729	\$19,864	\$19,865
60.	Holabird Middle PSC #03.047.14SI SR Systemic Renovation - Camera Surveillance Kratos Public Safety & Security Solutions, Inc.	\$39,729 \$39,729	\$19,865	\$19,864

SUMMARY OF SECTION III CONTRACT AWARDS - Cont'dIAC Minutes
September 11, 2014
173**Baltimore County - Cont'd**

61.	Arbutus Middle PSC #03.048.14SI SR Systemic Renovation - Camera Surveillance Kratos Public Safety & Security Solutions, Inc.	\$35,389 \$35,389	\$17,695	\$17,694
62.	Dumbarton Middle PSC #03.049.14SI SR Systemic Renovation - Camera Surveillance Kratos Public Safety & Security Solutions, Inc.	\$41,704 \$41,704	\$20,852	\$20,852
63.	Woodlawn High PSC #03.050.14SI SR Systemic Renovation - Camera Surveillance Kratos Public Safety & Security Solutions, Inc.	\$20,784 \$20,784	\$10,392	\$10,392
64.	Sparrows Point High PSC #03.051.14SI SR Systemic Renovation - Camera Surveillance Kratos Public Safety & Security Solutions, Inc.	\$27,099 \$27,099	\$13,549	\$13,550
65.	Sparrows Point Middle PSC #03.051.14SI SR Systemic Renovation - Camera Surveillance Kratos Public Safety & Security Solutions, Inc.	\$33,414 \$33,414	\$16,707	\$16,707
66.	Dundalk Elementary PSC #03.052.14SI SR Systemic Renovation - Camera Surveillance 1 - Kratos Public Safety & Security Solutions, Inc. 2 - Lanier Electronics Group, LLC	\$18,600 \$18,040 \$560	\$9,300	\$9,300
67.	Randallstown Elementary PSC #03.054.14SI SR Systemic Renovation - Camera Surveillance 1 - Kratos Public Safety & Security Solutions, Inc. 2 - Lanier Electronics Group, LLC	\$18,557 \$17,857 \$700	\$9,278	\$9,279
68.	Essex Elementary PSC #03.055.14SI SR Systemic Renovation - Camera Surveillance 1 - Kratos Public Safety & Security Solutions, Inc. 2 - Lanier Electronics Group, LLC	\$17,599 \$17,039 \$560	\$8,799	\$8,800

SUMMARY OF SECTION III CONTRACT AWARDS - Cont'd

Baltimore County - Cont'd

69.	Edgemere Elementary PSC #03.056.14SI SR Systemic Renovation - Camera Surveillance	\$20,336	\$10,168	\$10,168
	1 - Kratos Public Safety & Security Solutions, Inc.	\$17,827		
	2 - Lanier Electronics Group, LLC	\$560		
	3 - Kratos Public Safety & Security Solutions, Inc.	\$1,949		
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70.	Victory Villa Elementary PSC #03.057.14SI SR Systemic Renovation - Camera Surveillance	\$19,403	\$9,701	\$9,702
	1 - Kratos Public Safety & Security Solutions, Inc.	\$17,039		
	2 - Lanier Electronics Group, LLC	\$560		
	3 - Kratos Public Safety & Security Solutions, Inc.	\$1,804		
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71.	White Oak Special Education PSC #03.065.14SI SR Systemic Renovation - Camera Surveillance	\$18,590	\$9,295	\$9,295
	1 - Kratos Public Safety & Security Solutions, Inc.	\$16,221		
	2 - Lanier Electronics Group, LLC	\$420		
	3 - Kratos Public Safety & Security Solutions, Inc.	\$1,949		
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72.	Chapel Hill Elementary PSC #03.067.14 SR Systemic Renovation - Roof Replacement	\$1,818,999	\$770,644	\$1,048,355
	Weatherproofing Technologies, Inc. (TREMCO)	\$1,818,999		
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73.	Chapel Hill Elementary PSC #03.067.14SI SR Systemic Renovation - Camera Surveillance	\$19,854	\$9,927	\$9,927
	2 - Lanier Electronics Group, LLC	\$560		
	1 - Kratos Public Safety & Security Solutions, Inc.	\$16,409		
	3 - Kratos Public Safety & Security Solutions, Inc.	\$2,885		
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74.	Padonia Elementary PSC #03.069.14SI SR Systemic Renovation - Camera Surveillance	\$19,548	\$9,774	\$9,774
	2 - Lanier Electronics Group, LLC	\$560		
	1 - Kratos Public Safety & Security Solutions, Inc.	\$17,039		
	3 - Kratos Public Safety & Security Solutions, Inc.	\$1,949		
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SUMMARY OF SECTION III CONTRACT AWARDS - Cont'dIAC Minutes
September 11, 2014
175**Baltimore County - Cont'd**

75.	Perry Hall Elementary PSC #03.070.14SI SR Systemic Renovation - Camera Surveillance	\$18,445	\$9,222	\$9,223
	2 - Lanier Electronics Group, LLC	\$420		
	1 - Kratos Public Safety & Security Solutions, Inc.	\$16,221		
	3 - Kratos Public Safety & Security Solutions, Inc.	\$1,804		
76.	Elmwood Elementary PSC #03.072.14SI SR Systemic Renovation - Camera Surveillance	\$18,445	\$9,222	\$9,223
	1 - Kratos Public Safety & Security Solutions, Inc.	\$16,221		
	2 - Lanier Electronics Group, LLC	\$420		
	3 - Kratos Public Safety & Security Solutions, Inc.	\$1,804		
77.	Owings Mills High PSC #03.073.14SI SR Systemic Renovation - Camera Surveillance	\$20,784	\$10,392	\$10,392
	Kratos Public Safety & Security Solutions, Inc.	\$20,784		
78.	Jacksonville Elementary PSC #03.074.14SI SR Systemic Renovation - Camera Surveillance	\$21,407	\$10,703	\$10,704
	1 - Kratos Public Safety & Security Solutions, Inc.	\$17,039		
	2 - Lanier Electronics Group, LLC	\$560		
	3 - Kratos Public Safety & Security Solutions, Inc.	\$3,808		
79.	Eastern Technical High PSC #03.075.14SI SR Systemic Renovation - Camera Surveillance	\$27,099	\$13,549	\$13,550
	Kratos Public Safety & Security Solutions, Inc.	\$27,099		
80.	Sollers Point Technical High PSC #03.076.14SI SR Systemic Renovation - Camera Surveillance	\$33,414	\$16,707	\$16,707
	Kratos Public Safety & Security Solutions, Inc.	\$33,414		
81.	Timber Grove Elementary PSC #03.077.14SI C Interior Renovations - Contract #1 (1 contract)	\$89,029	\$44,514	\$44,515
	Adrian L. Merton, Inc.	\$89,029		

SUMMARY OF SECTION III CONTRACT AWARDS - Cont'd

Baltimore County - Cont'd

82. Timber Grove Elementary PSC #03.077.14SI SR Systemic Renovation - Camera Surveillance	\$17,599	\$8,799	\$8,800
1 - Kratos Public Safety & Security Solutions, Inc.	\$17,039		
2 - Lanier Electronics Group, LLC	\$560		
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83. Hernwood Elementary PSC #03.078.14SI SR Systemic Renovation - Camera Surveillance	\$17,599	\$8,799	\$8,800
1 - Kratos Public Safety & Security Solutions, Inc.	\$17,039		
2 - Lanier Electronics Group, LLC	\$560		
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84. Oliver Beach Elementary PSC #03.079.14SI SR Systemic Renovation - Camera Surveillance	\$16,731	\$8,365	\$8,366
1 - Kratos Public Safety & Security Solutions, Inc.	\$16,311		
2 - Lanier Electronics Group, LLC	\$420		
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85. Kingsville Elementary PSC #03.080.14SI SR Systemic Renovation - Camera Surveillance	\$21,883	\$10,941	\$10,942
1 - Kratos Public Safety & Security Solutions, Inc.	\$17,857		
2 - Lanier Electronics Group, LLC	\$700		
3 - Kratos Public Safety & Security Solutions, Inc.	\$3,326		
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86. Parkville Middle PSC #03.082.14SI C Interior Renovations - Contract #1 (1 contract) HITT Contracting, Inc.	\$76,767	\$38,384	\$38,383
	\$76,767		
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87. Parkville Middle PSC #03.082.14SI SR Systemic Renovation - Camera Surveillance Kratos Public Safety & Security Solutions, Inc.	\$39,729	\$19,865	\$19,864
	\$39,729		
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SUMMARY OF SECTION III CONTRACT AWARDS - Cont'd

Baltimore County - Cont'd

88.	Lansdowne Middle PSC #03.084.14 ASP ASP - UV Replacement Adrian L. Merton, Inc.	\$355,556 \$355,556	\$355,556	\$0
89.	Lansdowne Middle PSC #03.084.14SI SR Systemic Renovation - Camera Surveillance Kratos Public Safety & Security Solutions, Inc.	\$39,729 \$39,729	\$19,864	\$19,865
90.	Pikesville Middle PSC #03.085.14SI SR Systemic Renovation - Camera Surveillance Kratos Public Safety & Security Solutions, Inc.	\$39,729 \$39,729	\$19,865	\$19,864
91.	Seventh District Elementary PSC #03.086.14SI C Interior Renovations - Contract #1 (1 contract) Adrian L. Merton, Inc.	\$106,206 \$106,206	\$53,103	\$53,103
92.	Seventh District Elementary PSC #03.086.14SI SR Systemic Renovation - Camera Surveillance 2 - Lanier Electronics Group, LLC 1 - Kratos Public Safety & Security Solutions, Inc. 3 - Kratos Public Safety & Security Solutions, Inc.	\$18,590 \$420 \$16,221 \$1,949	\$9,295	\$9,295
93.	Lutherville Laboratory PSC #03.087.14SI SR Systemic Renovation - Camera Surveillance 2 - Lanier Electronics Group, LLC 1 - Kratos Public Safety & Security Solutions, Inc. 3 - Kratos Public Safety & Security Solutions, Inc.	\$19,403 \$560 \$17,039 \$1,804	\$9,701	\$9,702
94.	Catonsville Middle PSC #03.088.14SI SR Systemic Renovation - Camera Surveillance Kratos Public Safety & Security Solutions, Inc.	\$35,389 \$35,389	\$17,694	\$17,695

SUMMARY OF SECTION III CONTRACT AWARDS - Cont'dIAC Minutes
September 11, 2014
178**Baltimore County - Cont'd**

95.	Bedford Elementary PSC #03.089.14SI SR Systemic Renovation - Camera Surveillance	\$20,304	\$10,152	\$10,152
	1 - Kratos Public Safety & Security Solutions, Inc.	\$16,221		
	2 - Lanier Electronics Group, LLC	\$420		
	3 - Kratos Public Safety & Security Solutions, Inc.	\$3,663		
96.	Fort Garrison Elementary PSC #03.090.13EEI/14 SR Systemic Renovation - Air Conditioning	\$1,601,000	\$1,026,000	\$575,000
	Phillips Way, Inc.	\$1,601,000		
97.	Fort Garrison Elementary PSC #03.090.14SI SR Systemic Renovation - Camera Surveillance	\$20,369	\$10,184	\$10,185
	1 - Kratos Public Safety & Security Solutions, Inc.	\$17,014		
	2 - Lanier Electronics Group, LLC	\$560		
	3 - Kratos Public Safety & Security Solutions, Inc.	\$2,795		
98.	Milbrook Elementary PSC #03.091.14SI SR Systemic Renovation - Camera Surveillance	\$17,599	\$8,799	\$8,800
	1 - Kratos Public Safety & Security Solutions, Inc.	\$17,039		
	2 - Lanier Electronics Group, LLC	\$560		
99.	Powhatan Elementary PSC #03.092.14SI SR Systemic Renovation - Camera Surveillance	\$17,429	\$8,714	\$8,715
	1 - Kratos Public Safety & Security Solutions, Inc.	\$17,009		
	2 - Lanier Electronics Group, LLC	\$420		
100.	Summit Park Elementary PSC #03.093.14SI SR Systemic Renovation - Camera Surveillance	\$17,599	\$8,799	\$8,800
	1 - Kratos Public Safety & Security Solutions, Inc.	\$17,039		
	2 - Lanier Electronics Group, LLC	\$560		
101.	Hereford High PSC #03.094.14SI SR Systemic Renovation - Camera Surveillance	\$33,414	\$16,707	\$16,707
	Kratos Public Safety & Security Solutions, Inc.	\$33,414		

SUMMARY OF SECTION III CONTRACT AWARDS - Cont'd

Baltimore County - Cont'd

102. G. W. Carver Center for Arts & Technology PSC #03.095.14SI SR Systemic Renovation - Camera Surveillance Kratos Public Safety & Security Solutions, Inc.	\$33,414 \$33,414	\$16,707	\$16,707
103. Seven Oaks Elementary PSC #03.096.14SI SR Systemic Renovation - Camera Surveillance 1 - Kratos Public Safety & Security Solutions, Inc. 2 - Lanier Electronics Group, LLC 3 - Kratos Public Safety & Security Solutions, Inc.	\$19,548 \$17,039 \$560 \$1,949	\$9,774	\$9,774
104. Hereford Middle PSC #03.097.14SI SR Systemic Renovation - Camera Surveillance Kratos Public Safety & Security Solutions, Inc.	\$33,414 \$33,414	\$16,707	\$16,707
105. Milford Mill Academy PSC #03.098.14SI SR Systemic Renovation - Camera Surveillance Kratos Public Safety & Security Solutions, Inc.	\$27,099 \$27,099	\$13,550	\$13,549
106. Baltimore Highlands Elementary PSC #03.100.14SI SR Systemic Renovation - Camera Surveillance 1 - Kratos Public Safety & Security Solutions, Inc. 2 - Lanier Electronics Group, LLC	\$16,731 \$16,311 \$420	\$8,365	\$8,366
107. Edmondson Heights Elementary PSC #03.101.14SI SR Systemic Renovation - Camera Surveillance 1 - Kratos Public Safety & Security Solutions, Inc. 2 - Lanier Electronics Group, LLC	\$17,497 \$16,797 \$700	\$8,749	\$8,748
108. Featherbed Lane Elementary PSC #03.102.14SI SR Systemic Renovation - Camera Surveillance 1 - Kratos Public Safety & Security Solutions, Inc. 2 - Lanier Electronics Group, LLC	\$17,642 \$17,222 \$420	\$8,821	\$8,821

SUMMARY OF SECTION III CONTRACT AWARDS - Cont'd

Baltimore County - Cont'd

109. Johnnycake Elementary PSC #03.103.14SI SR Systemic Renovation - Camera Surveillance	\$19,298	\$9,649	\$9,649
1 - Kratos Public Safety & Security Solutions, Inc.	\$18,738		
2 - Lanier Electronics Group, LLC	\$560		
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110. Hebbville Elementary PSC #03.104.13EEI/14 SR Systemic Renovation - Air Conditioning	\$2,530,000	\$1,628,000	\$902,000
RWC Contracting, LLC	\$2,530,000		
111. Hebbville Elementary PSC #03.104.14SI SR Systemic Renovation - Camera Surveillance	\$18,603	\$9,301	\$9,302
1 - Kratos Public Safety & Security Solutions, Inc.	\$18,183		
2 - Lanier Electronics Group, LLC	\$420		
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112. Lansdowne Elementary PSC #03.105.14SI SR Systemic Renovation - Camera Surveillance	\$17,404	\$8,702	\$8,702
2 - Lanier Electronics Group, LLC	\$420		
1 - Kratos Public Safety & Security Solutions, Inc.	\$16,984		
<hr/>			
113. Reisterstown Elementary PSC #03.106.14SI SR Systemic Renovation - Camera Surveillance	\$17,599	\$8,799	\$8,800
2 - Lanier Electronics Group, LLC	\$560		
1 - Kratos Public Safety & Security Solutions, Inc.	\$17,039		
<hr/>			
114. Golden Ring Middle PSC #03.107.14SI SR Systemic Renovation - Camera Surveillance	\$33,414	\$16,707	\$16,707
Kratos Public Safety & Security Solutions, Inc.	\$33,414		
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115. Gunpowder Elementary PSC #03.108.14SI SR Systemic Renovation - Camera Surveillance	\$19,403	\$9,701	\$9,702
2 - Lanier Electronics Group, LLC	\$560		
1 - Kratos Public Safety & Security Solutions, Inc.	\$17,039		
3 - Kratos Public Safety & Security Solutions, Inc.	\$1,804		
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SUMMARY OF SECTION III CONTRACT AWARDS - Cont'd

