


21st-CENTURY BUILDINGS FOR OUR KIDS:

BALTIMORE CITY PUBLIC SCHOOLS' PROPOSED 10-YEAR PLAN RECOMMENDATIONS

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EXECUTIVE SUMMARY

Too many Baltimore City students are learning in school buildings whose deplorable condition is keeping them from learning at their potential. In Baltimore's public schools, students in the 21st century are learning in buildings that do not have electrical outlets to support the use of computers, let alone other modern technology… Buildings that can't support summer learning because they lack air conditioning… Buildings that lack natural light because the windows are yellowed with age… Buildings where the drinking fountains can't be used because the water is unsafe.

This is not a new phenomenon for Baltimore City Public Schools: The poor condition of its buildings has held the district back for decades. For decades, the accumulation of wear and insufficient resources has caused the condition of the district's buildings to worsen steadily.

But a confluence of factors and events in recent years has created both the fiscal environment and the public and political will to stop that decline and support a large-scale overhaul of City Schools' buildings portfolio.

- City Schools has made significant progress in the last five years—with gains in its graduation rate and overall student achievement; steady growth in student enrollment after decades of declines and despite previous assumptions that enrollment would continue to decline; and growth in the district's institutional capacity to sustain lasting reforms. The district is on a solid reform path and has articulated clear priorities for the next phase of its transformation, including creating modern, high-quality buildings for all of its students.
- This progress has instilled a level of confidence in the district and a sense of urgency around district reforms that has not existed for decades. With this, the public and the district's partners have rallied to create unprecedented momentum for change.
- The current economic conditions have created historically low interest rates and construction costs, creating an ideal—yet narrow—window of opportunity for a large-scale capital investment in the district's buildings portfolio.
- The groundwork for a massive capital investment is laid. City Schools has completed a deep analysis of its buildings portfolio and worked closely with state, city and elected officials, as well as experts in the field, to develop a 10-year buildings plan. With the leadership of the mayor, Baltimore City has taken an important step in identifying new revenue sources to support the plan, and the district and its partners have developed a financing strategy that is based on data and best practices and conforms to construction financing rules under state law.

These factors underscore that the time is now for City Schools to take on a massive building modernization initiative. For the first time ever, there is a clear and feasible strategy to transform all of the district's buildings and give its students the 21st-century learning environments they need and deserve.

This report represents City Schools' proposed 10-year buildings plan and includes

- The data that lay out in detail the poor condition of City Schools' buildings portfolio
- The research on the detrimental effect of bad buildings on student achievement
- The cost to overhaul the district's buildings now, and the negative consequences of delay
- A proposal for financing and managing a $2.413 billion districtwide buildings overhaul
- The critical role of communities in City Schools' 10-year buildings plan
- The events and factors that aligned to create a unique opportunity to overhaul the district's school buildings—now
- A timeline for modernizing all school buildings over 10 years
- The specific recommendations for modernizing each building

The Vision: To Give Students the Buildings They Deserve—Now

The Baltimore City Board of School Commissioners has set a bold vision for Baltimore City Public Schools:

> **In 10 years, all City Schools students will learn in buildings that embody 21st-century standards of excellence.**

To fulfill that vision and to inform development of the recommendations that constitute City Schools' 10-year buildings plan, the Board has articulated a set of guiding principles:

1. Invest to support academic success for all students
2. Maximize fiscal responsibility and stewardship of resources
3. Engage school communities to inform the creation of excellent school buildings for their students
4. Align school buildings with demographic trends, enrollment trends and parent and student choices
5. Invest to have maximum impact on community stability, growth or development
6. Provide diverse options in every geographic area of the city
7. Create school buildings on the cutting edge of technology and environmental sustainability

Recommendations to Give Students the Buildings They Deserve

The recommendations that constitute City Schools' 10-year buildings plan will transform the district physically and go a long way to furthering its academic

transformation. With these recommendations, every City Schools building that remains open will be modernized, with the capacity to support the technology students need to learn in the 21st century, natural light, clean air, appropriate temperatures and potable water. City Schools' proposed $2.413 billion 10-year buildings plan will modernize all district buildings to support 21st-century teaching and learning.

As a result of the recommendations in the plan, City Schools will

- Renovate 87 buildings (including 21 with additions and 1 with reduction)
- Renovate or replace 49 buildings (including 13 at increased size and 10 with reductions)
- Vacate 26 buildings
- Relocate 12 schools to different buildings
- Close 17 schools

Developing these recommendations required making decisions—some of them very difficult—about which schools to replace, renovate and close, and when.

Next Steps

Once approved by the Board, the City Schools' proposed 10-year buildings plan and an accompanying financing proposal goes to the Maryland General Assembly in time for the 2013 legislative session. During this session, the legislature votes on a bill to allow the district to receive future capital funds as a block grant, which the district can leverage to sell bonds to support implementation of the plan.

A powerful sense of possibility has taken hold for the first time in decades around the district's students and schools. A shared commitment to do what is best for Baltimore City's kids has emerged, along with an urgency rooted in the belief that they have waited too long for the education they deserve.

Our Call to Action

State support for City Schools' proposal to finance its 10-year plan is critical to allow current progress in the district to continue. Absent that support, students in what is one of the state's largest, poorest school districts will continue to be relegated to unhealthy, dangerous buildings for decades to come.

The call to action is simple, and the possibilities enormous. City Schools students deserve better buildings, and everything is in place now to begin providing those buildings to them in a way that is streamlined and cost effective. We as a school district, city and state must do right by our kids. We must make possible the implementation of City Schools' proposed 10-year buildings plan.

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BACKGROUND

In 2012, the Baltimore City Board of School Commissioners set a bold vision for Baltimore City Public Schools:

> **In 10 years, all City Schools students will learn in buildings that embody 21st-century standards of excellence.**

21st-Century Buildings: Key to City Schools' Transformation

Since 2007, Baltimore City Public Schools students have made significant achievement gains at every grade level for every student subgroup. The district's graduation rate has risen steadily, and its dropout rate has fallen to a record low. Enrollment has increased after decades of decline. And perhaps most important, a powerful sense of possibility has taken hold for the first time in decades around the district's students and schools. A shared commitment to do what is best for Baltimore City's kids has emerged, along with an urgency rooted in the belief that they have waited too long for the education they deserve.

Going into 2013, the progress continues. And as City Schools prepares to take the transformation of the district to the next level, the urgency of recent years persists. Too many students are learning below their potential. Too many students are simply not learning because they are not in school. And too many students are learning in school buildings that are in deplorable condition.

City Schools must seize and build on the momentum of the past five years. If those years were about building the infrastructure—the systems and processes—for increasing student achievement, City Schools in 2013 and beyond will work to ensure that every student has access every day to excellent teaching and learning in every classroom at every school. The district is focusing on

- The instruction that drives student learning
- The time students spend learning
- The space in which students learn

Physical Space: Critical to Learning

Too many City Schools students are learning in school buildings with old boilers and no air conditioning; drinking fountains that can't be used; windows that are old, yellowed and can't be opened; and classrooms that lack the wiring to support computers, let alone the state-of-the-art science, technology, engineering and mathematics (STEM) labs to

support 21st-century learning. At the same time, too many City Schools buildings are either too full or too empty.

These are the conditions that, in far too many cases, are keeping City Schools' students from learning at their potential.

School buildings that are old and in poor condition have a detrimental—and documented—effect on student achievement, teacher retention and other measures such as discipline and graduation. Nearly a decade ago, the American Civil Liberties Union (ACLU) commissioned Virginia Polytechnic Institute and State University Professor Glen Earthman to review the criteria for school buildings established by the Maryland Task Force to Study Public School Facilities, and to prioritize those criteria in light of research that links conditions in school buildings to student achievement.

Per the 2004 ACLU study, the Maryland legislature created the Task Force to Study Public School Facilities to review, evaluate and make recommendations regarding how the state could "adequately support local educational programs in adequate facilities." The Task Force developed criteria for "fundamental elements necessary for adequate facilities," and the next step was to prioritize the elements so that the state could begin the funding process based upon these elements. The study the ACLU commissioned from Earthman both lays out the large body of research that ties building conditions to student learning and achievement, and reviews in depth and prioritizes the Task Force criteria.

The Earthman study asserts that "there is sufficient research to state without equivocation that the condition of the building in which students spend a good deal of their time learning does in fact influence how well they learn." The study cites key findings from this body of research:

- Students in poor buildings perform less well than students in functional buildings.
- Students in poor buildings scored between 5 and 10 percentile rank points lower than students in functional buildings, after controlling for socioeconomic status.
- The difference in scores for students in poor buildings can be as high as 17 percentile rank points.