Baltimore County - Cont'd

116. Red House Run Elementary PSC #03.109.14SI SR Systemic Renovation - Camera Surveillance	\$17,599	\$8,799	\$8,800
1 - Kratos Public Safety & Security Solutions, Inc.	\$17,039		
2 - Lanier Electronics Group, LLC	\$560		
<hr/>			
117. Logan Elementary PSC #03.110.14SI SR Systemic Renovation - Camera Surveillance	\$19,613	\$9,806	\$9,807
1 - Kratos Public Safety & Security Solutions, Inc.	\$17,104		
2 - Lanier Electronics Group, LLC	\$560		
3 - Kratos Public Safety & Security Solutions, Inc.	\$1,949		
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118. Woodmoor Elementary PSC #03.111.13EEI/14 SR Systemic Renovation - Air Conditioning	\$2,169,000	\$1,368,000	\$801,000
Towson Mechanical, Inc.	\$2,169,000		
<hr/>			
119. Woodmoor Elementary PSC #03.111.14SI SR Systemic Renovation - Camera Surveillance	\$18,625	\$9,312	\$9,313
1 - Kratos Public Safety & Security Solutions, Inc.	\$18,065		
2 - Lanier Electronics Group, LLC	\$560		
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120. Joppa View Elementary PSC #03.112.14 ASP ASP - Boiler Replacement	\$271,583	\$259,583	\$12,000
Adrian L. Merton, Inc.	\$271,583		
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121. Joppa View Elementary PSC #03.112.14SI SR Systemic Renovation - Camera Surveillance	\$18,159	\$9,079	\$9,080
1 - Kratos Public Safety & Security Solutions, Inc.	\$17,039		
2 - Lanier Electronics Group, LLC	\$1,120		
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122. Deep Creek Middle PSC #03.113.14SI SR Systemic Renovation - Camera Surveillance	\$35,389	\$17,694	\$17,695
Kratos Public Safety & Security Solutions, Inc.	\$35,389		
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SUMMARY OF SECTION III CONTRACT AWARDS - Cont'dIAC Minutes
September 11, 2014
182**Baltimore County - Cont'd**

123. Towson High PSC #03.114.14SI SR Systemic Renovation - Camera Surveillance Kratos Public Safety & Security Solutions, Inc.	\$27,099 \$27,099	\$13,550	\$13,549
124. Old Court Middle PSC #03.115.14SI SR Systemic Renovation - Camera Surveillance Kratos Public Safety & Security Solutions, Inc.	\$39,729 \$39,729	\$19,864	\$19,865
125. Battle Grove Elementary PSC #03.116.14SI SR Systemic Renovation - Camera Surveillance 1 - Kratos Public Safety & Security Solutions, Inc. 2 - Lanier Electronics Group, LLC	\$18,647 \$17,947 \$700	\$9,323	\$9,324
126. Sparks Elementary PSC #03.117.11/15 LPC Addition - Contract #1 (1 contract) North Point Builders, Inc.	\$3,217,000 \$3,217,000	\$1,518,000	\$1,699,000
127. Sparks Elementary PSC #03.117.14SI SR Systemic Renovation - Camera Surveillance 1 - Kratos Public Safety & Security Solutions, Inc. 2 - Lanier Electronics Group, LLC	\$17,654 \$17,094 \$560	\$8,827	\$8,827
128. Franklin High PSC #03.120.14SI SR Systemic Renovation - Camera Surveillance Kratos Public Safety & Security Solutions, Inc.	\$27,099 \$27,099	\$13,550	\$13,549
129. Parkville High PSC #03.121.14SI SR Systemic Renovation - Camera Surveillance Kratos Public Safety & Security Solutions, Inc.	\$20,784 \$20,784	\$10,392	\$10,392
130. General John Stricker Middle PSC #03.122.14SI SR Systemic Renovation - Camera Surveillance Kratos Public Safety & Security Solutions, Inc.	\$33,414 \$33,414	\$16,707	\$16,707

SUMMARY OF SECTION III CONTRACT AWARDS - Cont'd

Baltimore County - Cont'd

131. Cromwell Valley Magnet Elementary PSC #03.123.14SI SR Systemic Renovation - Camera Surveillance	\$19,403	\$9,701	\$9,702
1 - Kratos Public Safety & Security Solutions, Inc.	\$17,039		
2 - Lanier Electronics Group, LLC	\$560		
3 - Kratos Public Safety & Security Solutions, Inc.	\$1,804		
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132. Owings Mills Elementary PSC #03.124.14SI SR Systemic Renovation - Camera Surveillance	\$21,886	\$10,943	\$10,943
1 - Kratos Public Safety & Security Solutions, Inc.	\$17,064		
2 - Lanier Electronics Group, LLC	\$560		
3 - Kratos Public Safety & Security Solutions, Inc.	\$4,262		
<hr/>			
133. Chadwick Elementary PSC #03.125.14SI SR Systemic Renovation - Camera Surveillance	\$20,191	\$10,095	\$10,096
1 - Kratos Public Safety & Security Solutions, Inc.	\$17,827		
2 - Lanier Electronics Group, LLC	\$560		
3 - Kratos Public Safety & Security Solutions, Inc.	\$1,804		
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134. Sudbrook Magnet Middle PSC #03.126.14SI SR Systemic Renovation - Camera Surveillance	\$33,414	\$16,707	\$16,707
Kratos Public Safety & Security Solutions, Inc.	\$33,414		
<hr/>			
135. Franklin Middle PSC #03.127.14SI SR Systemic Renovation - Camera Surveillance	\$39,729	\$19,864	\$19,865
Kratos Public Safety & Security Solutions, Inc.	\$39,729		
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136. Catonsville High PSC #03.128.14SI SR Systemic Renovation - Camera Surveillance	\$27,099	\$13,550	\$13,549
Kratos Public Safety & Security Solutions, Inc.	\$27,099		
<hr/>			
137. Deep Creek Elementary PSC #03.129.14SI SR Systemic Renovation - Camera Surveillance	\$19,583	\$9,791	\$9,792
1 - Kratos Public Safety & Security Solutions, Inc.	\$18,883		
2 - Lanier Electronics Group, LLC	\$700		
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SUMMARY OF SECTION III CONTRACT AWARDS - Cont'd

Baltimore County - Cont'd

138. Westchester Elementary PSC #03.130.14SI SR Systemic Renovation - Camera Surveillance	\$17,429	\$8,714	\$8,715
1 - Kratos Public Safety & Security Solutions, Inc.	\$17,009		
2 - Lanier Electronics Group, LLC	\$420		
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139. Pinewood Elementary PSC #03.131.14SI SR Systemic Renovation - Camera Surveillance	\$17,339	\$8,669	\$8,670
1 - Kratos Public Safety & Security Solutions, Inc.	\$16,919		
2 - Lanier Electronics Group, LLC	\$420		
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140. Relay Elementary PSC #03.132.14SI SR Systemic Renovation - Camera Surveillance	\$17,667	\$8,833	\$8,834
1 - Kratos Public Safety & Security Solutions, Inc.	\$17,247		
2 - Lanier Electronics Group, LLC	\$420		
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141. Dulaney High PSC #03.133.14SI SR Systemic Renovation - Camera Surveillance	\$33,414	\$16,707	\$16,707
Kratos Public Safety & Security Solutions, Inc.	\$33,414		
<hr/>			
142. Loch Raven High PSC #03.134.14SI SR Systemic Renovation - Camera Surveillance	\$33,414	\$16,707	\$16,707
Kratos Public Safety & Security Solutions, Inc.	\$33,414		
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143. Chase Elementary PSC #03.135.14SI SR Systemic Renovation - Camera Surveillance	\$21,362	\$10,681	\$10,681
2 - Lanier Electronics Group, LLC	\$700		
1 - Kratos Public Safety & Security Solutions, Inc.	\$18,858		
3 - Kratos Public Safety & Security Solutions, Inc.	\$1,804		
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144. Campfield Early Learning Center PSC #03.136.14SI SR Systemic Renovation - Camera Surveillance	\$17,599	\$8,799	\$8,800
2 - Lanier Electronics Group, LLC	\$560		
1 - Kratos Public Safety & Security Solutions, Inc.	\$17,039		
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SUMMARY OF SECTION III CONTRACT AWARDS - Cont'd

Baltimore County - Cont'd

145. Harford Hills Elementary PSC #03.137.14SI SR Systemic Renovation - Camera Surveillance	\$19,526	\$9,763	\$9,763
2 - Lanier Electronics Group, LLC	\$420		
1 - Kratos Public Safety & Security Solutions, Inc.	\$17,157		
3 - Kratos Public Safety & Security Solutions, Inc.	\$1,949		
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146. Pleasant Plains Elementary PSC #03.139.14SI SR Systemic Renovation - Camera Surveillance	\$20,339	\$10,169	\$10,170
2 - Lanier Electronics Group, LLC	\$560		
1 - Kratos Public Safety & Security Solutions, Inc.	\$17,975		
3 - Kratos Public Safety & Security Solutions, Inc.	\$1,804		
<hr/>			
147. Dundalk High PSC #03.140.14SI SR Systemic Renovation - Camera Surveillance	\$33,414	\$16,707	\$16,707
Kratos Public Safety & Security Solutions, Inc.	\$33,414		
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148. Martin Boulevard Elementary PSC #03.142.14SI SR Systemic Renovation - Camera Surveillance	\$16,641	\$8,320	\$8,321
2 - Lanier Electronics Group, LLC	\$420		
1 - Kratos Public Safety & Security Solutions, Inc.	\$16,221		
<hr/>			
149. New Town Elementary PSC #03.143.14SI SR Systemic Renovation - Camera Surveillance	\$17,549	\$8,774	\$8,775
2 - Lanier Electronics Group, LLC	\$560		
1 - Kratos Public Safety & Security Solutions, Inc.	\$16,989		
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150. Patapsco High PSC #03.145.13 SR Systemic Renovation - Window/Door Replacement	\$2,298,000	\$1,136,500	\$1,161,500
E. Pikounis Construction Company, Inc.	\$2,298,000		
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151. Patapsco High & Center for the Arts PSC #03.145.14SI SR Systemic Renovation - Camera Surveillance	\$33,414	\$16,707	\$16,707
Kratos Public Safety & Security Solutions, Inc.	\$33,414		
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SUMMARY OF SECTION III CONTRACT AWARDS - Cont'd

Baltimore County - Cont'd

152. Deer Park Magnet Middle PSC #03.147.14SI SR Systemic Renovation - Camera Surveillance Kratos Public Safety & Security Solutions, Inc.	\$41,704 \$41,704	\$20,852	\$20,852
153. Kenwood High PSC #03.148.14SI SR Systemic Renovation - Camera Surveillance Kratos Public Safety & Security Solutions, Inc.	\$33,414 \$33,414	\$16,707	\$16,707
154. Lansdowne High PSC #03.149.13 SR Systemic Renovation - Window/Door Replacement E. Pikounis Construction Company, Inc.	\$4,005,000 \$4,005,000	\$1,990,000	\$2,015,000
155. Lansdowne High PSC #03.149.14SI SR Systemic Renovation - Camera Surveillance Kratos Public Safety & Security Solutions, Inc.	\$27,099 \$27,099	\$13,549	\$13,550
156. Franklin Elementary PSC #03.150.13EEI/14 SR Systemic Renovation - Air Conditioning Denver-Elek, Inc.	\$930,000 \$930,000	\$572,000	\$358,000
157. Franklin Elementary PSC #03.150.14SI SR Systemic Renovation - Camera Surveillance 1 - Kratos Public Safety & Security Solutions, Inc. 2 - Lanier Electronics Group, LLC 3 - Kratos Public Safety & Security Solutions, Inc.	\$20,191 \$17,827 \$560 \$1,804	\$10,095	\$10,096
158. Colgate Elementary PSC #03.151.14SI SR Systemic Renovation - Camera Surveillance 1 - Kratos Public Safety & Security Solutions, Inc. 2 - Lanier Electronics Group, LLC	\$17,744 \$17,184 \$560	\$8,872	\$8,872

SUMMARY OF SECTION III CONTRACT AWARDS - Cont'd

Baltimore County - Cont'd

159. Hawthorne Elementary PSC #03.152.14SI SR Systemic Renovation - Camera Surveillance	\$17,037	\$8,518	\$8,519
1 - Kratos Public Safety & Security Solutions, Inc.	\$16,617		
2 - Lanier Electronics Group, LLC	\$420		
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160. Bear Creek Elementary PSC #03.153.14SI SR Systemic Renovation - Camera Surveillance	\$17,689	\$8,844	\$8,845
1 - Kratos Public Safety & Security Solutions, Inc.	\$17,129		
2 - Lanier Electronics Group, LLC	\$560		
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161. Loch Raven Technical Academy PSC #03.154.14SI SR Systemic Renovation - Camera Surveillance	\$39,729	\$19,865	\$19,864
Kratos Public Safety & Security Solutions, Inc.	\$39,729		
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162. Norwood Elementary PSC #03.155.14SI SR Systemic Renovation - Camera Surveillance	\$17,664	\$8,832	\$8,832
1 - Kratos Public Safety & Security Solutions, Inc.	\$17,104		
2 - Lanier Electronics Group, LLC	\$560		
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163. Grange Elementary PSC #03.156.14SI SR Systemic Renovation - Camera Surveillance	\$17,689	\$8,844	\$8,845
1 - Kratos Public Safety & Security Solutions, Inc.	\$17,129		
2 - Lanier Electronics Group, LLC	\$560		
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164. Sandy Plains Elementary PSC #03.157.14SI SR Systemic Renovation - Camera Surveillance	\$19,345	\$9,672	\$9,673
1 - Kratos Public Safety & Security Solutions, Inc.	\$18,645		
2 - Lanier Electronics Group, LLC	\$700		
<hr/>			
165. Westowne Elementary PSC #03.159.14SI SR Systemic Renovation - Camera Surveillance	\$18,272	\$9,136	\$9,136
1 - Kratos Public Safety & Security Solutions, Inc.	\$17,852		
2 - Lanier Electronics Group, LLC	\$420		
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SUMMARY OF SECTION III CONTRACT AWARDS - Cont'd

Baltimore County - Cont'd

166. Arbutus Elementary PSC #03.160.14SI SR Systemic Renovation - Camera Surveillance	\$17,689	\$8,844	\$8,845
1 - Kratos Public Safety & Security Solutions, Inc.	\$17,129		
2 - Lanier Electronics Group, LLC	\$560		
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167. Carroll Manor Elementary PSC #03.161.14SI SR Systemic Renovation - Camera Surveillance	\$20,506	\$10,253	\$10,253
1 - Kratos Public Safety & Security Solutions, Inc.	\$17,857		
2 - Lanier Electronics Group, LLC	\$700		
3 - Kratos Public Safety & Security Solutions, Inc.	\$1,949		
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168. Oakleigh Elementary PSC #03.162.14SI SR Systemic Renovation - Camera Surveillance	\$18,590	\$9,295	\$9,295
1 - Kratos Public Safety & Security Solutions, Inc.	\$16,221		
2 - Lanier Electronics Group, LLC	\$420		
3 - Kratos Public Safety & Security Solutions, Inc.	\$1,949		
<hr/>			
169. Sussex Elementary PSC #03.163.13EEI/14 SR Systemic Renovation - Air Conditioning	\$1,339,000	\$818,000	\$521,000
Towson Mechanical, Inc.	\$1,339,000		
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170. Sussex Elementary PSC #03.163.14SI SR Systemic Renovation - Camera Surveillance	\$17,429	\$8,714	\$8,715
1 - Kratos Public Safety & Security Solutions, Inc.	\$17,009		
2 - Lanier Electronics Group, LLC	\$420		
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171. Overlea High PSC #03.165.13 SR Systemic Renovation - Window/Door Replacement	\$4,864,000	\$1,179,000	\$3,685,000
Towson Mechanical, Inc.	\$4,864,000		
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172. Overlea High PSC #03.165.14SI SR Systemic Renovation - Camera Surveillance	\$20,784	\$10,392	\$10,392
Kratos Public Safety & Security Solutions, Inc.	\$20,784		
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SUMMARY OF SECTION III CONTRACT AWARDS - Cont'd

Baltimore County - Cont'd

173. Cedarmere Elementary PSC #03.166.14SI SR Systemic Renovation - Camera Surveillance	\$20,336	\$10,168	\$10,168
1 - Kratos Public Safety & Security Solutions, Inc.	\$17,832		
3 - Kratos Public Safety & Security Solutions, Inc.	\$1,804		
2 - Lanier Electronics Group, LLC	\$700		
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174. Middlesex Elementary PSC #03.167.13EEI/14 SR Systemic Renovation - Air Conditioning	\$1,609,000	\$1,009,000	\$600,000
Phillips Way, Inc.	\$1,609,000		
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175. Middlesex Elementary PSC #03.167.14SI SR Systemic Renovation - Camera Surveillance	\$18,644	\$9,322	\$9,322
1 - Kratos Public Safety & Security Solutions, Inc.	\$18,084		
2 - Lanier Electronics Group, LLC	\$560		
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176. Hampton Elementary PSC #03.168.14SI SR Systemic Renovation - Camera Surveillance	\$20,659	\$10,329	\$10,330
1 - Kratos Public Safety & Security Solutions, Inc.	\$17,359		
2 - Lanier Electronics Group, LLC	\$560		
3 - Kratos Public Safety & Security Solutions, Inc.	\$2,740		
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177. Timonium Elementary PSC #03.169.14SI SR Systemic Renovation - Camera Surveillance	\$18,557	\$9,278	\$9,279
1 - Kratos Public Safety & Security Solutions, Inc.	\$17,857		
2 - Lanier Electronics Group, LLC	\$700		
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178. Deer Park Elementary PSC #03.170.14SI SR Systemic Renovation - Camera Surveillance	\$19,378	\$9,689	\$9,689
1 - Kratos Public Safety & Security Solutions, Inc.	\$17,014		
2 - Lanier Electronics Group, LLC	\$560		
3 - Kratos Public Safety & Security Solutions, Inc.	\$1,804		
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SUMMARY OF SECTION III CONTRACT AWARDS - Cont'd

Baltimore County - Cont'd

179. Dogwood Elementary PSC #03.171.14SI SR Systemic Renovation - Camera Surveillance	\$20,632	\$10,316	\$10,316
1 - Kratos Public Safety & Security Solutions, Inc.	\$16,404		
2 - Lanier Electronics Group, LLC	\$420		
3 - Kratos Public Safety & Security Solutions, Inc.	\$3,808		
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180. Battle Monument Elementary PSC #03.172.14SI SR Systemic Renovation - Camera Surveillance	\$16,731	\$8,365	\$8,366
1 - Kratos Public Safety & Security Solutions, Inc.	\$16,311		
2 - Lanier Electronics Group, LLC	\$420		
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181. Charlesmont Elementary PSC #03.173.14 ASP ASP - Boiler Replacement	\$687,997	\$675,997	\$12,000
Adrian L. Merton, Inc.	\$687,997		
182. Charlesmont Elementary PSC #03.173.14SI SR Systemic Renovation - Camera Surveillance	\$17,689	\$8,844	\$8,845
1 - Kratos Public Safety & Security Solutions, Inc.	\$17,129		
2 - Lanier Electronics Group, LLC	\$560		
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183. Berkshire Elementary PSC #03.174.14SI SR Systemic Renovation - Camera Surveillance	\$17,059	\$8,529	\$8,530
1 - Kratos Public Safety & Security Solutions, Inc.	\$16,499		
2 - Lanier Electronics Group, LLC	\$560		
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184. Glenmar Elementary PSC #03.175.14SI SR Systemic Renovation - Camera Surveillance	\$21,250	\$10,625	\$10,625
1 - Kratos Public Safety & Security Solutions, Inc.	\$17,950		
2 - Lanier Electronics Group, LLC	\$560		
3 - Kratos Public Safety & Security Solutions, Inc.	\$2,740		
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185. Southwest Academy PSC #03.176.14SI SR Systemic Renovation - Camera Surveillance	\$33,414	\$16,707	\$16,707
Kratos Public Safety & Security Solutions, Inc.	\$33,414		
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SUMMARY OF SECTION III CONTRACT AWARDS - Cont'd

Baltimore County - Cont'd

186. Catonsville Elementary PSC #03.177.14SI SR Systemic Renovation - Camera Surveillance	\$20,404	\$10,202	\$10,202
1 - Kratos Public Safety & Security Solutions, Inc.	\$17,104		
2 - Lanier Electronics Group, LLC	\$560		
3 - Kratos Public Safety & Security Solutions, Inc.	\$2,740		
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187. Fifth District Elementary PSC #03.178.14SI SR Systemic Renovation - Camera Surveillance	\$21,883	\$10,941	\$10,942
1 - Kratos Public Safety & Security Solutions, Inc.	\$17,857		
2 - Lanier Electronics Group, LLC	\$700		
3 - Kratos Public Safety & Security Solutions, Inc.	\$3,326		
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188. Seneca Elementary PSC #03.179.14SI SR Systemic Renovation - Camera Surveillance	\$18,362	\$9,181	\$9,181
1 - Kratos Public Safety & Security Solutions, Inc.	\$17,802		
2 - Lanier Electronics Group, LLC	\$560		
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189. Winand Elementary PSC #03.181.14SI SR Systemic Renovation - Camera Surveillance	\$19,758	\$9,879	\$9,879
1 - Kratos Public Safety & Security Solutions, Inc.	\$17,249		
2 - Lanier Electronics Group, LLC	\$560		
3 - Kratos Public Safety & Security Solutions, Inc.	\$1,949		
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190. Orems Elementary PSC #03.182.14SI SR Systemic Renovation - Camera Surveillance	\$18,535	\$9,267	\$9,268
1 - Kratos Public Safety & Security Solutions, Inc.	\$17,975		
2 - Lanier Electronics Group, LLC	\$560		
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191. Wellwood Elementary PSC #03.183.14SI SR Systemic Renovation - Camera Surveillance	\$20,484	\$10,242	\$10,242
2 - Lanier Electronics Group, LLC	\$560		
1 - Kratos Public Safety & Security Solutions, Inc.	\$17,039		
3 - Kratos Public Safety & Security Solutions, Inc.	\$2,885		

SUMMARY OF SECTION III CONTRACT AWARDS - Cont'dIAC Minutes
September 11, 2014
192**Baltimore County - Cont'd**

192. Riverview Elementary PSC #03.184.10/15 SR Systemic Renovation - Roof Replacement Weatherproofing Technologies, Inc. (TREMCO)	\$1,338,535 \$1,338,535	\$653,000	\$685,535
193. Riverview Elementary PSC #03.184.14SI SR Systemic Renovation - Camera Surveillance 2 - Lanier Electronics Group, LLC 1 - Kratos Public Safety & Security Solutions, Inc.	\$18,625 \$560 \$18,065	\$9,312	\$9,313
194. Halstead Academy Elementary PSC #03.186.14SI SR Systemic Renovation - Camera Surveillance 2 - Lanier Electronics Group, LLC 1 - Kratos Public Safety & Security Solutions, Inc.	\$17,574 \$560 \$17,014	\$8,787	\$8,787
195. Carney Elementary PSC #03.188.14SI SR Systemic Renovation - Camera Surveillance 2 - Lanier Electronics Group, LLC 1 - Kratos Public Safety & Security Solutions, Inc. 3 - Kratos Public Safety & Security Solutions, Inc.	\$19,548 \$560 \$17,039 \$1,949	\$9,774	\$9,774
196. Riderwood Elementary PSC #03.189.14SI SR Systemic Renovation - Camera Surveillance 1 - Kratos Public Safety & Security Solutions, Inc. 3 - Kratos Public Safety & Security Solutions, Inc. 2 - Lanier Electronics Group, LLC	\$20,506 \$17,857 \$1,949 \$700	\$10,253	\$10,253
197. McCormick Elementary PSC #03.191.14SI SR Systemic Renovation - Camera Surveillance 1 - Kratos Public Safety & Security Solutions, Inc. 3 - Kratos Public Safety & Security Solutions, Inc. 2 - Lanier Electronics Group, LLC	\$19,548 \$17,039 \$1,949 \$560	\$9,774	\$9,774
198. Middleborough Elementary PSC #03.192.13EEI/14 SR Systemic Renovation - Air Conditioning Chilmar Corporation	\$1,014,000 \$1,014,000	\$649,000	\$365,000

SUMMARY OF SECTION III CONTRACT AWARDS - Cont'dIAC Minutes
September 11, 2014
193**Baltimore County - Cont'd**

199. Middleborough Elementary PSC #03.192.14 SR Systemic Renovation - Roof Replacement Weatherproofing Technologies, Inc. (TREMCO)	\$1,299,471 \$1,299,471	\$639,132	\$660,339
200. Middleborough Elementary PSC #03.192.14SI SR Systemic Renovation - Camera Surveillance 1 - Kratos Public Safety & Security Solutions, Inc. 2 - Lanier Electronics Group, LLC 3 - Kratos Public Safety & Security Solutions, Inc.	\$20,574 \$17,129 \$560 \$2,885	\$10,287	\$10,287
201. Warren Elementary PSC #03.193.12SA SR Systemic Renovation - AHU Replacement Huntington & Hopkins, Inc.	\$79,600 \$79,600	\$79,600	\$0
202. Warren Elementary PSC #03.193.14SI SR Systemic Renovation - Camera Surveillance 1 - Kratos Public Safety & Security Solutions, Inc. 2 - Lanier Electronics Group, LLC 3 - Kratos Public Safety & Security Solutions, Inc.	\$19,548 \$17,039 \$560 \$1,949	\$9,774	\$9,774
203. Ridge Ruxton Elementary PSC #03.195.14SI SR Systemic Renovation - Camera Surveillance 1 - Kratos Public Safety & Security Solutions, Inc. 2 - Lanier Electronics Group, LLC	\$19,064 \$18,084 \$980	\$9,532	\$9,532
204. New Town High PSC #03.196.14SI SR Systemic Renovation - Camera Surveillance Kratos Public Safety & Security Solutions, Inc.	\$20,784 \$20,784	\$10,392	\$10,392
205. Windsor Mill Middle PSC #03.198.14SI SR Systemic Renovation - Camera Surveillance Kratos Public Safety & Security Solutions, Inc.	\$39,729 \$39,729	\$19,864	\$19,865

SUMMARY OF SECTION III CONTRACT AWARDS - Cont'dIAC Minutes
September 11, 2014
194**Baltimore County - Cont'd**

206. Woodholme Elementary PSC #03.199.14SI SR Systemic Renovation - Camera Surveillance	\$18,565	\$9,282	\$9,283
1 - Kratos Public Safety & Security Solutions, Inc.	\$16,196		
2 - Lanier Electronics Group, LLC	\$420		
3 - Kratos Public Safety & Security Solutions, Inc.	\$1,949		
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207. Vincent Farm Elementary PSC #03.208.14SI SR Systemic Renovation - Camera Surveillance	\$16,641	\$8,320	\$8,321
1 - Kratos Public Safety & Security Solutions, Inc.	\$16,221		
2 - Lanier Electronics Group, LLC	\$420		
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208. West Towson Elementary PSC #03.215.14SI SR Systemic Renovation - Camera Surveillance	\$17,577	\$8,788	\$8,789
1 - Kratos Public Safety & Security Solutions, Inc.	\$17,157		
2 - Lanier Electronics Group, LLC	\$420		

Calvert County

209. Sunderland Elementary PSC #04.014.15 SR Systemic Renovation - Roof Replacement Autumn Contracting, Inc.	\$415,000	\$232,400	\$182,600
	\$415,000		

Caroline County

210. Preston Elementary PSC #05.008.07/13/14 LPC Renovation/Addition - Contract #1 (1 contract) Whiting-Turner Contracting Company	\$16,264,104	\$7,986,000	\$8,278,104
	\$16,264,104		

Carroll County

211. Taneytown Elementary PSC #06.016.11/14 SR Systemic Renovation - Roof Replacement J & K Contracting, Inc.	\$1,040,000	\$505,000	\$535,000
	\$1,040,000		
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212. Carroll Springs School PSC #06.027.11/14 SR Systemic Renovation - Roof Replacement Cole Roofing Company, Inc.	\$441,246	\$255,923	\$185,323
	\$441,246		

SUMMARY OF SECTION III CONTRACT AWARDS - Cont'dIAC Minutes
September 11, 2014
195**Carroll County - Cont'd**

213. Manchester Elementary PSC #06.033.11/15 SR Systemic Renovation - HVAC Replacement Rommel Cranston Construction, LLC	\$4,409,250 \$4,409,250	\$2,200,216	\$2,209,034
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214. Westminster West Middle PSC #06.036.14/15 ASP ASP - Fire Alarm Upgrade Action Electrical Contractors, Inc.	\$194,300 \$194,300	\$194,300	\$0
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Cecil County

215. Cecil School of Technology PSC #07.042.15 LPC Renovation - Contract #1 (1 contract) Mullan Contracting Company	\$7,917,500 \$7,917,500	\$5,068,530	\$2,848,970
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Charles County

216. La Plata High PSC #08.013.14ACI SR Systemic Renovation - Gym HVAC Replacement Hot & Cold Corporation	\$505,695 \$505,695	\$337,299	\$168,396
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217. Gale-Bailey Elementary PSC #08.029.15 QZ QZAB - Carpet Replacement Southern Maryland Flooring, Inc.	\$35,679 \$35,679	\$35,679	\$0
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218. J. C. Parks Elementary PSC #08.030.15 QZ QZAB - Carpet Replacement Southern Maryland Flooring, Inc.	\$178,679 \$178,679	\$164,321	\$14,358
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Dorchester County

219. Sandy Hill Elementary PSC #09.001.14SI SR Security Communications - Contract #1 (2 contracts) 1 - Motorola Solutions, Inc. 2 - Teltronics, Inc.	\$17,452 \$16,344 \$1,108	\$12,042	\$5,410
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SUMMARY OF SECTION III CONTRACT AWARDS - Cont'd

Dorchester County - Cont'd

220. Vienna Elementary PSC #09.005.14SI SR Security Communications - Contract #1 (2 contracts)	\$17,452	\$12,042	\$5,410
2 - Teltronics, Inc.	\$1,108		
1 - Motorola Solutions, Inc.	\$16,344		
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221. New Directions Learning Academy PSC #09.008.14SI SR Security Communications - Contract #1 (2 contracts)	\$17,452	\$12,042	\$5,410
1 - Motorola Solutions, Inc.	\$16,344		
2 - Teltronics, Inc.	\$1,108		
<hr/>			
222. Cambridge/South Dorchester High PSC #09.009.14SI SR Security Communications - Contract #1 (2 contracts)	\$17,452	\$12,042	\$5,410
1 - Motorola Solutions, Inc.	\$16,344		
2 - Teltronics, Inc.	\$1,108		
<hr/>			
223. Maple Elementary PSC #09.010.14SI SR Security Communications - Contract #1 (2 contracts)	\$17,452	\$12,042	\$5,410
1 - Motorola Solutions, Inc.	\$16,344		
2 - Teltronics, Inc.	\$1,108		
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224. Warwick Elementary PSC #09.011.14SI SR Security Communications - Contract #1 (2 contracts)	\$17,452	\$12,042	\$5,410
1 - Motorola Solutions, Inc.	\$16,344		
2 - Teltronics, Inc.	\$1,108		
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225. South Dorchester PK-8 PSC #09.012.14SI SR Security Communications - Contract #1 (2 contracts)	\$17,452	\$12,042	\$5,410
1 - Motorola Solutions, Inc.	\$16,344		
2 - Teltronics, Inc.	\$1,108		
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226. North Dorchester High PSC #09.013.14SI SR Security Communications - Contract #1 (2 contracts)	\$17,452	\$12,042	\$5,410
1 - Motorola Solutions, Inc.	\$16,344		
2 - Teltronics, Inc.	\$1,108		

SUMMARY OF SECTION III CONTRACT AWARDS - Cont'd

Dorchester County - Cont'd

227. North Dorchester High PSC #09.013.13 QZ QZAB - Pavement Repairs - Contract #3 3 - Chesapeake Paving & Sealing, Inc.	\$43,642 \$43,642	\$41,292	\$2,350
228. Hurlock Elementary PSC #09.014.14SI SR Security Communications - Contract #1 (2 contracts) 1 - Motorola Solutions, Inc. 2 - Teltronics, Inc.	\$17,452 \$16,344 \$1,108	\$12,042	\$5,410
229. Mace's Lane Middle PSC #09.015.14SI SR Security Communications - Contract #1 (2 contracts) 1 - Motorola Solutions, Inc. 2 - Teltronics, Inc.	\$17,452 \$16,344 \$1,108	\$12,042	\$5,410
230. Choptank Elementary PSC #09.016.14SI SR Security Communications - Contract #1 (2 contracts) 2 - Teltronics, Inc. 1 - Motorola Solutions, Inc.	\$17,452 \$1,108 \$16,344	\$12,042	\$5,410
231. Judy Hoyer Center PSC #09.017.14SI SR Security Communications - Contract #1 (2 contracts) 1 - Motorola Solutions, Inc. 2 - Teltronics, Inc.	\$17,450 \$16,344 \$1,106	\$5,919	\$11,531
232. Dorchester Career & Technology Center PSC #09.018.14SI SR Security Communications - Contract #1 (2 contracts) 1 - Motorola Solutions, Inc. 2 - Teltronics, Inc.	\$17,452 \$16,344 \$1,108	\$12,042	\$5,410
233. North Dorchester Middle PSC #09.019.14SI SR Security Communications - Contract #1 (2 contracts) 1 - Motorola Solutions, Inc. 2 - Teltronics, Inc.	\$17,452 \$16,344 \$1,108	\$12,042	\$5,410

Frederick County

SUMMARY OF SECTION III CONTRACT AWARDS - Cont'dIAC Minutes
September 11, 2014
198**Frederick County - Cont'd**

234. Yellow Springs Elementary PSC #10.007.14SI SR Systemic Renovation - Emergency Generator Curtis Engine & Equipment Company, Inc.	\$101,905 \$101,905	\$63,181	\$38,724
235. Woodsboro Elementary PSC #10.014.14 ASP ASP - Roof Replacement Kline Associated Roofing Contractors, Inc.	\$145,000 \$145,000	\$145,000	\$0
236. Liberty Elementary PSC #10.035.15 SR Systemic Renovation - Roof Replacement Heidler Roofing Services, Inc.	\$244,982 \$244,982	\$154,339	\$90,643
237. Ballenger Creek Middle PSC #10.041.15 SR Systemic Renovation - RTU Replacement Boland Trane Services, Inc.	\$394,038 \$394,038	\$236,423	\$157,615
238. Ballenger Creek Elementary PSC #10.043.14 QZ QZAB - Flooring Replacement F. H. Paschen - S. N. Nielsen & Associates, LLC	\$261,846 \$261,846	\$261,846	\$0
239. Walkersville Middle PSC #10.045.14SI C Interior Renovation - Contract #1 (1 contract) HITT Contracting, Inc.	\$106,779 \$106,779	\$66,203	\$40,576
240. Orchard Grove Elementary PSC #10.052.14 ASP ASP - HVAC Replacement Boland Trane Services, Inc. \$101,720 \$101,720	\$80,141	\$21,579
241. Wolfsville Elementary PSC #10.056.14SI SR Systemic Renovation - Emergency Generator Curtis Engine & Equipment Company, Inc.	\$119,950 \$119,950	\$74,369	\$45,581