The study also cites research findings from past research that demonstrate "a link between the age of the building and student performance, with students in older facilities performing less well than those in newer facilities." Again, some specific findings:

- Students in modern buildings score higher on achievement tests than students in older schools.
- Students in old buildings scored between 5 and 7 percentage points lower than students in new buildings.
- Students in new buildings significantly outperform students in older buildings in reading, listening, language and arithmetic.

In reviewing the 31 criteria contained in the Maryland Task Force to Study Public School Facilities guidelines, the Earthman study determined that the following criteria, in the order listed, have a demonstrable impact on student achievement:

1. Human comfort (appropriate temperatures) and indoor air quality (appropriate ventilation and filtering systems)
2. Lighting (access to natural light)
3. Acoustical control (appropriate levels of noise)
4. Secondary science laboratories
5. Student capacity (overcrowding)

Numerous other research studies demonstrate the impact these factors have on student achievement.

Human comfort and indoor air quality. Both are controlled by HVAC systems. A 2006 report by Wargocki and Wyon (*Research Report on Effects of HVAC on Student Performance*) shows that in classrooms with temperatures outside the human comfort zone (below 67°F and above 74°F), student productivity, efficiency and test scores are significantly lower. In keeping with other research findings, the report also asserts that poor indoor air quality caused by inadequate HVAC systems is the greatest health threat to people who spend most of the day in school buildings throughout the year; it can exacerbate asthma and other respiratory conditions, which are linked to lower student and teacher productivity and increased absenteeism. Other studies show that ventilation rates that are at or below minimum standards are linked to a 5 to 10 percent decrease in student performance on tests.

Lighting. A 1999 report, *Daylighting in Schools*, by the Heschong Mahone Group, shows that students score 7 to 18 percent higher on tests and progress more quickly in math and reading when they learn in classrooms which receive ample lighting, especially from natural daylight. Higher absentee rates are also correlated with poor lighting. And a 2010 report (*Lack of Short-Wavelength Light During the School Day Delays Dim Light Melatonin Onset in Middle School Students, Neuroendocrinology Letters*, by Figueiro and Rea) shows that children's melatonin cycles are disrupted when they are deprived of natural light, which in turn affects their alertness during school.

Acoustical control. In urban environments and in poorly designed schools, noise also has been linked to lower student achievement. Classrooms where noisy fans must be used or windows opened due to a lack of air conditioning or ventilation, and classrooms situated too close to cafeterias and other noisy areas of the school, can be a significant distraction for students and teachers. According to the Earthman study, research has shown that 3rd-grade students in noisy buildings fall 0.4 years behind in reading and 0.2 years behind in math.

Science laboratories. To prepare students for postsecondary college and careers in the 21st century, science laboratories are essential in secondary schools. Numerous studies show that in school buildings without science equipment or with poor science facilities, students perform worse overall than students in schools with good science equipment. According to the findings, students in buildings with old science equipment scored 8 percentile rank points below students in buildings with new, modern science equipment, and students in buildings with old science equipment are disadvantaged when it comes to learning about science—across the grades.

Student capacity. According to the Earthman study, which cites two bodies of research that examined overcrowding in New York City Public Schools in the 1990s, overcrowding in schools lowers student achievement at all grade levels, results in lower graduation rates among high school seniors and negatively affects the work of teachers.

It's Official: City Schools' Buildings Get a Failing Grade

In 2011, City Schools commissioned Jacobs Project Management to conduct a study to assess the condition of all the district's buildings and how they are being used. In spring 2012, it released a report with the findings of that study. The "Jacobs report" concludes that City Schools' buildings are in very poor condition and fail to adequately support instructional mission and methods.

The Jacobs report documents significant deficiencies across City Schools' buildings portfolio in all five areas identified as having the most significant impact on student achievement. The most important—and basic—building conditions that need to be addressed are those related to health and safety. According to the Jacobs analysis, these conditions in City Schools include aging and faulty HVAC systems, outdated and insufficient electrical systems, structural concerns, roofing needs, fire and life safety systems and severely damaged and failing building systems.

Gone unaddressed, such conditions are likely to produce harmful environments for students and teachers. And gone unaddressed, the academic achievement and health of Baltimore City students are at risk.

The Time Is Now

A deliberate strategy for bringing City Schools buildings up to 21st-century standards supports the direction the district is headed, and will allow other reforms to continue.

With an annual construction budget of approximately $56 million a year and 183 district-owned buildings on 163 campuses in varying stages of disrepair, there is no way City Schools could ever provide the school buildings its students deserve—absent a plan that is aggressive and strategic. In the last few years, a confluence of events has positioned the district to develop just such a

plan. First and foremost, the national economic downturn in recent years has resulted in lower than usual construction costs and interest rates, making this an opportune time to make a large-scale capital investment. In summer 2012, Maryland sold $727 million in bonds at a 2.16 percent interest rate, prompting State Treasurer Nancy Kopp to say the "historically low interest rate means that Maryland's schools, colleges, hospitals, prisons and cultural projects can be built at an unusually reduced cost." Additionally at the local level, a group of district, city and state officials collaborated to develop a range of possible means of financing a major overhaul of City Schools buildings; the ACLU released a report urging such an overhaul; and City Schools hired Jacobs Project Management to conduct an in-depth study of its buildings portfolio.

Early in 2012, City Schools launched its "21st-Century Buildings for Our Kids" initiative. It went to the state legislature to request that it receive future construction funds as a block grant to guarantee existing funding streams that it could use to leverage additional funding from the private financial market. The legislature wanted more details on the building conditions and costs, and it gave the district a set of questions to answer before it could determine support for such a request. So City Schools committed to going back to the General Assembly with a detailed financing proposal and 10-year buildings plan in time for the 2013 legislative session.

In spring 2012, the district released the Jacobs report and immediately began laying the groundwork for developing the renovation, replacement and closure recommendations that would constitute its proposed 10-year buildings plan. During the summer it convened meetings that included 800 people representing all of its school communities, to educate them about the condition of their individual school buildings and to elicit from them the values and considerations they felt should inform the guiding principles the district and the Baltimore City Board of School Commissioners would use to develop the proposed 10-year plan.

This report represents City Schools' proposed 10-year buildings plan, with the recommendations necessary to modernize the district's entire buildings portfolio and create 21st-century learning environments for City Schools students over 10 years. Once approved by the Board, it will go, along with an accompanying financial plan, to the Maryland General Assembly for the 2013 legislative session. During this session, lawmakers will vote on legislation to allow the district to receive future capital funds as block grants, subject to annual appropriations. If approved, it will set in motion implementation of City Schools' 10-year plan.

21st-Century Buildings for Our Kids Timeline

May to December 2011
Jacobs Project Management conducts a facilities condition study of City Schools' buildings portfolio

January to April 2012
City Schools submits an initial proposal to the state legislature to gauge support for a block grant financing model; lawmakers request a 10-year buildings modernization plan and answers to a set of financing and policy questions for the 2013 legislative session

January to May 2012
Jacobs analyzes the City Schools buildings data

June 2012
City Schools releases the Jacobs report findings

June to September 2012
City Schools conducts community conversations to gather input from all 200+ of its school communities to inform development of the recommendations for the district's proposed 10-year plan

August to September 2012
City Schools convenes an advisory group to provide ongoing feedback on its development of a 10-year plan

September to October 2012
The Baltimore City Board of School Commissioners works with City Schools staff to draft proposed 10-year plan recommendations

October 2012
City Schools takes community members on bus tour to visit examples of 21st-century buildings within the district

November 2012
City Schools and the Board present proposed 10-year plan recommendations to the public at a press conference; City Schools' CEO presents recommendations to the Board; City Schools begins community review sessions on the initial recommendations

December 2012
Board votes to adopt proposed 10-year plan recommendations; adopted 10-year plan goes to General Assembly and the state's Interagency Committee on School Construction for consideration during 2013 legislative session

THE JACOBS ANALYSIS AND REPORT: A CRITICAL FIRST STEP

The Jacobs Analysis

In early 2011, City Schools commissioned a comprehensive analysis of the condition of all of its buildings, how they are being used and the cost to modernize them. With this information and in partnership with individual school communities, the district would later identify physical improvement needs and priorities, and develop recommendations for repairing, renovating and replacing buildings to bring them up to 21st-century standards.

The Jacobs report was a starting place for figuring out how City Schools could best provide better buildings for all of its school communities and students. It provided important information the district has never had before. Combined, the following three pieces of information were critical in helping City Schools determine how best to fulfill its goal of providing buildings that support 21st-century teaching and learning for all schools in a cost-effective way.