SUMMARY OF SECTION III CONTRACT AWARDS - Cont'dIAC Minutes
September 11, 2014
199**Frederick County - Cont'd**

242. Lewistown Elementary PSC #10.060.14SI SR Systemic Renovation - Emergency Generator	\$118,652	\$73,564	\$45,088
Curtis Engine & Equipment Company, Inc.	\$118,652		

243. Myersville Elementary PSC #10.061.15 SR Systemic Renovation - HVAC Replacement	\$356,540	\$213,924	\$142,616
1 - Boland Trane Services, Inc.	\$356,540		

Harford County

244. Youth's Benefit Elementary PSC #12.011.11/15 LPC Replacement - Contract #2 (2 contracts)	\$13,111,151	\$0	\$13,111,151
2A - Dixie Construction Company, Inc.	\$10,583,140		
9A - Finishes, Inc.	\$2,528,011		

245. Youth's Benefit Elementary PSC #12.011.11/15 LPC Replacement - Contract #1 (8 contracts)	\$23,959,261	\$6,252,000	\$17,707,261
3A - Mumford & Miller Concrete, Inc.	\$1,686,621		
4A - KaRon Masonry of Maryland, Inc.	\$3,212,000		
6A - MRP Contractors, Inc.	\$3,942,600		
7A - Orndorff & Spaid, Inc.	\$960,145		
8A - Engineered Construction Products, Ltd.	\$689,695		
15A - Rommel Cranston Corporation	\$8,244,000		
16A - The Crown Electric Company	\$3,341,000		
5A - Strait Steel, Inc.	\$1,883,200		

Howard County

246. Oakland Mills High PSC #13.002.12SA/14ASP Systemic Renovation - Restroom Renovations	\$226,293	\$226,293	\$0
Service All, Inc.	\$226,293		

247. Elkridge Elementary PSC #13.020.14SI C Interior Renovations - Contract #1 (1 contract)	\$102,379	\$50,969	\$51,410
CFI Construction Corporation	\$102,379		

SUMMARY OF SECTION III CONTRACT AWARDS - Cont'dIAC Minutes
September 11, 2014
200**Howard County - Cont'd**

248. Elkridge Elementary PSC #13.020.15 SR Systemic Renovation - Boiler Replacement Fresh Air Concepts, LLC	\$332,054 \$332,054	\$199,232	\$132,822
249. Deep Run Elementary PSC #13.042.12/15 LPC Renovation/Addition - Contract #2 (7 contracts) 1A - MRP Contractors, LLC 3A - JLN Construction Services 4A - KaRon Masonry of Maryland, Inc. 7A - Ironshore Contracting, LLC 15A - Towson Mechanical, Inc. 15B - L. Franklin Easterday, Inc. 16B - Net-100, Ltd.	\$15,300,120 \$5,491,353 \$649,410 \$843,000 \$1,765,800 \$4,999,000 \$888,700 \$662,857	\$3,919,000	\$11,381,120
250. Deep Run Elementary PSC #13.042.12/15 LPC Renovation/Addition - Contract #1 (1 contract) 16A - Key Systems, Inc.	\$3,551,720 \$3,551,720	\$1,509,475	\$2,042,245
251. Mayfield Woods Middle PSC #13.045.15 SR Systemic Renovation - Chiller Replacement Temp Air Company, Inc.	\$209,800 \$209,800	\$125,880	\$83,920
252. Manor Woods Elementary PSC #13.052.14SI C Interior Renovations - Contract #1 (1 contract) CFI Construction Corporation	\$114,773 \$114,773	\$64,050	\$50,723
253. River Hill High PSC #13.053.08/14 SR Systemic Renovation - Structural Bob Porter Company, Inc.	\$487,000 \$487,000	\$292,200	\$194,800
254. Elkridge Landing Middle PSC #13.054.15 SR Systemic Renovation - Chiller Replacement Temp Air Company, Inc.	\$193,700 \$193,700	\$116,220	\$77,480

SUMMARY OF SECTION III CONTRACT AWARDS - Cont'dIAC Minutes
September 11, 2014
201**Howard County - Cont'd**

255. Ilchester Elementary PSC #13.057.14SI C Interior Renovations - Contract #1 (1 contract)	\$104,739	\$54,973	\$49,766
CFI Construction Corporation	\$104,739		

256. Laurel Woods Elementary PSC #13.065.15 LPC Addition - Contract #1 (4 contracts)	\$6,597,100	\$2,507,000	\$4,090,100
1A - North Point Builders, Inc.	\$3,506,000		
15A - Baldwin Mechanical Contractors, Inc.	\$1,597,000		
16A - The Crown Electric Company	\$1,171,000		
16B - Varia Systems, Inc.	\$323,100		

257. Bellows Springs Elementary PSC #13.078.14SI C Interior Renovations - Contract #1 (1 contract)	\$104,815	\$56,825	\$47,990
CFI Construction Corporation	\$104,815		

Montgomery County

258. Gaithersburg Middle PSC #15.068.15 QZ QZAB - Greenhouse Renovations	\$198,303	\$184,000	\$14,303
Metro Metal Services, Inc.	\$198,303		

259. Twinbrook Elementary PSC #15.072.15 QZ QZAB - Ceiling/Lighting	\$150,060	\$150,060	\$0
Unisource Services, LLC	\$150,060		

260. Woodfield Elementary PSC #15.143.15 ASP ASP - Ceiling/Lighting Replacement	\$155,321	\$155,321	\$0
Unisource Services, LLC	\$155,321		

261. Strawberry Knoll Elementary PSC #15.152.15 QZ QZAB - Gym Floor Replacement	\$119,163	\$95,000	\$24,163
Weyer's Floor Service, Inc.	\$119,163		

SUMMARY OF SECTION III CONTRACT AWARDS - Cont'dIAC Minutes
September 11, 2014
202**Montgomery County - Cont'd**

262. Captain James E. Daly Elementary PSC #15.159.15 QZ QZAB - Exterior Window Replacement Metro Metal Services, Inc.	\$358,328 \$358,328	\$330,000	\$28,328
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263. Piney Branch Elementary PSC #15.249.15 ASP ASP - Ceiling/Lighting Replacement Unisource Services, LLC	\$125,727 \$125,727	\$125,727	\$0
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Prince George's County

264. Eleanor Roosevelt High PSC #16.002.13 SR Systemic Renovation - AHU Replacement Hot & Cold Corporation	\$3,986,139 \$3,986,139	\$1,529,000	\$2,457,139
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265. High Point High PSC #16.085.12SA SR Systemic Renovation - Piping/UV Replacement Adrian L. Merton, Inc.	\$3,548,080 \$3,548,080	\$1,250,000	\$2,298,080
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266. Catherine T. Reed Elementary PSC #16.144.13 C Renovation - Open Space Conversion Tuckman-Barbee Construction Company, Inc.	\$1,574,800 \$1,574,800	\$1,002,864	\$571,936
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267. Hyattsville Middle PSC #16.178.13 ASP ASP - Gym Renovations 1 - TJ Distributors, Inc. 2 - Weyer's Floor Service, Inc.	\$107,487 \$39,800 \$67,687	\$107,487	\$0
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Queen Anne's County

268. Queen Anne's County High PSC #17.001.14SI SR Systemic Renovation - Camera Surveillance Skyline Technology Solutions	\$33,022 \$33,022	\$16,511	\$16,511
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SUMMARY OF SECTION III CONTRACT AWARDS - Cont'dIAC Minutes
September 11, 2014
203**Queen Anne's County - Cont'd**

269. Centreville Middle PSC #17.004.14SI SR Systemic Renovation - Camera Surveillance Skyline Technology Solutions	\$41,412 \$41,412	\$20,706	\$20,706
270. Centreville Elementary PSC #17.005.14SI SR Systemic Renovation - Camera Surveillance Skyline Technology Solutions	\$49,361 \$49,361	\$24,680	\$24,681
271. Kent Island Elementary PSC #17.007.14SI SR Systemic Renovation - Camera Surveillance Skyline Technology Solutions	\$27,230 \$27,230	\$13,615	\$13,615
272. Grasonville Elementary PSC #17.009.14SI SR Systemic Renovation - Camera Surveillance Skyline Technology Solutions	\$52,554 \$52,554	\$26,277	\$26,277
273. Kennard Elementary PSC #17.012.14SI SR Systemic Renovation - Camera Surveillance Skyline Technology Solutions	\$23,716 \$23,716	\$11,858	\$11,858
274. Church Hill Elementary PSC #17.013.14 ASP ASP - Camera Surveillance Skyline Technology Solutions	\$48,976 \$48,976	\$48,976	\$0
275. Sudlersville Elementary PSC #17.014.14SI SR Systemic Renovation - Camera Surveillance Skyline Technology Solutions	\$40,478 \$40,478	\$20,239	\$20,239
276. Bayside Elementary PSC #17.021.14SI SR Systemic Renovation - Camera Surveillance Skyline Technology Solutions	\$49,272 \$49,272	\$24,636	\$24,636

SUMMARY OF SECTION III CONTRACT AWARDS - Cont'd

IAC Minutes
September 11, 2014
204

Queen Anne's County - Cont'd

277. Kent Island High PSC #17.023.14SI SR Systemic Renovation - Camera Surveillance Skyline Technology Solutions	\$36,544 \$36,544	\$18,272	\$18,272
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278. Matapeake Elementary PSC #17.024.14SI SR Systemic Renovation - Camera Surveillance Skyline Technology Solutions	\$37,385 \$37,385	\$18,693	\$18,692
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279. Matapeake Middle PSC #17.025.14SI SR Systemic Renovation - Camera Surveillance Skyline Technology Solutions	\$45,036 \$45,036	\$22,518	\$22,518
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Somerset County

280. Washington High PSC #19.002.10/10QSCB/11/12 LPC Renovation - Contract #6 (1 contract) Dant Clayton Corporation	\$179,800 \$179,800	\$165,416	\$14,384
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281. Crisfield High PSC #19.004.13EEI SR Systemic Renovation - Lighting Rommel Electric Company	\$159,450 \$159,450	\$121,000	\$38,450
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282. Marion Sarah Peyton School PSC #19.012.13EEI SR Systemic Renovation - Lighting Hunt Consulting, LLC	\$66,000 \$66,000	\$51,000	\$15,000
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St. Mary's County

283. Spring Ridge Middle PSC #18.002.15 REL Relocatable - State Owned Relocatable J & L Services, Inc.	\$338,328 \$338,328	\$201,422	\$136,906
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Talbot County

SUMMARY OF SECTION III CONTRACT AWARDS - Cont'dIAC Minutes
September 11, 2014
205**Talbot County - Cont'd**

284. Easton High PSC #20.002.14ACI SR Systemic Renovation - HVAC Replacement Denver-Elek, Inc.	\$684,500 \$684,500	\$342,250	\$342,250
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Washington County

285. Western Heights Middle PSC #21.003.14SI C Interior Renovations - Contract #1 (1 contract) Milton Stamper Builders, Inc.	\$39,680 \$39,680	\$28,173	\$11,507
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286. Hickory Elementary PSC #21.004.14SI C Interior Renovations - Contract #1 (1 contract) Callas Contractors, Inc.	\$29,000 \$29,000	\$20,590	\$8,410
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287. Hancock Elementary PSC #21.015.14SI C Interior Renovations - Contract #1 (1 contract) Callas Contractors, Inc.	\$24,000 \$24,000	\$17,040	\$6,960
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288. Smithsburg High PSC #21.026.14 ASP Systemic Renovation - ADA/Accessibility Upgrades GRC General Contractor, Inc.	\$161,066 \$161,066	\$134,904	\$26,162
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289. Williamsport Elementary PSC #21.029.14SI C Interior Renovations - Contract #1 (1 contract) Callas Contractors, Inc.	\$27,000 \$27,000	\$19,170	\$7,830
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290. Paramount Elementary PSC #21.030.14SI C Interior Renovations - Contract #1 (1 contract) Milton Stamper Builders, Inc.	\$50,013 \$50,013	\$35,509	\$14,504
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291. Emma K. Doub Elementary PSC #21.032.14SI C Interior Renovations - Contract #1 (1 contract) Milton Stamper Builders, Inc.	\$55,340 \$55,340	\$39,291	\$16,049
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SUMMARY OF SECTION III CONTRACT AWARDS - Cont'dIAC Minutes
September 11, 2014
206**Washington County - Cont'd**

292. Salem Avenue Elementary PSC #21.033.14SI C Interior Renovations - Contract #1 (1 contract) Milton Stamper Builders, Inc.	\$72,042 \$72,042	\$51,150	\$20,892
293. Old Forge Elementary PSC #21.035.14SI C Interior Renovations - Contract #1 (1 contract) Milton Stamper Builders, Inc.	\$42,674 \$42,674	\$30,299	\$12,375
294. Smithsburg Elementary PSC #21.036.14SI C Interior Renovations - Contract #1 (1 contract) Callas Contractors, Inc.	\$39,500 \$39,500	\$28,045	\$11,455
295. Lincolnshire Elementary PSC #21.037.14SI C Interior Renovations - Contract #1 (1 contract) Callas Contractors, Inc.	\$29,000 \$29,000	\$20,590	\$8,410
296. Clear Spring Elementary PSC #21.042.14SI C Interior Renovations - Contract #1 (1 contract) Callas Contractors, Inc.	\$31,000 \$31,000	\$22,010	\$8,990
297. Fountain Rock Elementary PSC #21.043.14SI C Interior Renovations - Contract #1 (1 contract) Callas Contractors, Inc.	\$36,000 \$36,000	\$25,560	\$10,440
298. Potomac Heights Elementary PSC #21.044.14SI C Interior Renovation - Contract #1 (1 contract) R. A. Hill, Inc.	\$266,150 \$266,150	\$188,967	\$77,183
299. Eastern Elementary PSC #21.045.14SI C Interior Renovations - Contract #1 (1 contract) Milton Stamper Builders, Inc.	\$33,010 \$33,010	\$23,437	\$9,573

SUMMARY OF SECTION III CONTRACT AWARDS - Cont'dIAC Minutes
September 11, 2014
207**Washington County - Cont'd**

300. Fountaindale Elementary PSC #21.046.14SI C Interior Renovations - Contract #1 (1 contract) Callas Contractors, Inc.	\$34,000 \$34,000	\$24,140	\$9,860
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Baltimore City

301. #036 Harford Heights Building PSC #30.019.14 QZ QZAB - Media Center Renovation Centennial Contractors, Inc.	\$588,790 \$588,790	\$360,000	\$228,790
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302. #053 Margaret Brent PK-8 PSC #30.029.14SI SR Systemic Renovation - Door Hardware Replacement Tito Contractors, Inc.	\$100,000 \$100,000	\$93,000	\$7,000
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303. #084 Thomas Johnson PK-8 PSC #30.044.13/13EEI SR Systemic Renovation - Boiler Replacement J. F. Fischer, Inc.	\$466,550 \$466,550	\$442,000	\$24,550
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304. #087 Windsor Hills PK-8 PSC #30.045.14 QZ QZAB - Media Center Renovation Centennial Contractors, Inc.	\$622,700 \$622,700	\$360,000	\$262,700
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305. #134 Walter P. Carter PK-8 PSC #30.064.13/13EEI SR Systemic Renovation - Chiller Replacement JLN Construction Services, Inc.	\$688,825 \$688,825	\$655,000	\$33,825
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306. #130 Booker T. Washington Building PSC #30.168.10/13 SR Systemic Renovation - Roof Replacement Micon Construction, Inc.	\$1,181,091 \$1,181,091	\$1,098,415	\$82,676
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307. #010 James McHenry Elementary PSC #30.197.13 SR Systemic Renovation - HVAC Replacement Chasney & Company, Inc.	\$121,685 \$121,685	\$113,167	\$8,518
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SUMMARY OF SECTION III CONTRACT AWARDS - Cont'd

IAC Minutes
September 11, 2014
208

Baltimore City - Cont'd

308. #093 Professional Development Center PSC #30.209.11/13 SR Systemic Renovation - Fire Alarm Upgrades Tito Contractors, Inc.	\$1,610,827 \$1,610,827	\$1,498,069	\$112,758
309. #080 West Baltimore Building PSC #30.237.13 SR Systemic Renovation - Boiler Replacement J. F. Fischer, Inc.	\$1,119,000 \$1,119,000	\$868,000	\$251,000
310. #102 Thomas G. Hayes Elementary PSC #30.275.13 SR Systemic Renovation - Plumbing Chasney & Company, Inc.	\$187,800 \$187,800	\$174,654	\$13,146

Summary Totals

Total Projects: 310 Total Contracts: 521 \$230,906,540 \$97,6% ~~2+~~ (\$133,293,266)

IAC ACTION: THE ABOVE REFERENCED ITEMS WERE:

	Approved	Disapproved	Deferred	Abstain	Recuse
Dr. Lillian M. Lowery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Richard Hall	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Alvin Collins	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Thomas Lewis	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Tim Maloney	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	WITH DISCUSSION	WITHOUT DISCUSSION			

A. MONTGOMERY COUNTY - BETHESDA CHEVY CHASE MIDDLE SCHOOL #2

The Montgomery County Board of Education (MCBOE) requests Interagency Committee on School Construction approval for the acquisition of the 13.39-acre Bethesda Chevy Chase Middle School #2 site located at 3701 Saul Road, Kensington, Maryland 20895. The tract is presently owned by the Maryland-National Capital Park and Planning Commission (M-NCPPC).

The Montgomery County Site Selection Advisory Committee originally considered more than ten (10) potential school sites at the request of community input. The MCBOE approved the selection of the Rock Creek Hills Local Park as the site for the new school. The estimated cost to acquire the site from the M-NCPPC is \$39,502,000. This site previously housed a junior high school which was demolished, and part of the original parcel was sold for senior housing.

The new middle school will be a part of an existing sub-division with roads on the east, west and south sides of the school. The new middle school is needed to alleviate the overcrowding at Westland Middle School. The construction of the middle school is expected to be completed in August of 2017. The new school will have a design capacity for 944 students with a core space designed to accommodate 1,200 students. This school site is located in a Priority Funding Area.

Land Use

- 13.39 acres are deemed usable.
- The current zoning of the area is R-90 (Medium Density Residential Neighborhoods), rezoning is not required.
- The site is most accessible from Saul Road and Haverhill Drive. A public utility easement is needed for utility connection. Also a local Department of Transportation permit is needed to modify existing entrances to existing roadways.
- The MCBOE will comply to the extent possible with separating pedestrians, buses, and cars from each other to maximize on-site safety. Clearing of trees to expand the entrance to the parking and the student drop off loop will be needed.
- Public transportation is readily available.
- The shared after-school community uses contemplated for this site include the use of the basketball courts, tennis courts, soccer fields or baseball fields.
- Once the design of the new school begins, MCBOE will work with M-NCPPC to perform a traffic study as part of their mandatory referral requirements.

Infrastructure

- The current water/sewage designation for the site and surrounding area is W-1 (Connected) S-1 (Connected).
- Electric service is available.
- Fire hydrants are in the adjacent street and will be provided on site. The Kensington Volunteer Fire Department #5 is 1.5 miles from the existing site.
- There is existing natural gas available within the adjacent street.
- The site is in close proximity to the Town of Kensington, an historic district; correspondence is underway with the Maryland Historical Trust.

Environmental and Natural Settings

- A geothermal field will be installed.
- The site does not lie within the 100-year floodplain.
- There are no non-tidal wetlands on or adjacent to the site.
- Storm water management and sediment control measures will be required.
- The percentage of steep slopes on the site ranges from 30% to 35%.
- There are no waterways on the site.
- There are no hydric soils on site.
- There are no known rare, threatened or endangered species on this site.

Approval of this site is recommended by means of the following.

Motion:

TO APPROVE THE ACQUISITION BY THE MONTGOMERY COUNTY BOARD OF EDUCATION OF THE BETHESDA CHEVY CHASE MIDDLE SCHOOL #2 SITE LOCATED AT 3701 SAUL ROAD, KENSINGTON MARYLAND 20895, ADHERING TO THE ACTIONS IDENTIFIED IN THE STATE CLEARINGHOUSE REVIEW, STATE IDENTIFIER MD20140108-0013 WITH QUALIFYING COMMENTS AND CERTAIN CONDITIONS (SEE ATTACHED STATE CLEARINGHOUSE REVIEW LETTER.)

IAC ACTION: THE ABOVE REFERENCED ITEMS WERE:					
	Approved	Disapproved	Deferred	Abstain	Recuse
Dr. Lillian M. Lowery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Richard Hall	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Alvin Collins	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Thomas Lewis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Tim Maloney	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

B. MONTGOMERY COUNTY - RICHARD MONTGOMERY ELEMENTARY SCHOOL #5

The Montgomery County Board of Education (MCBOE) requests Interagency Committee on School Construction approval for the acquisition of the 10.09-acre Richard Montgomery Elementary School #5 site located at 332 West Edmonston Drive, Rockville Maryland 20852. The tract is known as the Hungerford Park Elementary School site and is presently owned by the Montgomery County Government.

The MCBOE closed Hungerford Park Elementary school in June 1982 and the property was transferred to the Montgomery County Government with an option for the MCBOE to reacquire the property, if the site was deemed necessary to meet enrollment growth. The estimated cost of reclaiming the site back from the County government is \$29,381,000. The existing school building constructed in 1960 will be demolished. A forest conservation easement on approximately 3.1 acres of the site has been imposed by the county government.

The school site is in close proximity to the elementary school students who will be served by the new school. The construction of the elementary school is expected to be completed in July of 2017. The school is expected to accommodate 600 students in grades 1 – 5, with a design capacity of 740. This school site is located in a Priority Funding Area.

The former school building has been utilized by the County to accommodate the Children's Resource Center (CRC), which includes programs under the Division of Health and Human Services. A feasibility study was performed by the MCBOE, and it was determined that co-locating the CRC with the proposed school facility would compromise the amount of outdoor play space required for both the school and the CRC day care program, as well as encroach on the forest conservation easements that are currently in place. The CRC program will accordingly be relocated to a new site.

Land Use

- 7.8 acres are deemed usable.
- The current zoning of the area is R-60 (Residential, one-family, detached). Rezoning is not required.
- The site is most accessible from West Edmonston Drive, Rockville, Maryland 20852.
- There are 4-foot wide sidewalks on the side of the school site.
- The MCBOE will comply to the extent possible with separating pedestrians, buses, and cars from each other to maximize on-site safety.
- Public transportation is in close proximity to the site.
- Once the design of the new school begins, MCBOE will work with M-NCPPC to perform a traffic study as part of their mandatory referral requirements.

Infrastructure

- The current water/sewage designation for the site and surrounding area is W-1 (Connected) /S-1 (Connected).
- The developer, Clarksburg Skylark LLC has installed the main lines for the water conveyance system. All connections to the system will be the responsibility of the Montgomery County Public School System.
- Electric service is available.
- Fire hydrants will be provided on site. The Sandy Spring Volunteer Fire Department is 1.8 miles from the existing site.
- There is an existing gas line on site.
- MHT has determined the existing building may have historic value. The Montgomery County Public School system will need to commission a Determination of Eligibility (DOE) Form assessing the National Register eligibility of the existing building, and to submit the form to MHT for concurrence.

Environmental and Natural Settings

- The site does not lie within the 100-year floodplain.
- There are no non-tidal wetlands on or adjacent to the site.
- Storm water management and sediment control measures will be required.
- There are no steep slopes on the site.
- There are no waterways on the site.
- There are no hydric soils on site.
- There are no known rare, threatened or endangered species on this site.

Approval of this site is recommended by means of the following.

Motion:

TO APPROVE THE ACQUISITION BY THE MONTGOMERY COUNTY BOARD OF EDUCATION OF THE RICHARD MONTGOMERY ELEMENTARY SCHOOL #5 SITE LOCATED AT 332 EDMONSTON DRIVE, ROCKVILLE MARYLAND 20852, ADHERING TO THE ACTIONS IDENTIFIED IN THE STATE CLEARINGHOUSE REVIEW, STATE IDENTIFIER MD20140204-0070 WITH QUALIFYING COMMENTS AND CERTAIN CONDITIONS (SEE ATTACHED STATE CLEARINGHOUSE REVIEW LETTER.)

IAC ACTION: THE ABOVE REFERENCED ITEMS WERE:					
	Approved	Disapproved	Deferred	Abstain	Recuse
Dr. Lillian M. Lowery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Richard Hall	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Alvin Collins	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Thomas Lewis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Tim Maloney	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Motion:

TO RECOMMEND BOARD OF PUBLIC WORKS APPROVAL OF THE TRANSFER OF THE DEDICATED USE OF THE LAURENCE G. PAQUIN BUILDING #457, LOCATED AT 2200 SINCLAIR LANE, BALTIMORE, MARYLAND 21213 TO THE BALTIMORE CITY GOVERNMENT, IN ACCORDANCE WITH EXHIBIT 6 OF THE *MEMORANDUM OF UNDERSTANDING FOR THE CONSTRUCTION AND REVITALIZATION OF BALTIMORE CITY PUBLIC SCHOOLS* DATED OCTOBER 16, 2013, AND TO RECOGNIZE THE OUTSTANDING DEBT (\$103,332) TO BE PAID BY THE BALTIMORE CITY GOVERNMENT.

IAC ACTION: THE ABOVE REFERENCED ITEMS WERE:

	Approved	Disapproved	Deferred	Abstain	Recuse
Dr. Lillian M. Lowery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Richard Hall	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Alvin Collins	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Thomas Lewis	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Tim Maloney	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Motion:

TO RECOMMEND BOARD OF PUBLIC WORKS APPROVAL OF THE TRANSFER OF THE DEDICATED USE OF THE CORPS BUILDING LOCATED AT 5000 GWYNN OAK ROAD, BALTIMORE, MARYLAND 21207 TO THE BALTIMORE CITY GOVERNMENT.

IAC ACTION: THE ABOVE REFERENCED ITEMS WERE:

	Approved	Disapproved	Deferred	Abstain	Recuse
Dr. Lillian M. Lowery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Richard Hall	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Alvin Collins	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Thomas Lewis	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Tim Maloney	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION VI - APPROVAL OF ACCOUNTING ACTIONS

A. AUDIT EXCEPTIONS

Harford County

An audit was conducted in Harford County on State funds received under the Public School Construction Program. There are no back charges to Harford County as a result of this audit.

Motion:

TO APPROVE THE AUDIT FINDINGS AS NOTED ABOVE, FOR HARFORD COUNTY PUBLIC SCHOOLS.

IAC ACTION: THE ABOVE REFERENCED ITEMS WERE:						
	Approved	Disapproved	Deferred	Abstain	Recuse	
Dr. Lillian M. Lowery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Mr. Richard Hall	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Mr. Alvin Collins	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Mr. Thomas Lewis	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Mr. Tim Maloney	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

B. PROJECT ALLOCATION REVERSIONS

The following projects have been completed but the accounts have not been audited or closed. The amounts indicated are apparently in excess and are recommended for transfer to the statewide contingency accounts.

<u>Project Number</u>	<u>Project Name</u>	<u>Amount</u>
<u>Anne Arundel</u>		
02.035.2011	Eastport Elementary	\$ 14,213
02.068.2012	Southern High	9,230
02.086.2013	Folger McKinsey Elementary	80,298
02.114.2010	Southgate Elementary	120,023
		\$ 223,764
<u>Baltimore County</u>		
03.034.2009	Sandalwood Elementary	\$ 14,934
03.120.2013	Franklin High	17,185
03.166.2012 SA	Cedarmere Elementary	96,972
		\$ 129,091
<u>Calvert County</u>		
04.013.2013	Appeal Elementary	\$ 1,761
04.015.2013	Plum Point Elementary	4,803
		\$ 6,564
<u>Queen Anne's County</u>		
17.026.2012	Sudlersville Middle	\$ 46,578
		\$ 46,578
<u>Baltimore City</u>		
30.044.2012 SA	#084 Thomas Johnson PK-8	\$ 157,065
30.162.2012 SA	#260 Frederick Elementary	99,000
30.238.2010	#163 Patapsco Elementary/Middle	2,938
		\$ 259,003
	Total Reversion:	\$ 665,000

Motion:

TO APPROVE, SUBJECT TO FINAL AUDIT, THE REVERSION OF THE AMOUNTS IDENTIFIED ABOVE TO THE APPROPRIATE STATEWIDE CONTINGENCY ACCOUNTS.

IAC ACTION: THE ABOVE REFERENCED ITEMS WERE:					
	Approved	Disapproved	Deferred	Abstain	Recuse
Dr. Lillian M. Lowery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Richard Hall	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Alvin Collins	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Thomas Lewis	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Tim Maloney	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

D. REPORT ON CLOSED PROJECTS

The projects listed below have received final audit and State funding shall be as follows:

<u>Project Name</u>	<u>Project Type</u>	<u>Approved Contracts Form 306.6</u>	<u>Final Project Cost</u>
<u>ALLEGANY COUNTY</u>			
1. South Penn E. 01.021.2011 – BOND	K/PK Addition	842,000	<u>\$ 842,000</u>
<u>ANNE ARUNDEL COUNTY</u>			
2. Eastport Elementary 02.035.2011 – BOND	HVAC	813,816	<u>\$ 813,816</u>
3. Severna Park Elementary 02.052.2004 – BOND 02.052.2013 – BOND	K/PK Addition	9,255 756,745	<u>\$ 766,000</u>
4. Southern High 02.068.2012 – BOND	Science	1,321,770	<u>\$ 1,321,770</u>
5. Folger McKinsey Elementary 02.086.2012 – BOND 02.086.2013 – BOND	Add/Ren	3,800,000 776,418	<u>\$ 4,576,418</u>
6. Southgate Elementary 02.114.1998 – BOND 02.114.2008 – BOND 02.114.2009 – BOND 02.114.2010 – BOND	Ren/Add	23,760 1,336,654 3,500,240 2,774,800	<u>\$ 7,635,454</u>
7. Belle Grove E. 02.121.2011 – BOND	Ren/Add	2,767,340	<u>\$ 2,767,340</u>
<u>BALTIMORE COUNTY</u>			
8. Chatsworth E. 03.002.2012 – SA	Windows/Doors	416,850	<u>\$ 416,850</u>
9. Rosedale Center 03.015.2012 – BOND	Windows/Doors	280,000	<u>\$ 280,000</u>
10. Sandalwood Elementary 03.034.2009 – BOND	HVAC	482,704	<u>\$ 482,704</u>
11. Pikesville Middle 03.085.2012 – SA	Lighting	185,361	<u>\$ 185,361</u>
12. Franklin High 03.120.2013 – BOND	Roof	1,823,815	<u>\$ 1,823,815</u>
13. Cedarmere Elementary 03.166.2012 – SA	Windows/Doors	331,028	<u>\$ 331,028</u>

SECTION VI – APPROVAL OF ACCOUNTING ACTIONS - cont'd

<u>Project Name</u>	<u>Project Type</u>	<u>Approved Contracts Form 306.6</u>	<u>Final Project Cost</u>
<u>CALVERT COUNTY</u>			
14. Appeal Elementary 04.013.2013 – BOND	Roof	211,193	\$ 211,193
15. Plum Point Elementary 04.015.2013 – BOND	Roof	231,111	\$ 231,111
<u>CARROLL COUNTY</u>			
16. South Carroll High 06.012.2006 – BOND 06.012.2009 – BOND 06.012.2010 – BOND	Ren/Add	572,715 7,888,079 1,620,206	\$ 10,081,000
17. Robert Moton Elementary 06.018.2010 – BOND 06.018.2011 – BOND	K/PK Renovation	10,838 1,357,077	\$ 1,367,915
<u>CHARLES COUNTY</u>			
18. F. B. Gwynn Center 08.012.2012 – SA	HVAC	225,600	\$ 225,600
19. F. B. Gwynn Center 08.012.2012 – SA	Windows/Doors	246,800	\$ 246,800
20. F. B. Gwynn Center 08.012.2012 – SA	Lighting – Gym	11,200	\$ 11,200
21. F. B. Gwynn Center 08.012.2012 – SA	Lighting – Exterior	5,400	\$ 5,400
22. F. B. Gwynn Center 08.012.2012 – SA	Structural	61,000	\$ 61,000
<u>FREDERICK COUNTY</u>			
23. Lincoln “B” Elementary 10.004.2012 – BOND 10.004.2013 – BOND 10.004.2014 – BOND	Add/Ren	620,000 4,643,605 6,497,395	\$ 11,761,000
24. Thurmont Middle 10.008.2012 – BOND	Windows/Doors	171,000	\$ 171,000
25. New Midway Elementary 10.038.2013 – BOND	Roof	173,000	\$ 173,000
<u>HARFORD COUNTY</u>			
26. Havre de Grace Elementary 12.028.2012 – SA	Chillers	464,750	\$ 464,750
27. Church Creek Elementary 12.034.2012 – SA	Chillers	369,000	\$ 369,000

SECTION VI – APPROVAL OF ACCOUNTING ACTIONS - cont'd

<u>Project Name</u>	<u>Project Type</u>	<u>Approved Contracts Form 306.6</u>	<u>Final Project Cost</u>
<u>MONTGOMERY COUNTY</u>			
28. Stedwick Elementary 15.039.2013 – BOND	Roof	354,826	<u>\$ 354,826</u>
29. Col. Zaduk Magruder High 15.045.2012 – BOND	Mechanical	580,000	<u>\$ 580,000</u>
30. Poolesville High 15.066.2012 – BOND	HVAC	416,000	<u>\$ 416,000</u>
31. South Lake Elementary 15.086.2013 – BOND	Roof	306,523	<u>\$ 306,523</u>
32. Damascus Elementary 15.103.2012 – BOND	HVAC	386,476	<u>\$ 386,476</u>
33. Dufief Elementary 15.105.2012 – BOND	HVAC	362,000	<u>\$ 362,000</u>
34. East Silver Spring Elementary 15.108.2013 – BOND	HVAC	607,782	<u>\$ 607,782</u>
35. Sequoyah Elementary 15.160.2013 – BOND	Roof	415,000	<u>\$ 415,000</u>
36. Judith A. Resnick E. 15.165.2013 – BOND	Roof	599,185	<u>\$ 599,185</u>
37. Dr. Charles R. Drew E. 15.169.2013 – BOND	Roof	342,381	<u>\$ 342,381</u>
38. Summit Hall E. 15.174.2013 – BOND	Roof	108,870	<u>\$ 108,870</u>
39. Bannockburn Elementary 15.204.2013 – BOND	HVAC	791,000	<u>\$ 791,000</u>
<u>PRINCE GEORGE'S COUNTY</u>			
40. Central High 16.010.2009 – BOND	Science	765,272	<u>\$ 765,272</u>
<u>QUEEN ANNE'S COUNTY</u>			
41. Sudlersville Middle 17.026.2010 – BOND	Replacement	15,975	
17.026.2010 – HPB		177,025	
17.026.2010 – QSCB		2,707,000	
17.026.2011 – QSCB		5,150,000	
17.026.2012 – BOND		3,874,422	<u>\$ 11,924,422</u>