Facility Condition Index

The Facility Condition Index (FCI) represents an industry and national standard for measuring the 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.

On the FCI scale, a building with

- A score of less than 10 percent is in good condition
- A score of 11 to 30 percent is average
- A score of 31 to 50 percent is poor
- A score of 51 to 74 percent is very poor
- A score of 75 percent or more is a candidate for replacement

Educational Adequacy Score

This is a measure of how well schools' current physical structures, technology and instructional space support their academic mission. The score is represented by a

FCI Examples

The estimated cost to renovate Coldstream Park Elementary/ Middle School is $11,792,096, considering both its current needs and those that can be anticipated over the next 10 years. The estimated cost to replace the Coldstream building is $17,592,808. In this case, the FCI for the building is 67 percent ($11,792,096 is 67 percent of $17,592,808). This FCI suggests that it is more cost effective to renovate this building than it would be to replace it.

The estimated cost to renovate Edgecombe Circle Elementary/ Middle School is $16,752,244, considering both its current needs and those that can be anticipated over the next 10 years. The estimated cost to replace the building is $18,996,848. In this case, the FCI for the building is 88.2 percent ($16,752,244 is 88.2 percent of $18,996,848), meaning that both a replacement and a renovation should be considered, but a replacement may be more cost effective.

point scale of 1 to 100, where higher scores reflect buildings that are better at meeting educational needs. Jacobs asserts that an educational adequacy score of at least 80 should be the target for a modern school building.

Educational adequacy standards include everything from overall building security to technology infrastructure (cabling, electrical outlets for computers, video display screens, etc.); storage space, open space and flow of space; classroom size and shape; proximity of special use areas (e.g., cafeterias, libraries) to classrooms; lighting; and equipment and space to support specific curriculum offerings such as music, sports, science and technology programs.

Functional Capacity

The capacity of a school reflects how many students the school's physical space can serve effectively. There are numerous ways to calculate capacity, and because of changes over time in the delivery of instruction, what was once considered adequate capacity may no longer be adequate.

City Schools has typically used the Maryland state-rated capacity (SRC) approach when calculating school building capacities. The Administrative Procedures Guide for Maryland's Public School Construction Program defines SRC as "the maximum number

of students that reasonably can be accommodated in a facility without significantly hampering delivery of the educational program." The guide states that the SRC "is not intended to be a standard of what class sizes should be. School system staffing varies widely depending on a number of factors. It is, however, a criteri[on] used in evaluating whether a particular school is overcrowded such that relief is needed and provision of additional space may be warranted." While the SRC is not meant to be a standard for classroom sizes, in actual practice it is: The SRC for a school is determined using a formula that multiplies the number of classrooms in each grade by a state-approved capacity for each classroom (e.g., 20 for pre-k, 23 for an elementary classroom, 25 for a secondary classroom, etc.).

With the SRC, classroom square footage is not used to adjust room capacities, with the exception of open area instruction spaces, whose capacities are calculated using a square-foot-per-student number determined by the Interagency Committee on Public School Construction. Classroom capacities are totaled at the school level, and then multiplied by a utilization factor of 85 percent to determine the official capacity of the school.

Jacobs takes a slightly different approach, using instead a "functional capacity" measure. Functional capacity takes into consideration the function of a space and is a measure of both that special function (e.g., an art room or ballet studio used for arts classes) and the square footage associated with that function. This is particularly important in learning spaces that require more square footage per student—such as those that support career technology education, the arts and certain special needs of students with disabilities—because it is a truer representation of actual space used by actual students. It also more accurately reflects City Schools' portfolio approach, which emphasizes school autonomy and a wide range of program and learning options.

The Jacobs Report

A team led by Jacobs Project Management assessed the size, condition and utilization of all district-owned buildings, along with the educational adequacy of all buildings in the City Schools portfolio (both district owned and those owned by external partners). It concluded the following.

The City Schools portfolio is old and out of date. The district's buildings were built between 1895 and 1995:

- 23 percent of buildings built before 1946
- 74 percent of buildings built between 1946 and 1985
- 3 percent of buildings built since 1985, most of them modular and portable

The City Schools portfolio is large. The buildings it owns span almost 18 million square feet of space across 183 buildings on 163 school campuses:

- 17,500,000 square feet in district-owned permanent buildings
- 434,600 square feet in district-owned modular and portable buildings

The City Schools portfolio is in very poor condition. The FCI for the district as a whole is 60 percent, which according to Jacobs reflects "facilities in very poor condition":

- 125 of the 183 school buildings Jacobs assessed for condition—69 percent, or more than two-thirds—have FCIs of 50 or higher, meaning their condition is "very poor."
- 50 of the 183 buildings—27 percent, or more than one-quarter—have FCIs of 75 or higher and should be considered as candidates for replacement or surplus.
- The average educational adequacy score for the district is 55 percent, which according to Jacobs is a "failing grade."

The City Schools portfolio is very underutilized. The district uses just 65 percent of its available space:

- Its buildings have the capacity to serve 121,302 students, yet they currently serve just 78,511 students. (These numbers do not include students at the 16 charter and operator-run schools that are not housed in district-owned buildings.)
- This underutilization is most prominent in the middle and high school grades, for which the district utilization rates are 43 percent and 51 percent, respectively.

After conducting an overall assessment of the physical condition of and space within City Schools' buildings, Jacobs calculated that it will cost $2.452 billion to bring them up to minimally acceptable standards, including

- Correcting current deficiencies in district-owned buildings, where possible within existing structures
- Addressing educational adequacy, where possible within existing structures
- Maintaining building systems for at least 10 years

Of this $2.452 billion cost, Jacobs asserts that $1.44 billion is needed to address the general condition and educational adequacy deficiencies of the district's buildings, and $1.01 billion is needed to address anticipated building systems costs across the portfolio over 10 years, as the systems reach the end of their life cycle.

CREATING 21ST-CENTURY BUILDINGS FOR ALL STUDENTS

During the 2012 legislative session, City Schools requested that lawmakers provide future state construction funds in the form of a block grant so that the district could have a reliable funding stream it could in turn use to raise upfront capital for construction. This request generated a range of legal, policy, fiscal and accountability considerations, so the legislature asked a set of questions and requested that the Interagency Committee on School Construction (IAC) conduct a study—in conjunction with City Schools, the City of Baltimore, the Department of Legislative Services, the State Treasurer and the Department of Budget and Management—to provide input on those questions. The IAC appointed David Lever, executive director of the State of Maryland Public School Construction Program, its designee to produce a report in response to the legislature's request by December 1.

The information the legislature requested of Dr. Lever, embodied in the Joint Chairmen's Report of the 2012 General Assembly Session, included the following:

1. Review the independent needs assessment of school buildings conducted by Jacobs Project Management for City Schools

2. Evaluate the feasibility and process of providing a block grant for school construction purposes to City Schools

3. Assess the implications of providing, or not providing, a block grant to improve Baltimore City's school buildings as expeditiously as possible, and the impact on the Public School Construction Program as a whole and on other counties

4. Review best management practices for the large volume of construction projects that would likely result from such a block grant program

5. Analyze whether and how providing the block grant with proceeds from taxable and tax-exempt state debt could affect the state's bond rating and other legal and tax implications of providing a block grant

6. Examine how other states have implemented such a block grant and the benefits and consequences of doing so

7. Study the creation and governance of a third-party entity for school construction purposes in Baltimore City

8. Evaluate the current bonding authority of City Schools and whether the amount is adequate

9. Evaluate whether the results of this study could be applied to other jurisdictions with significant school facility needs

The full Joint Chairmen's Report study, with responses to all of the preceding questions, will be linked from City Schools' website at **www.baltimorecityschools.org/betterbuildings**, as soon as it is released in final form.

The district used the research gathered in the process to inform its proposal for financing and implementing its 10-year plan. The Joint Chairmen's Report study addresses key questions around feasibility, accountability and cost effectiveness, and aligns closely with the Baltimore City Board of School Commissioners' guiding principle to "maximize fiscal responsibility and stewardship of resources" in the buildings modernization work.

Funding the 10-Year Plan

The Jacobs report shows that, by industry standards, the overall condition of City Schools buildings is very poor. And this deplorable condition of the district's buildings, in turn, points up the need for a public investment of unprecedented scope and scale in Baltimore City. To bring the city's public school buildings up to 21st-century standards will require seizing critical and rare opportunities to carry out a massive construction campaign in the most cost-effective and least disruptive way.

Jacobs gave a cost to bring buildings up to minimally acceptable standards. City Schools is committed to going further and modernizing—and bringing up to 21st-century standards—all buildings through a combination of renovation and replacement, which the district estimates will cost $2.413 billion over 10 years. (This does not include the cost of providing fixtures, furnishings and equipment to the buildings.)

The current mechanism for securing construction funding allows for the occasional renovation of a school and a large number of small projects to improve specific building systems. But both the Jacobs and Joint Chairmen's Report studies assert that this approach is nowhere near adequate to correct City Schools' buildings crisis. The large-scale buildings transformation the district needs requires intensive construction activity within a short period of time. And the best way to pay for such a large-scale, accelerated buildings overhaul is to enable the district to leverage predictable block grant and tax revenue streams by selling bonds to gain significant upfront capital dollars for construction and repaying that debt with the annual block grant and tax revenues.

The Status Quo Won't Work

Government funding for school capital projects in Maryland traditionally has been in the form of annual appropriations for specific, approved projects: The dollars have to be used on a specific project in a specific year.

State procedures and regulations, not state law, have established this process. This approach has restricted City Schools' ability to use its state dollars to support capital funding across a wide portfolio of capital projects. State law allows for alternative forms of financing school capital projects, and City Schools has exercised this option twice in the recent past when it secured financing for the renovation of a building (an old garment factory) for the Baltimore Design School and guaranteed the loan to renovate—in exchange for eventual title to—the Baltimore Leadership School for Young Women.

But to modernize its entire buildings portfolio, City Schools must take alternative financing much further. It must have predictable state revenue over an extended period of time and the flexibility to spend that money to support implementation of a larger, districtwide plan. The district has received, on average, $32 million a year in Capital Improvement Plan (CIP) dollars from the state for approved projects over the last five years, and $17 million, on average, in CIP funds from the city. Add in about $7 million in additional dedicated city construction dollars the district receives, and City Schools' annual construction budget has averaged $56 million a year. There is no way the district can address all of its buildings needs simply using this annual allocation—and using it only on projects the state and city approve from year to year.

An Alternative Approach: Using a Block Grant to Leverage Large-Scale Funding

An alternative approach, based on a block grant program, makes possible the leveraging of annual funding streams to generate a large amount of up-front capital through financing mechanisms such as the sale of revenue bonds. If the state and city commit to providing City Schools with current plus proposed annual construction allocations, the district can use that promise as collateral to raise a significant amount of upfront capital by issuing bonds. For the first phase of the 10-year plan, the bond proceeds would pay for the construction costs, and the state and city revenue streams would be tapped to pay back the outstanding debt over a 30-year period. This block grant structure allows the district to use capital funds for a set of state-approved capital projects (rather than a single approved project) and provides bond holders with the security that their investment will be repaid.

Such a financing structure would allow City Schools to accelerate construction and maximize savings over time. It would allow City Schools to

- *Raise significant funds up front.* A block grant program allows the private capital market to provide upfront funding. Existing and expected revenue streams could provide annual funding of $69 million from the following sources: state block grant funds, city block grant funds, city retiree health payments, city bottle tax revenue, video gaming revenue and table games revenue. (The last three are new anticipated sources that would kick in for the first time next year and bring the district's current annual construction allocation of $56 million up to $69 million.) The availability of

block grant funds, the final structures, amounts and conditions are dependent on vetting by state and city stakeholders. Based on a 30-year bond term at prevailing borrowing rates, each $1 million of predictable revenue would leverage approximately $16 million in bond funding net of financing costs. According to City Schools' financial advisor, Public Resources Advisory Group, $69 million in predictable revenue streams would leverage approximately $1.1 billion.

▪ *Embark on an aggressive construction schedule.* With adequate up-front funding, City Schools could work on multiple projects at once, reducing the amount of time necessary to complete construction. A 10-year program to address the $2.413 billion need would require average annual spending of $276 million, assuming a 4 percent increase over time in construction costs (as described in the next bulleted item). Funding for the first four years of the 10-year program could be supported with a 30-year pledge of the $69 million in existing and proposed funding via an alternative financing arrangement. During these first four years, City Schools could complete approximately 40 percent of the modernization work recommended in its proposed 10-year buildings plan. Completion of the plan would require identification of other reliable streams of revenue.

▪ *Minimize rising construction costs.* Under the current, traditional funding structure, the expected completion date for City Schools' buildings program would be…never. The increase in construction costs, assumed to be 4 percent per year (based on direction provided by the Office of Capital Budgeting in the Maryland Department of Budget and Management for projects in the governor's Capital Improvement Plan), would simply outpace the currently available annual funding amount of $56 million a year. This $56 million is not sufficient to keep up with the annual increase in how much it would cost to fix the district's buildings, let alone the costs of constructing new, modernized buildings. Shortening the timeframe for program completion reduces both the cost of the construction program itself and the cost of maintaining the current inventory of facilities. A shorter construction period means lower overall construction costs due to less inflation, and lower maintenance costs as outdated buildings are quickly replaced with efficient ones.

▪ *Reduce maintenance, utility costs.* Costs to operate, maintain and repair old buildings that are in poor condition increase every year; as the buildings get older and continue to deteriorate, the more it costs to maintain buildings from falling into further disrepair. A block grant program shortens the amount of time it will take to replace outdated buildings with new, more efficient ones. Jacobs has estimated that by replacing and modernizing its current buildings, City Schools will reduce its annual utility expenses by $17 million. Additionally, another $5 million per year will be saved in maintenance, repair and overhead costs from the closure of 24 school buildings. These conservative estimates combine to yield $22 million of annual operating savings for City Schools. By contrast, under the current project-by-project funding model, City Schools' operating costs for maintenance, repair and utilities would increase by inflation, growing by $19 million by the end of construction. In other words, under a block grant structure, cumulative operating costs over the 10-year construction period will be $87 million less than under a project-by-project structure.

▪ *Apply private sector best practices.* A leveraging model that uses a block grant closely mirrors the efficiencies of private sector construction. A housing developer who builds

multiple homes as part of a single housing development manages the project to optimize efficiencies across all units, versus managing the project on a house-by-house basis. The developer purchases materials for the entire project at once in order to secure large-volume lower pricing; spreads overhead costs across the entire project; and is able to use funds for any and all individual units as long as the overall budget for the development is not exceeded. Combined, these practices can reduce overall construction costs by 1 to 3 percent. For City Schools' $2.413 billion program, this savings could amount to between $24 million and $72 million.

A Block Grant Makes the Most Sense

The key to leveraging non-public funds and having the necessary flexibility over those funds, a block grant would allow City Schools to carry out its proposed 10-year buildings plan more quickly and cheaply than with current state and city construction funding. But without the block grant, the poor condition of City Schools' buildings will continue to deteriorate and pose increasing risk and danger to students and staff, which in turn will place increasing demands on the state Capital Improvements Program for the foreseeable future. This could have a ripple effect across the state as City Schools projects move to the top of the state's priority list and demand a growing share of the CIP funding available to Maryland's public schools.

The Greenville Experience: 70 Buildings in Six Years

In 2002, Greenville County Public Schools in South Carolina launched a large-scale building program that was designed to avoid the escalation of construction costs over time. Under the traditional project-by-project system, the school district estimated that it would take $3.2 billion over nearly 40 years to complete all the necessary renovations and additions to bring all of its school buildings up to modern standards.

To avoid such high costs and improve the conditions of buildings for all students in a reasonable amount of time, Greenville fast-tracked its school construction program by generating a large amount of up-front funds. Under an installment purchase alternative financing model, the district determined that it could complete its construction program for $1.8 billion over five years if it started in 2002. Ultimately, Greenville fully renovated or built 70 schools in six years at a cost of slightly more than $1 billion.

Overseeing, Implementing the 10-Year Plan

In addition to requesting a block grant, the proposed 10-year plan calls for creation of a third-party entity to provide oversight during implementation.

City Schools proposes creating a new school construction authority charged with executing the district's 10-year buildings plan. The authority would be much like the Maryland Stadium Authority, which was established by the General Assembly in 1986 to build, manage and maintain quality facilities to retain major league baseball and return NFL football to Maryland. The independent authority has completed a range of projects—spanning convention centers, museums, theaters, parks, campus centers and sports arenas—in partnership with local governments, universities and the private sector throughout Maryland—all on time, and all on budget.