SECTION VI – APPROVAL OF ACCOUNTING ACTIONS - cont'd

<u>Project Name</u>	<u>Project Type</u>	<u>Approved Contracts Form 306.6</u>	<u>Final Project Cost</u>
<u>ST. MARY'S COUNTY</u>			
42. Spring Ridge Middle School 18.002.2012 – SA	Lighting	988	\$ <u>988</u>
43. Leonardtown High 18.004.2012 – SA	Lighting	89,887	\$ <u>89,887</u>
44. Margaret Brent Middle 18.009.2012 – SA	Lighting	988	\$ <u>988</u>
45. Esperanza Middle 18.010.2012 – SA	Lighting	988	\$ <u>988</u>
46. Mechanicsville Elementary 18.014.2012 – SA	Lighting	988	\$ <u>988</u>
47. Chopticon High 18.019.2012 – SA	Lighting	73,792	\$ <u>73,792</u>
48. Great Mills High 18.020.2012 – SA	Lighting	93,316	\$ <u>93,316</u>
<u>SOMERSET COUNTY</u>			
49. Marion Sarah Peyton School 19.012.2012 – SA	Renovation	85,678	\$ <u>85,678</u>
<u>WASHINGTON COUNTY</u>			
50. North Hagerstown High 21.024.1992 – BOND 21.024.1993 – BOND	Ren/Add	2,499,702 4,980,703	\$ <u>7,480,405</u>
51. Hancock Middle/High 21.025.2013 – BOND	Windows/Doors	495,000	\$ <u>495,000</u>
<u>WICOMICO COUNTY</u>			
52. Parkside High 22.001.2012 – BOND	Electrical	253,000	\$ <u>253,000</u>
53. James M. Bennett High 22.008.2007 – BOND 22.008.2008 – BOND 22.008.2009 – BOND 22.008.2010 – BOND 22.008.2010 – QSCB 22.008.2011 – BOND 22.008.2011 – QSCB	Replacement/Ren	5,575 7,884,000 12,955,000 1,583,433 11,586,567 975,425 9,000,000	\$ <u>43,990,000</u>

A. APPROVAL TO ESTABLISH SUPPLEMENTARY APPROPRIATION PROJECT ALLOCATIONS

In the 2011 legislative session, the General Assembly approved an FY 2012 Supplementary Appropriation (SA) in the total amount of \$47.5 million. Projects in this program are subject to approval by the Board of Public Works (BPW) following evaluation by the Designees. Once approved, a project is subject to the procurement and design review requirements that apply to projects in the Capital Improvement Program or Aging Schools Program.

On January 8, 2014, the BPW approved the realignment of unexpended funds to the following eligible project in Howard County Public Schools:

<u>Project Name</u>	<u>PSC Number</u>	<u>Project Type</u>	<u>Amount</u>
<u>Howard</u>			
Oakland Mills High	13.002.12SA/14ASP	Restroom Renovations	\$ 171,810
TOTAL SA ALLOCATIONS:			<u>\$ 171,810</u>

In order for the Public School Construction Program to respond to requests for reimbursement for this project, funds must be transferred from the SA section within the Statewide Contingency Account and an individual project allocation must be established.

Motion:

TO APPROVE THE TRANSFER OF \$171,810 FROM THE FY 2012 SUPPLEMENTARY APPROPRIATION ACCOUNT AND TO ESTABLISH AN INDIVIDUAL PROJECT ALLOCATION FOR THE PROJECT APPROVED BY THE BOARD OF PUBLIC WORKS ON JANUARY 8, 2014 AS SHOWN ABOVE.

IAC ACTION: THE ABOVE REFERENCED ITEMS WERE:					
	Approved	Disapproved	Deferred	Abstain	Recuse
Dr. Lillian M. Lowery	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Richard Hall	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Alvin Collins	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Thomas Lewis	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mr. Tim Maloney	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION VIII – INFORMATION

A. **CHANGE ORDERS**

(9/11/14)

Presented to the IAC on September 11, 2014.

SUMMARY

The following statistical information is for Change Order Letters dated September 11, 2014 to be included in the September 8, 2014 Outgoing Agenda for IAC Meeting approval of Contracts & Items; Approval date September 11, 2014.

Number of LEA's Reviewed:	3	(15 school projects)		
Total Change Orders Reviewed:	100			
Total Issues Reviewed:	128			
Total Credit Returned to the State:			\$	159,974
Total Participation in Change Orders by the State:			\$	<u>16,389</u>
Net Balance:			\$	143,585

Returned to the State

	<u>State</u>	<u>Local</u>	<u>Total</u>
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NOTE: Descriptions are provided for all Change Order Items that are \$15,000 and over.

Anne Arundel

Annapolis High School
PSC: 02.030.11/14 C

C.O. #31		78	77	155
C.O. #32	Items 1, 2	0	1,165	1,165
C.O. #33	(Athletic Flooring in Weight Room Area)	0	19,713	19,713

Annapolis Elementary School
PSC: 02.034.07/13/14 LPC

C.O. #C2A-5		0	10,074	10,074
C.O. #C3A-6		<1,178>	<7,922>	<9,100>
C.O. #C8A-3		0	11,623	11,623
C.O. #C8A-4		<1,284>	<8,637>	<9,921>
C.O. #C15A-4		<74>	<496>	<570>

SECTION VIII – INFORMATION – Cont'd

A. CHANGE ORDERS – (Continued) (9/11/14)

	<u>State</u>	<u>Local</u>	<u>Total</u>
<u>Anne Arundel</u> (Continued)			
Crofton Elementary School PSC: 02.041.10/13/14 LPC			
C.O. #C6A-7 (Additional Lockers)	0	37,395	37,395
C.O. #C15A-6	0	2,687	2,687
C.O. #C15A-7	0	13,597	13,597
Northeast High School PSC: 02.055.06/07/08/10/11/12/13 LPC			
C.O. #C4A-22	0	4,987	4,987
C.O. #C6A-41 (Computer Station Wood End Panels)	0	25,323	25,323
C.O. #C9A-9	0	13,906	13,906
Deale Elementary School PSC: 02.075.13 SR (Roof)			
C.O. #2	825	825	1,650
C.O. #3 (Unused Unit Prices)	<13,890>	<13,890>	<27,780>
<u>Frederick</u>			
North Frederick Elementary School PSC: 10.021.14/15/15 HPB LPC			
C.O. #4A-2 Items 1, 2	0	4,786	4,786
C.O. #5A-3	0	6,903	6,903
C.O. #6A-4 Items 1-5	0	13,565	13,565
C.O. #6A-5 Items 1-4	0	14,885	14,885
C.O. #8A-2	0	5,025	5,025
C.O. #9B-2	0	5,771	5,771

SECTION VIII – INFORMATION – Cont’d

A. CHANGE ORDERS – (Continued) (9/11/14)

	<u>State</u>	<u>Local</u>	<u>Total</u>
<u>Frederick</u> (Continued)			
North Frederick Elementary School (continued) PSC: 10.021.14/15/15 HPB LPC			
C.O. #16A-5	Items 1, 2, 4	0	4,931
	Item 3	<692>	<996>
	Item 5	<u>1,304</u>	<u>1,877</u>
		612	5,812
			6,424
C.O. #16A-6	Item 1 (Gymnasium Sound System Revisions)	0	15,421
	Item 2	<u>0</u>	<u>12,719</u>
		0	28,140
			28,140
Career & Technology Center PSC: 10.026.14 SR (Boiler)			
C.O. #1		0	4,351
C.O. #2		0	2,920
C.O. #3		0	1,783
Sabillasville Elementary School PSC: 10.047.14 SR (Water Tank)			
C.O. #1		0	1,120
			1,120
<u>Howard</u>			
Oakland Mills High School PSC: 13.002.12 SR (Roof)			
C.O. #1	Item 1	<464>	<296>
	Item 2 (Remove and Reinstall Wall Panels)	0	17,670
	Item 3	0	483
	Item 4 (Credit for Alternate #1)	<30,638>	<19,588>
	Item 5 (Credit for Inspection Services)	<u><10,675></u>	<u><6,825></u>
		<41,777>	<8,556>
			<50,333>

SECTION VIII – INFORMATION – Cont'd

A. CHANGE ORDERS – (Continued) (9/11/14)

	<u>State</u>	<u>Local</u>	<u>Total</u>
<u>Howard</u> (Continued)			
Elkridge Elementary School PSC: 13.020.12 SR (HVAC)			
C.O. #1	0	4,452	4,452
C.O. #2	<909>	<581>	<1,490>
C.O. #3	0	2,698	2,698
C.O. #5	0	621	621
C.O. #6	0	12,561	12,561
C.O. #7	<653>	<417>	<1,070>
C.O. #8	<1,570>	<1,003>	<2,573>
C.O. #9	0	842	842
C.O. #10	0	306	306
C.O. #11	0	188	188
C.O. #12	149	95	244
C.O. #13 (Utility Company Rebate)	<16,897>	<10,803>	<27,700>
C.O. #14	0	1,663	1,663
C.O. #15 (Additional Space Sensors)	0	21,219	21,219
Swansfield Elementary School PSC: 13.023.04/11 SR (Roof)			
C.O. #1	Item 1 (Unused Unit Prices) <9,979>	<6,935>	
	Items 2-4 <u>0</u>	<u>6,256</u>	
	<9,979>	<679>	<10,658>
Clarksville Elementary School PSC: 13.037.12 SR (HVAC)			
C.O. #1	0	3,610	3,610

SECTION VIII – INFORMATION – Cont'd

A. CHANGE ORDERS – (Continued) (9/11/14)

	<u>State</u>	<u>Local</u>	<u>Total</u>
<u>Howard</u> (Continued)			
Clarksville Elementary School (continued) PSC: 13.037.12 SR (HVAC)			
C.O. #2 (Toilet Room Revisions)	0	44,716	44,716
C.O. #3	0	3,832	3,832
C.O. #8	<7,320>	<4,680>	<12,000>
C.O. #9	<1,742>	<1,114>	<2,856>
C.O. #10	0	2,298	2,298
C.O. #11	<328>	<209>	<537>
C.O. #12	0	614	614
C.O. #17	0	7,529	7,529
C.O. #18	<564>	<361>	<925>
C.O. #19	0	887	887
C.O. #21	0	2,043	2,043
C.O. #22 (Utility Company Rebate)	<15,170>	<9,699>	<24,869>
C.O. #23	0	767	767
C.O. #24 (Utility Company Rebate)	<9,120>	<5,830>	<14,950>
C.O. #25	0	4,227	4,227
C.O. #26 (Move Furniture)	0	15,057	15,057
C.O. #27	0	14,219	14,219
C.O. #28	0	5,879	5,879
C.O. #29	0	1,992	1,992
C.O. #31	0	4,551	4,551
C.O. #32	0	898	898
C.O. #35	<1,658>	<1,060>	<2,718>

SECTION VIII – INFORMATION – Cont'd

A. CHANGE ORDERS – (Continued) (9/11/14)

	<u>State</u>	<u>Local</u>	<u>Total</u>
<u>Howard</u> (Continued)			
Clarksville Elementary School (continued) PSC: 13.037.12 SR (HVAC)			
C.O. #36	0	1,776	1,776
C.O. #37	0	1,193	1,193
C.O. #39	0	4,000	4,000
C.O. #41	1,926	1,231	3,157
C.O. #42	1,041	665	1,706
C.O. #43	0	1,151	1,151
C.O. #44	1,220	780	2,000
C.O. #45	0	10,564	10,564
C.O. #46	0	3,988	3,988
C.O. #47	<633>	<405>	<1,038>
C.O. #48	0	500	500
Clarksville Elementary School PSC: 13.037.12 SR (Electrical)			
C.O. #4	1,146	733	1,879
C.O. #5	0	10,634	10,634
C.O. #6	0	7,055	7,055
C.O. #7	1,394	892	2,286
C.O. #13	3,905	2,496	6,401
C.O. #14	0	626	626
C.O. #15	1,078	690	1,768
C.O. #16	0	173	173
C.O. #20	0	984	984

SECTION VIII – INFORMATION – Cont'd

A. CHANGE ORDERS – (Continued) (9/11/14)

	<u>State</u>	<u>Local</u>	<u>Total</u>
<u>Howard</u> (Continued)			
Clarksville Elementary School (continued) PSC: 13.037.12 SR (Electrical)			
C.O. #30	0	5,174	5,174
C.O. #33 (Electrical Service for Existing Unit Vents)	2,323	23,459	25,782
C.O. #34	<1,855>	<1,186>	<3,041>
C.O. #38	0	1,926	1,926
C.O. #40	0	5,371	5,371
Manor Woods Elementary School PSC: 13.052.12 SR (Roof)			
C.O. #1	<10,080>	<9,685>	
Item 1			
Items 2, 4, 6-8	0	22,454	
Item 3 (Reuse Thru-wall Flashing)	<17,234>	<16,559>	
Item 5 (Gutter and Gutter Guard)	0	21,205	
	<27,314>	17,415	<9,899>
Elkridge Landing Middle School PSC: 13.054.14 SR (Roof)			
C.O. #1	0	633	633
C.O. #2	0	409	409
C.O. #3 (Sod for Front Entrance)	0	37,072	37,072
C.O. #4	0	1,302	1,302
C.O. #5	0	761	761
C.O. #6	<5,367>	<3,578>	<8,945>
C.O. #7	0	1,007	1,007

SECTION VIII – INFORMATION

A. **CHANGE ORDERS**

(8/21/14)

Presented to the IAC on August 21, 2014.

SUMMARY

The following statistical information is for Change Order Letters dated August 21, 2014 to be included in the August 18, 2014 Outgoing Transmittal for IAC (informal) approval of Contracts & Items; Approval date August 21, 2014.

Number of LEA's Reviewed:	5	(17 school projects)		
Total Change Orders Reviewed:	228			
Total Issues Reviewed:	339			
Total Credit Returned to the State:			\$	123,140
Total Participation in Change Orders by the State:			\$	<u>101,566</u>
Net Balance:			\$	21,574

Returned to the State

	<u>State</u>	<u>Local</u>	<u>Total</u>
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NOTE: Descriptions are provided for all Change Order Items that are \$15,000 and over.