The new school construction authority would have power to acquire, construct, design, improve and renovate school buildings in Baltimore City. Its charge would include ensuring accountability for effective expenditures of funds, complying with procedures of the Interagency Committee on School Construction (IAC), requiring regular reporting and independent auditing of the buildings program, and ensuring competitive procurement, minority business enterprise participation and use of prevailing wage rates. Because City Schools facilities department understands these requirements, because the IAC has expressed confidence in the district's facilities department—the department has been recognized by the IAC executive director for its effectiveness—and because duplication of the district facilities operation within the new school construction authority would create inefficiencies, City Schools' facilities department would act as an agent for the authority in fulfilling the IAC requirements.

The new school construction authority would also have the authority to issue bonds or to utilize an existing third-party entity such as the Maryland Health and Higher Education Facilities Authority (MHHEFA). The issuing of these bonds by the authority or a third party will not have a negative effect on the state's bond rating, according to the Joint Chairmen's Report study.

ENGAGING THE COMMUNITY IN DEVELOPING THE PROPOSED 10-YEAR PLAN

Getting to the place where City Schools could develop a 10-year buildings plan took the commitment and work of many, including the district's 200+ school communities and a wide range of external partners. The larger Baltimore community has been involved in the 21st-century buildings work from the beginning.

In June 2010, the American Civil Liberties Union (ACLU) released a report stating that in order for City Schools to build on its academic gains of recent years, it had to address its decrepit facilities. A year later, in August 2011, the Baltimore Education Coalition (BEC) launched the campaign "Transform Baltimore: Build Schools. Build Neighborhoods" to address City Schools' buildings crisis by appealing to city and state elected officials and decision makers to adopt and act upon a funding plan to renovate and modernize all public school buildings within eight years. As of fall 2012, more than 30 organizations—from individual schools and organized parent groups to community associations and institutional partners such as the Baltimore Teachers Union—had signed on. The campaign organizes individuals and community groups in support of the City Schools buildings overhaul.

Baltimore Mayor Stephanie Rawlings-Blake was also an early champion of City Schools' 21st-century buildings initiative and continues to be a critical partner in the work. She successfully pushed through passage of a bottle tax bill in the city to raise money for school construction and has advocated forcefully for Baltimore City students to have the school buildings they need to succeed. The Baltimore City state delegation, the Baltimore City Council and a wide range of other elected and city and state officials have contributed critical assistance and support.

In summer 2012, City Schools convened an advisory group to provide feedback throughout the process of developing recommendations for its proposed 10-year buildings plan. The committee spanned district leaders and external partner organizations: BEC, ACLU, Baltimoreans United in Leadership Development (BUILD), City Schools' Parent Community Advisory Board, the Baltimore City Council of PTAs, the city planning department, the Mayor's Office and City Schools' CEO cabinet.

Between June and September, the Board of School Commissioners and City Schools hosted 16 community conversations involving representatives from almost all school

communities to inform plans for overhauling the district's building portfolio over 10 years. Specifically, community input was sought to inform the Board's guiding principles for developing a 10-year buildings plan and the actual recommendations included in that proposed plan. Some 800 school stakeholders participated in these conversations, representing 171 of the 177 schools located in City Schools buildings.

And in October, some participants from these community conversations went on a bus tour with district leaders to view existing examples of 21st-century learning environments in Baltimore City Public Schools, and to begin to see—and convey to others—what is possible for all of the district's students.

The public and community-level support for City Schools' 21st-Century Buildings for Our Kids initiative continues to grow. The mission and need are unequivocal: Baltimore City's public school students must have the buildings that will allow them to succeed in school. And if City Schools continues to try to address the shortcomings of its buildings portfolio in the current fashion, with small chunks of money for repairs here and there, it will deny its students that chance at success. It's a powerful message to rally around because it's what City Schools students deserve.

For a detailed report on the community conversations, please visit **www.baltimorecityschools.org/betterbuildings**. City Schools invites community members to stay informed and submit questions and comments about the 21st-Century Buildings for Our Kids initiative. Email **betterbuildings@bcps.k12.md.us** or visit **www.baltimorecityschools.org/betterbuildings**.

RECOMMENDATIONS TO MODERNIZE ALL BUILDINGS IN 10 YEARS

Setting the Vision

The Baltimore City Board of School Commissioners has set the following as its vision for the district's proposed 10-year buildings plan:

> **In 10 years, all City Schools students will learn in buildings that embody 21st-century standards of excellence.**

To fulfill that vision, and to inform development of the recommendations that embody City Schools' proposed 10-year buildings plan, the Board reviewed the values and considerations that came out of the community conversations and articulated the guiding principles that underlie all school building recommendations. These guiding principles are to

1. Invest to support academic success for all students
2. Maximize fiscal responsibility and stewardship of resources
3. Engage school communities to inform the creation of excellent school buildings for their students
4. Align school buildings with demographic trends, enrollment trends and parent and student choices
5. Invest to have maximum impact on community stability, growth or development
6. Provide diverse options in every geographic area of the city
7. Create school buildings on the cutting edge of technology and environmental sustainability

Developing the Recommendations

In spring 2012, in response to the legislature's feedback on its initial request for block grant funding, City Schools set out to develop a 10-year plan for modernizing all of its buildings and bringing them up to 21st-century standards. Following is an overview of the process the district engaged in to develop its proposed 10-year buildings plan and the specific recommendations it includes.

The Jacobs report provided City Schools with its first comprehensive assessment of its buildings portfolio—the size of the portfolio; the physical condition of the buildings; the relationship between the capacity of those buildings and demand, or the degree to

which they are being used; the extent to which City Schools' buildings are supporting academic achievement; and the overall cost to modernize the portfolio.

The Jacobs findings were presented as an overall districtwide report, with a separate set of individual reports for each of the buildings that house the district's schools. The overall report provided City Schools with the big picture it needed to understand and articulate the scope of its buildings challenge. The individual school building reports provided the information the district needed to develop its response to that challenge: recommendations to modernize all of its buildings over 10 years to create 21st-century learning environments for City Schools students.

The Process

The process for developing these recommendations required complex and deep analysis, a wide range of considerations, input of many stakeholders and months of hard work. The team that led the analysis and developed the proposed 10-year buildings plan recommendations included staff from several City Schools offices: Chief of Staff; New Initiatives; Engagement; Academics; Enrollment, Choice and Transfers; Achievement and Accountability; Operations; and Special Education.

Draft recommendations went through numerous iterations as they were shared with members of the 21st-century buildings advisory group and other key stakeholders. They were then approved by City Schools' CEO.

The Analysis

Because no two school communities are alike, the analysis entailed an up-close look at each of the schools housed in district-owned buildings. While the focus was on—and particular attention was given to—the physical condition and plant of each school building, this up-close look was done using three lenses: a building lens, a program lens and a community lens.

Building analysis. The 10-year plan team reviewed the individual Jacobs report for each school—specifically, the FCI and functional capacity assessment. Jacobs considers utilization rates that are between 75 percent and 90 percent ideal. Where the team was considering school building reductions or additions in the development of its recommendations, it considered utilization rates between 65 percent and 100 percent adequate, such that—as a general rule of thumb—utilization rates of 55 percent or lower generally yielded a recommendation for reduction in building size or colocation or combination of programs in the building, and utilization rates of 105 percent or higher generally yielded a recommendation for building expansion. The team also reviewed schools' Educational Adequacy Scores during the development of recommendations, though they were used more to establish the degree and scope of districtwide need than to inform individual school recommendations.

Program analysis. City Schools conducts a review of its school portfolio every year in order continuously to improve the school options available to students and families. The

purpose of this annual review, which the district calls Expanding Great Options, is to determine how all schools are doing and to identify high-performing schools for expansion; struggling schools for interventions or additional supports; chronically low-performing schools for closure; and new schools with strong chances of success. The Expanding Great Options work is focused primarily on schools' academic performance. The focus of the 21st-Century Buildings for Our Kids initiative is different, emphasizing schools' physical plant and condition. But because the scope of the 21st-century buildings work is so great and the relationship between school programs and buildings so intertwined, particularly with respect to enrollment trends, a program lens was also applied.

As part of its program analysis for those schools housed in district-owned buildings, the 10-year plan team reviewed student achievement data, including overall proficiency scores on the Maryland School Assessment (MSA) and the High School Assessment (HSA), and the extent to which students made progress within proficiency levels. The team also reviewed attendance and suspension rates and the results of City Schools' annual climate survey.

Community analysis. Both the building and program analyses were reviewed within the context of numerous other factors particular to the school and its place in the larger community:

- Enrollment projections and utilization rate
- The school's immediate surroundings
- The demographics of the larger community
- The assets, challenges and needs of the larger community
- The quality and condition of the other schools in the larger community
- The historical significance of the school building
- Area roads, railroads and parcels of land
- Neighborhood development plans
- Where students live and how they get to and from school
- Whether the routes to school are reasonable and safe
- The input of the school community captured at the community conversations during the summer

The combination of the building and program analyses within a community context amounts to an "ecology of schools," or a comprehensive look at all of the factors that affect how students experience school. The result of this "ecological" view was an unprecedented level of analysis of the district's schools. Never before has City Schools looked at so many data in so many different ways, and conducted such a multidimensional evaluation of its schools. And never before has it been charged with developing, all at once, a set of building recommendations (with significant programmatic impact) for all of them.

Other Important Factors

The 10-year plan team also considered other important factors as part of its overall analysis, and in some cases omitted others. All of these serve as important context for understanding the development of individual school recommendations.

District buildings—only. It is important to reiterate: City Schools only conducted analysis of, and developed recommendations for, those schools that are housed in district buildings. In addition to these schools, there are 16 charter and operator-run schools that are housed in buildings not owned by City Schools. The district did not develop 10-year plan recommendations for those schools that are not housed in its buildings because it cannot use publicly-backed bond revenue to improve private buildings. And for those operator-run and charter schools that are housed in district buildings (there are 17), City Schools did not do the programmatic review as part of its 10-year plan analysis. These schools have a separate renewal process in which their performance is thoroughly evaluated. Twenty-five of these schools will be subject to this process in the current, 2012–13 school year.

The recommendations on program movement, expansion or closure apply only to those schools that are not subject to the separate renewal process for operator-run and charter schools. For operator-run schools in City Schools buildings, recommendations reflect only building decisions, not program decisions.

At the same time, it is worth noting that the programmatic analysis that City Schools did conduct of schools as part of its 21st-century buildings work is closely aligned with the evaluation that operator-run and charter schools up for renewal will receive. The result is a growing alignment of measures of effectiveness for all schools in the district.

Housing students during construction. Where possible, City Schools will isolate students to a certain portion or wing of a building during renovations, or in the case of new construction, it will work to keep students in existing space while constructing new buildings on school sites. In some cases, students will need to be relocated temporarily to other school buildings during construction. But all work will be done with the goal of minimizing disruption to school programs and students.

Recreation center compatibility. The 10-year plan team is working closely with the Baltimore City Department of Recreation and Parks to ensure compatibility between that agency's recreation center modernization plans and City Schools' construction plans for those school buildings where recreation centers are attached or in proximity.

Rezoning. The plan does not address rezoning, which will likely be required in some circumstances to address overcrowding and distribution of students in some communities.

Key Considerations

Many of the "ecological" factors the district weighed in developing its 10-year plan recommendations are reflected in the following set of considerations that guided the work of City Schools staff. Like the Board's guiding principles, these were informed by the feedback that emerged from the summer's community conversations.

- Prioritize buildings with the worst conditions
- Prioritize early investments in new/renovated schools that will serve students of schools that are being vacated or closed
- Prioritize buildings that are expected to need large-scale improvements in coming years
- Sequence building construction and movement of students to minimize disruption to academic programs and individual students
- Align building size to take into account demographic trends and optimal school size to support academic success
- Prioritize student safety, including traffic and commute time to/from school
- Consider interaction of potential decisions with nearby schools ("ecology" of schools in neighborhoods)
- Consider demographic trends
- Coordinate planning and implementation with other agencies that affect neighborhoods (e.g., Planning, Recreation and Parks, etc.)
- Consider historical significance
- Consider past investment in the school building
- Consider particular facilities needs of special programs (Career and Technology Education, special needs schools and programs, alternative programs)
- Consider potential school-supporting uses (athletic complex, professional development center, central kitchen)

Building design. The 10-year buildings plan recommendations are broad and only address the disposition of buildings, not specifics such as building design. Once the proposed 10-year plan is approved and implementation begins, there will be a separate process for determining such specifics, starting with a detailed feasibility study for each individual school building, and it will provide ample opportunity for public participation and input.

Plans for vacated buildings. School buildings that are vacated can play an important role as locations for community or educational purposes. When buildings are vacated as part of City Schools' 10-year plan, City Schools will partner with the city to convene a process to engage a range of stakeholders—spanning community leaders, other city agencies, non-profits that serve the community and others—to explore future potential uses for the building. Potential uses could include centers for community activities, special-purpose educational uses (such as professional development or sports) and locations for charter schools not located in City Schools buildings. The process for determining the disposition of vacated school buildings will include an opportunity for different options to be explained and reviewed publicly with the community, well before any decision is made by the Board.

No more portables. The 10-year plan team committed to ensuring that, following City Schools' modernization campaign, there would be no portables at any school.

Pre–10-year plan construction. A number of schools were identified to undergo renovation or replacement as part of the state's Capital Improvement Plan program before development of City Schools' 10-year plan began: Waverly Elementary/Middle School, Graceland Park/O'Donnell Heights Elementary/Middle School, Leith Walk Elementary School, Holabird Elementary/Middle School, Benjamin Franklin High School at Masonville Cove and Edmondson-Westside High School. Feasibility studies for all schools have been completed, and in some cases, construction is already underway. As such, some elements of the recommendations for these schools fell outside the 10-year plan process. City Schools is proposing that the renovation of Benjamin Franklin and Edmondson-Westside high schools be funded under the 10-year plan.

Elements of Recommendations

Based on the preceding guiding principles, analyses, considerations and assumptions, City Schools staff developed recommendations for modernizing—and bringing up to 21st-century standards—each of the schools housed in district-owned buildings over the next 10 years. The recommendations for buildings are to renovate, renovate or replace or vacate. Within these categories, buildings may also be slated for increases or decreases to their current size—changes achieved through building additions, reductions or replacements.

Because the recommendations for bringing all school buildings up to 21st-century standards span a 10-year period, the recommendations had to be sequenced to show which buildings would be vacated, renovated or replaced in what year. As noted in the Key Considerations sidebar on page 25, priority in sequencing was given to specific buildings, in keeping with the Board's guiding principles, and sequencing decisions were made to minimize disruption to academic programs and individual students. These priorities in sequencing include

- Receiving schools—schools that will serve students from closing or merging schools
- Schools that are the most overcrowded and whose buildings are in the poorest condition
- Schools with large amounts of excess space
- Schools where modernization will affect community development
- Schools with the largest needs and highest repair costs up front—e.g., schools with roofs that will collapse first
- Schools that have received recent improvements

Summary of Recommendations

The recommendations included in City Schools' proposed 10-year plan will transform the school district physically and go a long way to furthering its academic transformation.

A Living Document

It is important to note that the recommendations within City Schools' proposed 10-year plan laid out in this document are based on today's landscape of, and assumptions about, the district. And because the plan will be implemented over a 10-year period, changes may occur, forcing the district to adapt accordingly and modify the specifics of the plan. Factors that could lead to adjustments to the 10-year plan recommendations include

- Economic forces
- Student enrollment
- Possible changes in school status for those charter and operator-run schools that will be going through a renewal process in the coming years
- City Schools' Expanding Great Options process, in which the district conducts an annual programmatic review of its schools portfolio and makes recommendations to the Board to expand, merge or close school programs based on its review
- The required Board vote on all recommended school program closures, which are spread over multiple years in the proposed 10-year plan

Given all of these factors, the proposed 10-year plan must be viewed as a living document and the district and larger City Schools community must be open to reconsidering recommendations throughout the plan's implementation.

District Impact

City Schools' proposed 10-year buildings plan will modernize all district buildings to support 21st-century teaching and learning. As a result of the recommendations in the plan

- All City Schools teachers and students will be in modern school buildings that support excellent teaching and learning and student achievement.
- Families in every area of Baltimore City will have access to a broad range of schools that differ in size, configuration and academic focus.
- City Schools will no longer need to use portable classroom buildings.

City Schools' proposed 10-year buildings plan will align the size of the district with student enrollment projections. As a result of the recommendations in the plan

- City Schools will go from a district able to serve 121,302 students in the buildings it owns—as it was positioned to do in the 1950s when many schools were built to support a much larger city population—to a district able to serve 105,447 students. (While this utilization rate still reflects a large number of unused seats, it is important to note that there are pockets in the city where there may be shortages of certain types of seats and, as a result, the need to expand the number of seats in some areas and grades. Expansions may also be required to accommodate continuation of the district's five consecutive years of enrollment growth.)
- The number of district campuses that house schools will decrease from 163 to 137.
- City Schools' buildings utilization rate will increase from 65 percent to 77 percent, which fits within the 75 to 90 percent range that experts consider ideal. For middle and high schools specifically, utilization will increase from 40 percent to 72 percent for middle school grades, and from 51 percent to 70 percent for high school grades.