Allegany

Bel Air Elementary School
PSC: 01.003.13 EEI SR (Lighting)

C.O. #1	Items 1, 2	0	4,783	4,783
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John Humbird Elementary School
PSC: 01.004.13 EEI SR (Lighting)

C.O. #1	Items 1-3	0	4,728	4,728
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Parkside Elementary School
PSC: 01.033.13 EEI SR (Lighting)

C.O. #1	Items 1, 2	0	1,608	1,608
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Anne Arundel

Four Seasons Elementary School
PSC: 02.010.14 LPC

C.O. #5		0	4,032	4,032
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SECTION VIII – INFORMATION– cont'd

A. CHANGE ORDERS – (Continued) (8/21/14)

	<u>State</u>	<u>Local</u>	<u>Total</u>
<u>Anne Arundel</u> (Continued)			
Four Seasons Elementary School (continued) PSC: 02.010.14 LPC			
C.O. #6	0	5,968	5,968
C.O. #7	946	946	1,892
C.O. #8	245	245	490
Annapolis Elementary School PSC: 02.034.07/13/14 LPC			
C.O. #C2A-4 (Topsoil Revisions)	0	16,549	16,549
C.O. #C6A-11 (Additional Steel Lintels)	0	33,011	33,011
C.O. #C15A-3	0	8,890	8,890
Crofton Elementary School PSC: 02.041.10/13/14 LPC			
C.O. #C9A-4	0	463	463
C.O. #C16A-6	0	713	713
C.O. #C16A-7	0	8,540	8,540
Northeast High School PSC: 02.055.06/07/08/10/11/12/13 LPC			
C.O. #C5A-14	0	4,420	4,420
C.O. #C6A-42	0	4,065	4,065
C.O. #C15A-37 (Relocate Water, Floor Drain & Gas Pipes)	0	73,076	73,076
C.O. #C16A-79 (Lighting Control Revisions)	0	58,408	58,408
Phoenix Academy (formerly Germantown Elementary School) PSC: 02.083.10/13/14 LPC			
C.O. # C2A-14 (Changes Required by Permit Review) <u>(Correction to 7/24/14 IAC Transmittal)</u>	1,088	148,912	150,000

SECTION VIII – INFORMATION– cont'd

A. CHANGE ORDERS – (Continued)

(8/21/14)

	<u>State</u>	<u>Local</u>	<u>Total</u>
<u>Anne Arundel</u> (Continued)			
Severn River Middle School PSC: 02.096.10/14 C			
C.O. #9	0	1,762	1,762
C.O. #10	0	705	705
Waugh Chapel Elementary School PSC: 02.102.14 SR (HVAC)			
C.O. #1	0	6,230	6,230
C.O. #2	(Delete Fire/Smoke Dampers)	<6,681>	<6,681>
C.O. #3		<4,287>	<4,286>
C.O. #4	(Louver Revisions)	<17,646>	<17,646>
C.O. #5		<894>	<894>
C.O. #6		<527>	<528>
C.O. #7	(No Cost Change Order)	0	0
Waugh Chapel Elementary School PSC: 02.102.13 LPC			
C.O. #8		<949>	<1,159>
<u>Baltimore</u>			
Randallstown High School PSC: 03.032.10/11 SR (HVAC)			
C.O. #1	Items 1, 2	0	8,344
C.O. #2		0	989
C.O. #3	Items 1, 2	0	7,021
C.O. #4		0	1,396

SECTION VIII – INFORMATION– cont’d

A. CHANGE ORDERS – (Continued)

(8/21/14)

		<u>State</u>	<u>Local</u>	<u>Total</u>
<u>Baltimore</u> (Continued)				
Randallstown High School (continued)				
PSC: 03.032.10/11 SR (HVAC)				
C.O. #5	(Replace Corridor Ceiling Grid)	0	18,072	18,072
C.O. #6	Items 1-3	0	3,787	3,787
C.O. #7	(Relocate Intercom and IDF)	0	16,966	16,966
C.O. #8	Items 1-3	0	17,600	17,600
C.O. #9	Item 1	<450>	<766>	
	Item 2 (Upgrade Patch Panel)	0	15,036	
	Item 3	<u>450</u>	<u>5,094</u>	
		0	19,364	19,364
C.O. #10	Items 1, 2	0	16,410	16,410
C.O. #11		0	1,886	1,886
C.O. #12	Items 1, 2, 4	0	4,459	
	Item 3 (ASI #1 Symbol Clarification)	<u>0</u>	<u>18,978</u>	
		0	23,437	23,437
C.O. #13	(Replace Cross-Connects from MDF to IDF)	0	32,674	32,674
C.O. #14	Items 1-6	0	24,980	24,980
C.O. #15	Items 1, 2	0	18,308	18,308
C.O. #16	(Replace PA, Security and CATV Cabling)	0	23,862	23,862
C.O. #17	(Replace Voice and Data Cabling)	0	24,972	24,972
C.O. #18	Items 1-3	0	16,772	16,772
C.O. #19	Items 1-3	0	21,615	21,615
C.O. #20		0	1,565	1,565
C.O. #21		0	3,063	3,063
C.O. #22	Items 1, 2	0	19,089	19,089
C.O. #23	(Hygienist Service Allowance)	0	<28,560>	<28,560>

SECTION VIII – INFORMATION– cont’d

A. CHANGE ORDERS – (Continued) (8/21/14)

		<u>State</u>	<u>Local</u>	<u>Total</u>
<u>Baltimore</u> (Continued)				
Randallstown High School (continued) PSC: 03.032.10/11 SR (HVAC)				
C.O. #24	Items 1-3	0	17,865	17,865
C.O. #25	Items 1, 2	0	20,207	20,207
C.O. #26R	Items 1-4	0	16,099	16,099
C.O. #27	(DDC Controls for Existing VAV Terminal Units)	0	17,649	17,649
C.O. #28		0	11,378	11,378
C.O. #29	Items 1-3	0	3,872	3,872
C.O. #30		0	14,527	14,527
C.O. #31	(Replace Heat Exchanger Valves and Controls)	0	22,561	22,561
Pikesville Middle School PSC: 03.085.12 SA SR (Locker Rooms)				
C.O. #1	Items 1-4	0	13,533	13,533
C.O. #2	Items 1, 2	0	1,251	
	Items 3, 4	<u>14,757</u>	<u>149</u>	
		14,757	1,400	16,157
C.O. #3	(Unused Allowances)	0	<25,740>	< 25,740>
George W. Carver Center for Arts & Technology PSC: 03.095.08/10/10HPB/11 LPC				
C.O. #C3A-14		0	1,402	1,402
C.O. #C3A-15	(No Cost Change Order)	0	0	0
C.O. #C4A-21	Items 1-3	0	7,466	7,466
C.O. #C4A-22	(Additional Masonry Control Joints)	0	22,365	22,365
C.O. #C4A-23	Items 1-4	0	13,416	13,416
C.O. #C4A-24		4,574	8,065	12,639

SECTION VIII – INFORMATION– cont'd

A. CHANGE ORDERS – (Continued) (8/21/14)

	<u>State</u>	<u>Local</u>	<u>Total</u>
<u>Baltimore</u> (Continued)			
George W. Carver Center for Arts & Technology (continued) PSC: 03.095.08/10/10HPB/11 LPC			
C.O. #C4A-25	0	1,375	1,375
C.O. #C5A-26 Items 1, 2	0	13,075	13,075
C.O. #C5A-27 (Education Channel Satellite Dishes)	0	24,836	24,836
C.O. #C5A-28 Items 1, 2	0	13,486	13,486
C.O. #C5A-29	0	3,773	3,773
C.O. #C5A-30	0	12,282	12,282
C.O. #C5A-31 (Stairwell Railing Modifications)	17,766	31,325	49,091
C.O. #C5A-32 (No Cost Change Order)	0	0	0
C.O. #C5A-33	0	3,864	3,864
C.O. #C5A-34R1 (No Cost Change Order)	0	0	0
C.O. #C5A-35	0	2,127	2,127
C.O. #C7A-4 Items 1, 2	0	3,490	3,490
C.O. #C7A-5 Items 1, 2	0	5,534	5,534
C.O. #C7A-6 (No Cost Change Order)	0	0	0
C.O. #C8A-9 Item 1	2,468	4,351	
Item 2 (Door Hardware Revisions)	<u>0</u>	<u>16,173</u>	
	2,468	20,524	22,992
C.O. #C8A-10 Items 1-4	0	10,251	10,251
C.O. #C8A-11	0	1,050	1,050
C.O. #C9-B4 Item 1	<415>	<733>	
Item 2	<u>0</u>	<u>7,047</u>	
	<415>	6,314	5,899
C.O. #C9D-1 Items 1, 2	0	20,159	20,159
C.O. #C9D-2	0	13,152	13,152

SECTION VIII – INFORMATION– cont'd

A. CHANGE ORDERS – (Continued) (8/21/14)

	<u>State</u>	<u>Local</u>	<u>Total</u>
<u>Baltimore</u> (Continued)			
George W. Carver Center for Arts & Technology (continued) PSC: 03.095.08/10/10HPB/11 LPC			
C.O. #C9D-3	0	12,209	12,209
C.O. #C9D-4 (Slab Preparation for VCT Installation)	0	24,367	24,367
C.O. #C9E-1	1,368	2,412	3,780
C.O. #C9E-2 (Fireproofing of Columns)	6,481	11,427	17,908
C.O. #C9E-3 (Painting of Theatre Floors)	0	22,425	22,425
C.O. #C9E-4	0	12,252	12,252
C.O. #C11A-4	0	2,348	2,348
C.O. #C11B-3	0	5,300	5,300
C.O. #C11B-4 (No Cost Change Order)	0	0	0
C.O. #C11B-5	0	1,176	1,176
C.O. #C12B-4 (Gear Boss Storage System Revisions)	0	23,055	23,055
C.O. #C12B-5 (No Cost Change Order)	0	0	0
C.O. #C15A-24 Item 1 (Ductwork and Piping Revisions)	0	62,229	
Items 2, 3	0	<9,684>	
	0	52,545	52,545
C.O. #C15A-25 Items 1-3	0	8,552	8,552
C.O. #C15A-26 Item 1	0	1,758	
Item 2	172	304	
	172	2,062	2,234
C.O. #C15A-27 Item 1 (LEED Air Quality Testing)	0	21,266	
Item 2	0	2,664	
	0	23,930	23,930
C.O. #C15A-28 Item 1	0	2,396	
Item 2 (Duct Revisions for Spray Booths)	0	20,275	
	0	22,671	22,671

SECTION VIII – INFORMATION– cont'd

A. CHANGE ORDERS – (Continued) (8/21/14)

	<u>State</u>	<u>Local</u>	<u>Total</u>
<u>Baltimore</u> (Continued)			
George W. Carver Center for Arts & Technology (continued) PSC: 03.095.08/10/10HPB/11 LPC			
C.O. #C15A-29 Item 1	3,717	6,554	
Item 2 (Backcharge for Fireproofing)	0	<22,624>	
Item 3 (Sprinkler and Ductwork Revisions)	0	15,198	
Item 4 (Additional Duct Insulation)	<u>0</u>	<u>19,645</u>	
	3,717	18,773	22,490
C.O. #C15A-30 Item 1	5,727	10,100	
Item 2	0	<7,304>	
Item 3	2,283	4,025	
Item 4	<u>0</u>	<u>424</u>	
	8,010	7,245	15,255
C.O. #C15A-31R Items 1, 2	0	<11,586>	
Items 3, 4	0	12,473	
Item 5 (Delete Coordination Drawings)	<22,800>	<40,200>	
Item 6	<u>1,554</u>	<u>2,740</u>	
	<21,246>	<36,573>	<57,819>
C.O. #C15A-32	0	14,350	14,350
C.O. #C15A-33 (No Cost Change Order)	0	0	0
Dundalk High/Sollers Point Technical High School PSC: 03.140.07/11/12/13/13HPB LPC			
C.O. #C1B-1 (Unused Construction Waste Services)	<44,832>	<70,123>	<114,955>
C.O. #C2A-18	0	2,311	2,311
C.O. #C2A-19	0	3,709	3,709
C.O. #C2A-20	0	5,242	5,242
C.O. #C2A-21	0	5,454	5,454
C.O. #C2A-22	0	3,272	3,272
C.O. #C2A-23	0	3,142	3,142
C.O. #C2A-24	0	7,426	7,426
C.O. #C3A-8	2,741	4,286	7,027

SECTION VIII – INFORMATION– cont'd

A. CHANGE ORDERS – (Continued)

(8/21/14)

	<u>State</u>	<u>Local</u>	<u>Total</u>
<u>Baltimore</u> (Continued)			
Dundalk High/Sollers Point Technical High School (continued)			
PSC: 03.140.07/11/12/13/13HPB LPC			
C.O. #C4A-6	832	1,301	2,133
C.O. #C4A-7	0	11,200	11,200
C.O. #C4A-8	0	757	757
C.O. #C4A-9	1,986	3,106	5,092
C.O. #C5B-2	0	5,781	5,781
C.O. #C5B-3	0	4,256	4,256
C.O. #C5B-4	0	5,352	5,352
C.O. #C5B-5	0	3,778	3,778
C.O. #C5B-6	0	8,618	8,618
C.O. #C5B-7 (Backcharge for Fireproofing)	0	<20,000>	<20,000>
C.O. #C6A-20 (Choral Riser Changes)	0	24,989	24,989
C.O. #C6A-21	0	7,067	7,067
C.O. #C6A-22	0	9,423	9,423
C.O. #C6A-23 (Exhibit Casework Revisions)	0	18,047	18,047
C.O. #C6A-24	0	1,909	1,909
C.O. #C6A-25	0	1,394	1,394
C.O. #C6A-26	0	2,025	2,025
C.O. #C6A-27	0	1,161	1,161
C.O. #C6A-28	1,304	2,039	3,343
C.O. #C6A-29	0	6,234	6,234
C.O. #C6A-30	0	6,588	6,588
C.O. #C6A-31	<4,359>	<6,817>	<11,176>

SECTION VIII – INFORMATION– cont'd

A. CHANGE ORDERS – (Continued) (8/21/14)

	<u>State</u>	<u>Local</u>	<u>Total</u>
<u>Baltimore</u> (Continued)			
Dundalk High/Sollers Point Technical High School (continued)			
PSC: 03.140.07/11/12/13/13HPB LPC			
C.O. #C6A-32	0	10,660	10,660
C.O. #C6A-33	<72>	<113>	
Item 1	0	<u>3,990</u>	
Items 2, 3	<72>	3,877	3,805
C.O. #C6A-34	0	14,911	
Items 1-4, 6	0	<u>18,430</u>	
Item 5 (Aluminum Exterior Building Letters)	0	33,341	33,341
C.O. #C6A-35	0	8,776	8,776
Items 1-4			
C.O. #C6A-36	0	5,111	5,111
Items 1-3			
C.O. #C8A-9	0	5,601	5,601
C.O. #C9A-4	0	4,430	4,430
C.O. #C9A-5	0	9,334	9,334
C.O. #C9A-6	0	13,441	13,441
C.O. #C9A-7	0	5,020	5,020
C.O. #C9A-8	0	5,170	5,170
C.O. #C9A-9	0	3,567	3,567
C.O. #C9A-10	8,022	12,548	20,570
(Additional Fireproofing)			
C.O. #C9A-11	0	3,421	3,421
C.O. #C9A-12	0	20,000	20,000
(Backcharge for Fireproofing)			
C.O. #C9A-13	0	<600>	<600>
C.O. #C9A-14	0	17,765	17,765
(Backcharge for Fireproofing)			
C.O. #C9B-4	0	12,906	12,906
C.O. #C9B-5	0	6,624	6,624
C.O. #C9B-6	0	3,275	3,275

SECTION VIII – INFORMATION– cont’d

A. CHANGE ORDERS – (Continued)

(8/21/14)

	<u>State</u>	<u>Local</u>	<u>Total</u>
<u>Baltimore</u> (Continued)			
Dundalk High/Sollers Point Technical High School (continued)			
PSC: 03.140.07/11/12/13/13HPB LPC			
C.O. #C9B-7	0	1,834	1,834
C.O. #C9C-3	0	3,570	3,570
C.O. #C9C-4	0	1,513	1,513
C.O. #C9C-5	0	2,509	2,509
C.O. #C9D-1	0	5,444	5,444
C.O. #C9D-2	0	4,134	4,134
C.O. #C11A-3	0	6,549	6,549
C.O. #C11A-4	0	5,301	5,301
C.O. #C12A-2	0	7,868	
Item 1	<67>	<105>	
Item 2	<67>	7,763	7,696
C.O. #C12A-3	0	<2,795>	<2,795>
C.O. #C12A-4	0	3,488	3,488
C.O. #C12A-5	0	702	702
C.O. #C12A-6	0	<1,960>	<1,960>
C.O. #C12A-7	0	<2,763>	<2,763>
C.O. #C15A-10	0	3,519	3,519
C.O. #C15A-11	0	4,975	4,975
C.O. #C15A-12 (Welding Booth Modifications)	0	31,489	31,489
C.O. #C15A-13	0	<1,976>	<1,976>
C.O. #C15A-14	0	<2,133>	<2,133>
C.O. #C16B-32	1,092	1,708	2,800
C.O. #C16B-33	0	1,427	1,427

SECTION VIII – INFORMATION– cont'd

A. CHANGE ORDERS – (Continued) (8/21/14)

	<u>State</u>	<u>Local</u>	<u>Total</u>
<u>Baltimore</u> (Continued)			
Dundalk High/Sollers Point Technical High School (continued) PSC: 03.140.07/11/12/13/13HPB LPC			
C.O. #C16B-34	0	2,840	2,840
C.O. #C16B-35	0	2,657	2,657
C.O. #C16B-36	0	9,171	9,171
C.O. #C16B-37	0	2,795	2,795
C.O. #C16B-38	379	593	972
C.O. #C16B-39	<920>	<1,438>	<2,358>
C.O. #C16B-40 (Security System Upgrades)	0	39,673	39,673
C.O. #C16B-41	0	1,778	1,778
C.O. #C16B-42	0	5,350	5,350
C.O. #C16B-43	0	2,300	2,300
C.O. #C16B-44	0	14,924	14,924
C.O. #C16B-45 Items 1, 2	0	3,248	3,248
C.O. #C16B-46	2,750	4,302	7,052
C.O. #C16B-47 (Additional Security Provisions)	0	18,094	18,094
C.O. #C16B-48 (Science Lab Modifications)	0	16,716	16,716
C.O. #C16B-49 Items 1-5	0	13,053	
Item 4	<u>301</u>	<u>471</u>	
	301	13,524	13,825
C.O. #C16B-50 (Additional Power and Data Outlets)	0	24,876	24,876
C.O. #C16B-51 Item 1	381	597	
Item 2	<u>0</u>	<u>464</u>	
	381	1,061	1,442
C.O. #C16B-52 (Building Sign Revisions)	0	24,997	24,997
C.O. #C16B-53 Items 1-3	0	9,325	9,325

SECTION VIII – INFORMATION– cont'd

A. CHANGE ORDERS – (Continued) (8/21/14)

	<u>State</u>	<u>Local</u>	<u>Total</u>
<u>Baltimore</u> (Continued)			
Dundalk High/Sollers Point Technical High School (continued) PSC: 03.140.07/11/12/13/13HPB LPC			
C.O. #C16B-54 Items 1-6	0	18,656	18,656
C.O. #C16B-55 Items 1, 2	0	4,008	
Item 3 (Auditorium Stage Lighting)	0	97,194	
Item 4 (Public Address System Equipment)	<u>0</u>	<u>41,587</u>	
	0	142,789	142,789
C.O. #C16B-56 Items 1, 2	0	7,641	7,641
C.O. #C16B-57	0	4,839	4,839
C.O. #C16B-58 Items 1, 2	0	11,445	11,445
C.O. #C16B-59	0	1,412	1,412
C.O. #C16B-60 (CCTV System Modifications)	0	43,777	43,777
C.O. #C16B-61 Items 1, 2	0	13,813	13,813
 <u>Maryland School for the Blind</u>			
Multiple Disability Blind (Life) Cottage Building PSC: 25.001.13/14 LPC			
C.O. #13 Item 1	0	1,806	
Item 2 (Change Handrail & Trailrail Systems)	<u>0</u>	<u>22,294</u>	
	0	24,100	24,100
C.O. #14 Item 1	2,831	409	
Items 2, 3, 5	0	12,283	
Item 4 (Provide Wood Door Jambs)	<u>0</u>	<u>17,633</u>	
	2,831	30,325	33,156
 <u>Queen Anne's</u>			
Stevensville Middle School PSC: 17.006.11/14/15 LPC			
C.O. #C1-1	524	1,753	2,277

SECTION VIII – INFORMATION– cont'd

A. CHANGE ORDERS – (Continued)

(8/21/14)

	<u>State</u>	<u>Local</u>	<u>Total</u>
<u>Queen Anne's</u> (Continued)			
Stevensville Middle School (continued) PSC: 17.006.11/14/15 LPC			
C.O. #C1-2	1,725	5,775	7,500
C.O. #C1-3	0	11,771	11,771
C.O. #C2-1 (Add 15 Alternates to the Contract)	0	1,356,900	1,356,900
C.O. #C2-2	0	959	959
C.O. #C2-3	0	1,315	1,315
C.O. #C2-4	361	1,210	1,571
C.O. #C2-5	0	4,113	4,113
C.O. #C2-6	0	12,481	12,481
C.O. #C2-7	539	1,806	2,345
C.O. #C2-8 (County Required Site Work)	11,083	37,105	48,188
C.O. #C2-9	0	9,586	9,586
C.O. #C2-10	501	1,676	2,177
C.O. #C2-11	618	2,069	2,687
C.O. #C2-12 (Delete Helical Piers)	<18,241>	<61,067>	<79,308>
C.O. #C2-13	0	1,771	1,771

SECTION VIII – INFORMATION

A. CHANGE ORDERS

(6/30/14)

Presented to the IAC on June 30, 2014.