Lastly, City Schools' proposed 10-year buildings plan will allow the district to maximize resources for student achievement. Under the plan and the district's financing proposal

- City Schools will modernize all of its buildings with the economy of scale and condensed timeframe necessary to achieve maximum cost effectiveness.
- The district and the state will spend less money over time to upgrade and maintain Baltimore City school buildings.
- City Schools will be able to allocate more resources for classroom instruction.

School Impact

With these recommendations, every City Schools building that remains open will be modernized. Yet developing these recommendations required making decisions—

some of them very difficult—about which school buildings to replace, renovate and close, and when. As part of these decisions, a determination about which school programs to relocate, expand and close was also required. City Schools' proposed 10-year buildings plan will

- Renovate 87 buildings (including 21 with additions and 1 with reduction)
- Renovate or replace 49 buildings (including 13 with increased size and 10 with reduction)
- Vacate 26 buildings
- Relocate 12 schools to different buildings
- Close 17 schools
- Eliminate the need to use portable classroom buildings

Special Program Impact

City Schools' proposed 10-year plan includes recommendations for Alternative Options Programs (AOPs) and special education programs. Like all other school building recommendations, those that affect these special programs are put forth in the spirit of creating better, more accessible learning environments for students.

Reading the Recommendations

All school recommendations are presented in detail for each individual school or program in the school recommendations section of this report, beginning on page 38. Each recommendation includes a decision to renovate, renovate or replace or vacate; a rationale for the recommendation; a map showing the impact of the recommendation on the surrounding community; and the year in which the recommended action will begin. The years span all 10 years of the 10-year buildings plan, with Year 1 representing 2014–15.

CONCLUSION

Never before has Baltimore City Public Schools faced such a buildings crisis. And never before have we faced such an opportunity to correct unacceptable building conditions and provide the standards of excellence our students, teachers and communities deserve.

For the first time ever, there is a clear and feasible strategy to transform our buildings. But the window is narrow. One year, two years from now, much could change and the opportunities to leverage today's broad support and rare financing environment could quickly disappear. The time is now. Baltimore City's kids have waited long enough.

SCHOOL RECOMMENDATIONS

No.	School Name	Recommendation	Year
50	Abbottston Elementary School	Renovate	10
427	Academy for College and Career Exploration	Renovate or replace	1
413	Achievement Academy at Harbor City High School	Vacate; move program	2
145	Alexander Hamilton Elementary School	Vacate; close program	3
234	Arlington Elementary/Middle School	Renovate or replace	1
243	Armistead Gardens Elementary/Middle School	Renovate with possible addition	5
164	Arundel Elementary/Middle School	Renovate with possible addition	1
430	Augusta Fells Savage Institute of Visual Arts High School	Renovate or replace with possible reduction	1
366	Baltimore Antioch Diploma Plus High School	Vacate; move program	2
480	Baltimore City College High School	Renovate	4
343	Baltimore Civitas Middle/High School	Renovate	10
367	Baltimore Community High School	Vacate; move program	2
382	Baltimore Design School	Vacate; move program	in process
423	Baltimore Freedom Academy Middle/High School	Vacate; move program	1
378	Baltimore IT Academy	Renovate	7
365	Baltimore Liberation Diploma Plus High School	Renovate	8
403	Baltimore Polytechnic Institute	Renovate or replace with possible reduction	5
344	Baltimore Rising Star Academy	Vacate; close program	current
415	Baltimore School for the Arts High School	Renovate	7
428	Baltimore Talent Development High School	Renovate or replace with possible reduction	1
54	Barclay Elementary/Middle School	Renovate	9
124	Bay-Brook Elementary/Middle School	Renovate with possible addition	2
246	Beechfield Elementary/Middle School	Renovate with possible addition	4
217	Belmont Elementary/Middle School	Renovate or replace	4
239	Benjamin Franklin High School at Masonville Cove	Renovate	6
364	Bluford Drew Jemison STEM Academy West	Renovate	10
130	Booker T. Washington Middle School	Renovate	3
231	Brehms Lane Elementary School	Renovate with possible addition or replace; expand program	3
251	Callaway Elementary School	Renovate; expand program	8
256	Calvin M. Rodwell Elementary School	Renovate with possible addition or replace; expand program	2
454	Carver Vocational-Technical High School	Renovate	7
7	Cecil Elementary School	Renovate	10
34	Charles Carroll Barrister Elementary School	Renovate	9
159	Cherry Hill Elementary/Middle School	Renovate or replace	1
376	City Neighbors High School	Renovate	8
346	City Neighbors Hamilton	Renovate	8
8	City Springs Elementary/Middle School	Renovate with possible addition or replace	3
307	Claremont High School	Vacate; move program	3
31	Coldstream Park Elementary/Middle School	Renovate	8
97	Collington Square Elementary/Middle School	Renovate with possible addition or replace	4
27	Commodore John Rodgers Elementary/Middle School	Renovate with possible addition	7
325	ConneXions Community Leadership Academy High School	Renovate	8
247	Cross Country Elementary/Middle School	Renovate or replace	2
207	Curtis Bay Elementary/Middle School	Renovate	4
39	Dallas F. Nicholas, Sr., Elementary School	Renovate	8

No.	School Name	Recommendation	Year
201	Dickey Hill Elementary/Middle School	Renovate or replace	3
416	Digital Harbor High School	Renovate	7
250	Dr. Bernard Harris, Sr., Elementary School	Renovate	6
160	Dr. Carter Godwin Woodson Elementary/Middle School	Renovate or replace	1
254	Dr. Martin Luther King, Jr., Elementary/Middle School	Renovate or replace with possible reduction	3
58	Dr. Nathan A. Pitts-Ashburton Elementary/Middle School	Renovate	10
25	Dr. Rayner Browne Elementary/Middle School	Renovate; close program	3
62	Edgecombe Circle Elementary/Middle School	Renovate or replace	3
67	Edgewood Elementary School	Renovate or replace	4
400	Edmondson-Westside High School	Replace with reduction	5
11	Eutaw-Marshburn Elementary School	Renovate or replace with possible reduction	3
178	Excel Academy at Francis M. Wood High School	Vacate; close program	1
241	Fallstaff Elementary/Middle School	Renovate	8
45	Federal Hill Prep Elementary School	Renovate	9
406	Forest Park High School	Renovate	1
85	Fort Worthington Elementary School	Renovate with possible addition or replace; expand program	1
76	Francis Scott Key Elementary/Middle School	Renovate	9
95	Franklin Square Elementary/Middle School	Renovate or replace	6
260	Frederick Elementary School	Renovate with possible addition	1
450	Frederick Douglass High School	Renovate	6
339	Friendship Academy of Engineering and Technology Middle/High School	Renovate	6
338	Friendship Academy of Science and Technology Middle/High School	Renovate or replace	3
75	Friendship Preparatory Academy at Calverton	Renovate or replace with possible reduction	2
206	Furley Elementary School	Renovate; expand and move program	4
125	Furman L. Templeton Elementary School	Renovate	4
211	Gardenville Elementary School	Renovate with possible addition	9
212	Garrett Heights Elementary/Middle School	Renovate with possible addition	6
42	Garrison Middle School	Vacate; close program	current
22	George Washington Elementary School	Renovate	10
177	George W.F. McMechen Middle/High School	Renovate	5
107	Gilmor Elementary School	Renovate or replace	3
235	Glenmount Elementary/Middle School	Renovate	8
213	Govans Elementary School	Renovate with possible addition or replace	2
240	Graceland Park/O'Donnell Heights Elementary/Middle School	Replace	current
377	Green Street Academy	Renovate or replace	3
224	Grove Park Elementary/Middle School	Renovate with possible addition	5
214	Guilford Elementary/Middle School	Renovate with possible addition	8
60	Gwynns Falls Elementary School	Renovate or replace	3
236	Hamilton Elementary/Middle School	Renovate	9
55	Hampden Elementary/Middle School	Renovate	9
47	Hampstead Hill Academy Elementary/Middle School	Renovate with possible addition	9
37	Harford Heights Elementary School	Renovate	2
35	Harlem Park Elementary/Middle School	Renovate or replace	4