SUMMARY

The following statistical information is for Change Order Letters dated June 30, 2014 to be included in the June 25, 2014 Outgoing Transmittal for IAC (informal) approval of Contracts & Items; Approval date June 30, 2014.

Number of LEA's Reviewed:	3	(8 school projects)		
Total Change Orders Reviewed:	15			
Total Issues Reviewed:	15			
Total Credit Returned to the State:			\$	986
Total Participation in Change Orders by the State:			\$	<u>0</u>
Net Balance:			\$	986 Returned to the State

	<u>State</u>	<u>Local</u>	<u>Total</u>
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NOTE: Descriptions are provided for all Change Order Items that are \$15,000 and over.

Anne Arundel

Annapolis Elementary School
PSC: 02.034.07/13/14 LPC

C.O. #C3A-5	0	12,000	12,000
C.O. #C4A-5	0	4,000	4,000

Crofton Elementary School
PSC: 02.041.10/13/14 LPC

C.O. #C8A-2	0	1,492	1,492
C.O. #C9A-3	0	9,223	9,223
C.O. #C9B-2	0	6,350	6,350
C.O. #C9B-3	0	1,372	1,372

Marley Elementary School
PSC: 02.079.10/14 LPC

C.O. #7	0	6,651	6,651
C.O. #8	0	2,434	2,434

SECTION VIII – INFORMATION

A. CHANGE ORDERS – (Continued)

(6/30/14)

	<u>State</u>	<u>Local</u>	<u>Total</u>
<u>Montgomery</u>			
Pine Crest Elementary School PSC: 15.036.13 SR (Roof)			
C.O. #1	0	10,223	10,223
C.O. #2	0	1,304	1,304
South Lake Elementary School PSC: 15.086.13 SR (Roof)			
C.O. #1	0	10,665	10,665
Sequoyah Elementary School PSC: 15.160.13 SR (Roof)			
C.O. #1	0	11,744	11,744
Whetstone Elementary School PSC: 15.190.13 SR (Roof)			
C.O. #1	0	1,295	1,295
C.O. #2	<986>	<986>	<1,972>
<u>Wicomico</u>			
Delmar Elementary School PSC: 22.007.03/13 SR (Roof)			
C.O. #1	0	1,700	1,700

SECTION VIII – INFORMATION

C. CHANGE NAME/EDUCATIONAL FUNCTION

<u>LEA</u>	<u>SCHOOL</u>	<u>NEW NAME/NEW FUNCTION</u>	<u>EFFECTIVE DATE</u>
1) Anne Arundel	Germantown E.	Replacement of Germantown Elementary on the Existing Property located at 200 Windell Avenue, Annapolis, Maryland 21401	August 22, 2011
	Germantown E.	Change the name of the former Germantown Elementary School located at 1411 Cedar Park Road, Annapolis, Maryland 21401 to “Phoenix Academy”	August 27, 2013
	Phoenix Center	Change the name to “Studio 39”	May 1, 2014
	Glendale Annex	Change the name to “Resource Center at Glendale”	May 1, 2014
	Point Pleasant II	Change name to “Pt. Pleasant Elementary School”	May 1, 2014
	Point Pleasant I	Change name to “Resource Center at Pt. Pleasant”	May 1, 2014
2) St. Mary’s County	Captain Walter Francis Duke E.	An Utility Easement (.093 acres) is needed to provide electrical service to the new school building. The property will be conveyed to the Southern Maryland Electric Cooperative, Inc.	June 10, 2014
3) Baltimore City	Laurence G. Paquin	School Closure	June 2013
	CORPS Building	School Closure	June 2013

SECTION IX – FUND ADJUSTMENTS

<u>Project Name</u>	<u>Project #</u>	<u>Page#</u>	<u>Current Allocation</u>	<u>Transfer Decrease</u>	<u>Increase</u>	<u>Adjusted Allocation</u>
<u>Baltimore County FY 2009</u>						
Sandalwood Elementary	03.034.2009		497,638	14,934		482,704
Statewide Contingency	40.000.2009		-		14,934	14,934
<u>Anne Arundel County FY 2010</u>						
Southgate Elementary	02.114.2010		2,894,823	120,023		2,774,800
Statewide Contingency	40.000.2010		-		120,023	120,023
<u>Baltimore City FY 2010</u>						
#130 Booker T. Washington	30.168.2010		1,301,588	203,173		1,098,415
#163 Patapsco E/M	30.238.2010		110,438	2,938		107,500
Statewide Contingency	40.000.2013		120,023		206,111	326,134
<u>Anne Arundel County FY 2011</u>						
Eastport Elementary	02.035.2011		828,129	14,213		813,916
Statewide Contingency	40.000.2011		-		14,213	14,213
<u>Anne Arundel County FY 2012</u>						
Southern High	02.068.2012		1,331,000	9,230		1,321,770
Statewide Contingency	40.000.2012		-		9,230	9,230
<u>Queen Anne's County FY 2012</u>						
Sudlersville E.	17.026.2012		3,921,000	46,578		3,874,422
Statewide Contingency	40.000.2012		9,230		46,578	55,808
<u>Anne Arundel County FY 2013</u>						
Folger McKinsey E.	02.086.2013		856,716	80,298		776,418
Statewide Contingency	40.000.2013		664,908		80,298	745,206
<u>Baltimore County FY 2013</u>						
Franklin High	03.120.2013		1,841,000	17,185		1,823,815
Patapsco High & Ctr. For Arts	03.145.2013		1,662,587	526,087		1,136,500
Lansdowne High	03.149.2013		2,410,250	420,250		1,990,000
Statewide Contingency	40.000.2013		745,206		963,522	1,708,728
<u>Calvert County FY 2013</u>						
Appeal Elementary	04.013.2013		212,954	1,761		211,193
Plum Point Elementary	04.015.2013		235,914	4,803		231,111
Statewide Contingency	40.000.2013		1,708,728		6,564	1,715,292
<u>Prince George's County FY 2013</u>						
Catherine T. Reed E.	16.144.2013		1,313,928	311,064		1,002,864
Statewide Contingency	40.000.2013		1,715,292		311,064	2,026,356
<u>Baltimore City FY 2013</u>						
#084 Thomas Johnson PK-8	30.044.2013		512,000	155,000		357,000
#134 Walter P. Carter PK-8	30.064.2013		616,000	67,000		549,000
#130 Booker T. Washington	30.168.2013		1,934,009	1,934,009		-
#010 James McHenry E.	30.197.2013		257,171	144,004		113,167

SECTION IX – FUND ADJUSTMENTS – Cont'd

<u>Project Name</u>	<u>Project #</u>	<u>Page#</u>	<u>Current Allocation</u>	<u>Transfer</u>		<u>Adjusted Allocation</u>
				<u>Decrease</u>	<u>Increase</u>	
<u>Baltimore City FY 2013 – Cont'd.</u>						
#093 Professional Development Ctr.	30.209.2013		1,458,565	264,479		1,194,086
#102 Thomas G. Hayes E.	30.275.2013		395,634	220,980		174,654
Statewide Contingency	40.000.2013		2,026,356		2,785,472	4,811,828
<u>Anne Arundel County FY 2014</u>						
Phoenix Academy	02.083.2014		1,523,176		1,176	1,524,352
Statewide Contingency	40.000.2014		4,686,832	1,176		4,685,656
<u>Baltimore County FY 2014</u>						
Chapel Hill Elementary	03.067.2014		786,734	16,090		770,644
Fort Garrison Elementary	03.090.2014		2,392,000	2,068,000		324,000
Hebbsville Elementary	03.104.2014		2,634,000	1,783,000		851,000
Woodmoor Elementary	03.111.2014		2,766,000	2,211,000		555,000
Franklin Elementary	03.150.2014		1,132,000	893,000		239,000
Sussex Elementary	03.163.2014		1,050,000	543,000		507,000
Middlesex Elementary	03.167.2014		1,070,000	379,000		691,000
Middleborough Elementary	03.192.2014		851,000	454,000		397,000
Statewide Contingency	40.000.2014		4,685,656		8,347,090	13,032,746
<u>Carroll County FY 2014</u>						
Carroll Springs School	06.027.2014		315,485	165,679		149,806
Statewide Contingency	40.000.2014		13,032,746		165,679	13,198,425
<u>Howard County FY 2014</u>						
River Hill High	13.053.2014		1,386,115	1,145,495		240,620
Statewide Contingency	40.000.2014		13,198,425		1,145,495	14,343,920
<u>Allegany County FY 2015</u>						
Washington Middle	01.034.2015		1,169,193	56,913		1,112,280
Statewide Contingency	40.000.2015		17,915,475		56,913	17,972,388
<u>Anne Arundel County FY 2015</u>						
Magothy River Middle	02.007.2015		958,836	70,261		888,575
Meade High	02.013.2015		4,532,544	154,322		4,378,222
Meade Heights E.	02.066.2015		512,882	5,803		507,079
North Glen E.	02.118.2015		1,890,391	488,854		1,401,537
Nantucket E.	02.131.2015		669,697	91,409		578,288
Statewide Contingency	40.000.2015		17,972,388		810,649	18,783,037
<u>Calvert County FY 2015</u>						
Sunderland E.	04.014.2015		252,190	19,790		232,400
Statewide Contingency	40.000.2015		18,783,037		19,790	18,802,827
<u>Carroll County FY 2015</u>						
Manchester E.	06.033.2015		1,788,733	33,779		1,754,954
Statewide Contingency	40.000.2015		18,802,827		33,779	18,836,606
<u>Frederick County FY 2015</u>						
Liberty Elementary	10.035.2015		191,142	36,803		154,339
Statewide Contingency	40.000.2015		18,836,606		36,803	18,873,409

SECTION IX – FUND ADJUSTMENTS – Cont'dIAC Minutes
September 11, 2014
251

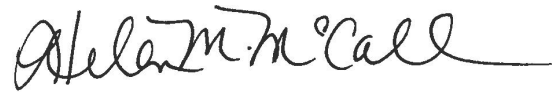
Project Name	Project #	Page#	Current Allocation	Transfer		Adjusted Allocation
				Decrease	Increase	
<u>Howard County FY 2015</u>						
Elkridge Elementary	13.020.2015		241,019	41,787		199,232
Mayfield Woods Middle	13.045.2015		282,853	156,973		125,880
Elkridge Landing Middle	13.054.2015		283,094	166,874		116,220
Statewide Contingency	40.000.2015		18,873,409		365,634	19,239,043
<u>Montgomery County FY 2015</u>						
Glenallen E.	15.054.2015		2,491,000	170		2,490,830
Statewide Contingency	40.000.2015		19,239,043		170	19,239,213
<u>Wicomico County FY 2015</u>						
Wicomico Middle	22.015.2015		-		55,720	55,720
Statewide Contingency	40.000.2015		19,239,213	55,720		19,183,493
<u>Frederick County FY 2014 QZAB</u>						
Ballenger Creek E.	10.043.2014		300,000	31,608		268,392
Statewide Contingency	40.005.2014		70,660		31,608	102,268
<u>Montgomery County FY 2015 QZAB</u>						
Twinbrook E.	15.072.2015		152,000	1,940		150,060
Statewide Contingency	40.005.2015		-		1,940	1,940
<u>Baltimore County FY 2012 SA</u>						
Cedarmere Elementary	03.166.2012		428,000	88,725		339,275
Cedarmere Elementary	03.166.2012		339,275	8,247		331,028
Statewide Contingency	40.009.2012		4,338,653		96,972	4,435,625
<u>Howard County FY 2012 SA</u>						
Oakland Mills High	13.002.2012		-		171,810	171,810
Oakland Mills High	13.002.2012		171,810	115,547		56,263
Statewide Contingency	40.009.2012		4,435,625	171,810	115,547	4,379,362
<u>Baltimore City FY 2012 SA</u>						
#260 Frederick E.	30.162.2012		515,000	88,600		426,400
#260 Frederick E.	30.162.2012		426,400	10,400		416,000
#084 Thomas Johnson PK-8	30.044.2012		352,000	157,065		194,935
Statewide Contingency	40.009.2012		4,379,362		256,065	4,635,427
<u>St. Mary's County FY 2013 EEI</u>						
Spring Ridge Middle	18.002.2013		31,000	15,000		16,000
Benjamin Banneker E.	18.005.2013		55,000	5,000		50,000
Leonardtwn E.	18.008.2013		47,000	1,000		46,000
Margaret Brent M.	18.009.2013		59,000		17,000	76,000
Esperanza Middle	18.010.2013		24,000	6,000		18,000
Lettie M. Dent E.	18.017.2013		22,000	7,000		15,000
Loveville Building	18.018.2013		24,000	1,000		23,000
Chopticon High	18.019.2013		78,000	2,000		76,000
Lexington Park E.	18.021.2013		31,000		3,000	34,000
Green Holly E.	18.022.2013		43,000	3,000		40,000
Hollywood E.	18.026.2013		33,000	3,000		30,000
Piney Point E.	18.027.2013		27,000	10,000		17,000
Park Hall E.	18.029.2013		24,000	1,000		23,000
George W. Carver E.	18.032.2013		41,000		1,000	42,000
Statewide Contingency	40.010.2013		4,635,427	21,000	54,000	4,668,427

SECTION IX – FUND ADJUSTMENTS – Cont’d

<u>Project Name</u>	<u>Project #</u>	<u>Page#</u>	<u>Current Allocation</u>	<u>Transfer Decrease</u>	<u>Transfer Increase</u>	<u>Adjusted Allocation</u>
<u>Somerset County FY 2013 EEI</u>						
J. M. Tawes Tech. Center	19.003.2013		100,000	100,000		-
Marion Sarah Peyton School	19.012.2013		67,000	16,000		51,000
Statewide Contingency	40.010.2013		4,668,427		116,000	4,784,427
<u>Talbot County FY 2014 ACI</u>						
Easton High	20.002.2014		366,000	33,194		332,806
Statewide Contingency	40.011.2014		214		33,194	33,408
<u>Baltimore County FY 2014 SI</u>						
Eastern Technical High	03.075.2014		112,500	43,665		68,835
Statewide Contingency	40.012.2014		266,665		43,665	310,330
<u>Frederick County FY 2014 SI</u>						
Yellow Springs E.	10.007.2014		68,601	3,840		64,761
Wolfsville E.	10.056.2014		77,500	1,272		76,228
Lewistown E.	10.060.2014		77,500	2,097		75,403
Statewide Contingency	40.012.2014		310,330		7,209	317,539

No announcements.

Respectfully submitted,

A handwritten signature in black ink that reads "Helen McCall". The signature is fluid and cursive, with the first name being more prominent.

Helen McCall
Recording Secretary

A handwritten signature in blue ink that reads "David G. Lever". The signature is cursive and somewhat stylized, with a large initial "D".

APPROVED: _____

David Lever
Executive Director