No.	School Name	Recommendation	Year
210	Hazelwood Elementary/Middle School	Renovate or replace	6
425	Heritage High School	Renovate or replace with possible reduction; close program	1; 2*
215	Highlandtown Elementary/Middle School #215	Renovate	9
237	Highlandtown Elementary/Middle School #237	Renovate with possible addition	10
21	Hilton Elementary School	Renovate with possible addition	4
122	The Historic Samuel Coleridge-Taylor Elementary School	Renovate	6
229	Holabird Elementary/Middle School	Replace	current
333	Independence School Local I High School	Vacate; move program	3
10	James McHenry Elementary School	Renovate	8
144	James Mosher Elementary School	Renovate with possible addition; expand program	2
61	John Eager Howard Elementary School	Renovate with possible addition or replace	1
228	John Ruhrah Elementary/Middle School	Renovate with possible addition or replace	2
16	Johnston Square Elementary School	Renovate or replace	4
342	KASA Middle/High School	Renovate or replace	3
347	KIPP Harmony	Renovate	8
324	KIPP Ujima Village Academy Elementary/Middle School	Renovate	8
12	Lakeland Elementary/Middle School	Renovate	9
86	Lakewood Elementary School	Vacate; close program	4
5	Langston Hughes Elementary School	Vacate; close program	3
245	Leith Walk Elementary School	Renovate	in process
64	Liberty Elementary School	Renovate; expand program	9
261	Lockerman Bundy Elementary School	Renovate	4
313	Lois T. Murray Elementary/Middle School	Vacate; move program	4
88	Lyndhurst Elementary School	Renovate with possible addition or replace; expand program	1
203	Maree G. Farring Elementary/Middle School	Renovate with possible addition	7
53	Margaret Brent Elementary/Middle School	Renovate	6
431	Maritime Industries Academy High School	Vacate; move program	6
150	Mary Ann Winterling Elementary School at Bentalou	Renovate	7
204	Mary E. Rodman Elementary School	Renovate or replace	2
331	Maryland Academy of Technology and Health Sciences Middle/High School	Renovate	8
29	Matthew A. Henson Elementary School	Renovate	4
249	Medfield Heights Elementary School	Renovate with possible addition or replace	2
410	Mergenthaler Vocational-Technical High School	Renovate	5
381	Monarch Academy Public Charter School	Vacate; move program	9
44	Montebello Elementary/Middle School	Renovate with possible addition or replace	2
105	Moravia Park Elementary School	Renovate	7
220	Morrell Park Elementary/Middle School	Renovate with possible addition	5
66	Mount Royal Elementary/Middle School	Renovate	3
221	The Mount Washington School	Renovate with possible addition	5
421	National Academy Foundation	Renovate	6
422	New Era Academy High School	Renovate or replace with possible reduction	5
345	New Hope Academy	Vacate; move program	5
81	North Bend Elementary/Middle School	Renovate	8
49	Northeast Middle School	Renovate; close program	2

**First year refers to building recommendation; second year refers to program recommendation*

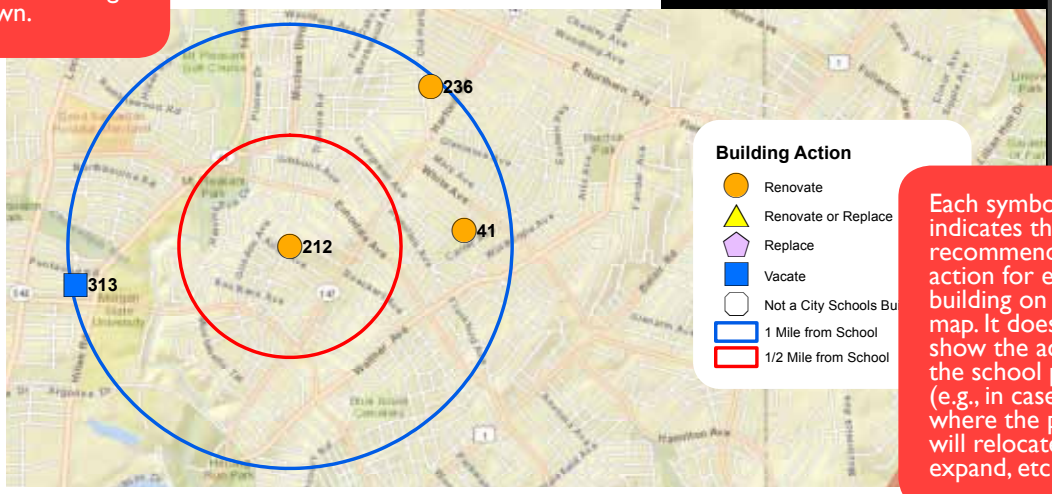
No.	School Name	Recommendation	Year
401	Northwestern High School	Vacate; close program	2
242	Northwood Elementary School	Renovate with possible addition or replace	2
349	The Northwood Appold Community Academy (NACA) Freedom and Democracy II	Renovate	6
163	Patapsco Elementary/Middle School	Vacate; close program	current
405	Patterson High School	Renovate or replace with possible reduction	1
414	Paul Laurence Dunbar High School	Renovate	4
223	Pimlico Elementary/Middle School	Renovate	1
341	The REACH! Partnership School	Renovate or replace with possible reduction	1
419	Reginald F. Lewis High School	Renovate or replace with possible reduction	4
433	Renaissance Academy High School	Renovate	3
142	Robert W. Coleman Elementary School	Renovate with possible addition	2
89	Rognel Heights Elementary/Middle School	Vacate; close program	3
233	Roland Park Elementary/Middle School	Renovate	6
379	Roots and Branches School	Renovate	4
63	Rosemont Elementary/Middle School	Renovate	7
98	Samuel F.B. Morse Elementary School	Vacate; close program	3
73	Sarah M. Roach Elementary School	Vacate; close program	4
314	Sharp-Leadenhall Elementary School	Vacate; move program	4
248	Sinclair Lane Elementary School	Renovate or replace; expand program	6
181	Southside Academy	Renovate or replace with possible reduction; close program	5; in process*
328	Southwest Baltimore Charter Elementary School	Renovate or replace	4
15	Stadium School Middle	Renovate	10
4	Steuart Hill Academic Academy	Renovate with possible reduction	4
13	Tench Tilghman Elementary/Middle School	Renovate with possible addition	9
232	Thomas Jefferson Elementary/Middle School	Renovate with possible addition or replace	3
84	Thomas Johnson Elementary/Middle School	Renovate	9
374	Vanguard Collegiate Middle School	Vacate; move program	6
226	Violetville Elementary/Middle School	Renovate	10
429	Vivien T. Thomas Medical Arts Academy High School	Renovate with possible addition	8
134	Walter P. Carter Elementary/Middle School	Renovate	2
51	Waverly Elementary/Middle School	Replace	in process
418	W.E.B. DuBois High School	Renovate or replace with possible reduction; close program	4; 2*
407	Western High School	Renovate	6
225	Westport Academy Elementary/Middle School	Renovate	4
24	Westside Elementary School	Vacate; close program	4
263	William C. March Middle School	Vacate; close program	current
83	William Paca Elementary School	Renovate with possible addition	8
28	William Pinderhughes Elementary/Middle School	Renovate	5
301	William S. Baer School	Renovate or replace	7
87	Windsor Hills Elementary/Middle School	Renovate or replace	4
23	Wolfe Street Academy Elementary School	Renovate	10
205	Woodhome Elementary/Middle School	Renovate	8
219	Yorkwood Elementary School	Renovate or replace	7
	A new elementary school	New construction	2

**First year refers to building recommendation; second year refers to program recommendation*

KEY TO READING THE INDIVIDUAL SCHOOL RECOMMENDATIONS

The focus school, shown by building number, is at the center of the circles. Also shown are other schools within a half-mile and mile radius, and major neighborhood roads and landmarks. The key below gives school names for each building number shown.

Garrett Heights
Elementary/Middle School



Each symbol indicates the recommended action for each building on the map. It does not show the action for the school program (e.g., in cases where the program will relocate, expand, etc.).

» 212 = Garrett Heights; 41 = City Neighbors High, City Neighbors Hamilton (Hamilton Building); 236 = Hamilton; 313 = Lois T. Murray

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $7,012,642 to renovate the Garrett Heights building and $13,537,923 to replace it, giving percent. This FCI suggest that it is more o renovate this building than to replace it.

ucational Adequacy Score is 80 for district ich instruction occurs. The Garrett g has an Educational Adequacy Score of that it does not meet the standard for ellent teaching and learning.

e utilization rate for City Schools to 100 percent. With a 2011–12 acity of 430 and a projected 2016 438, the Garrett Heights building is utilized at a rate of 101.9 percent. This , together with an analysis of projected nds in the community, points to the need addition to this building as part of its ower its utilization rate to a target of 75

This information explains the recommendation, giving cost estimates and measures of the building's current condition, projected enrollment and other information relevant to the school and community. In cases where program changes are recommended, these are also explained.

Garrett Heights Elementary/Middle School

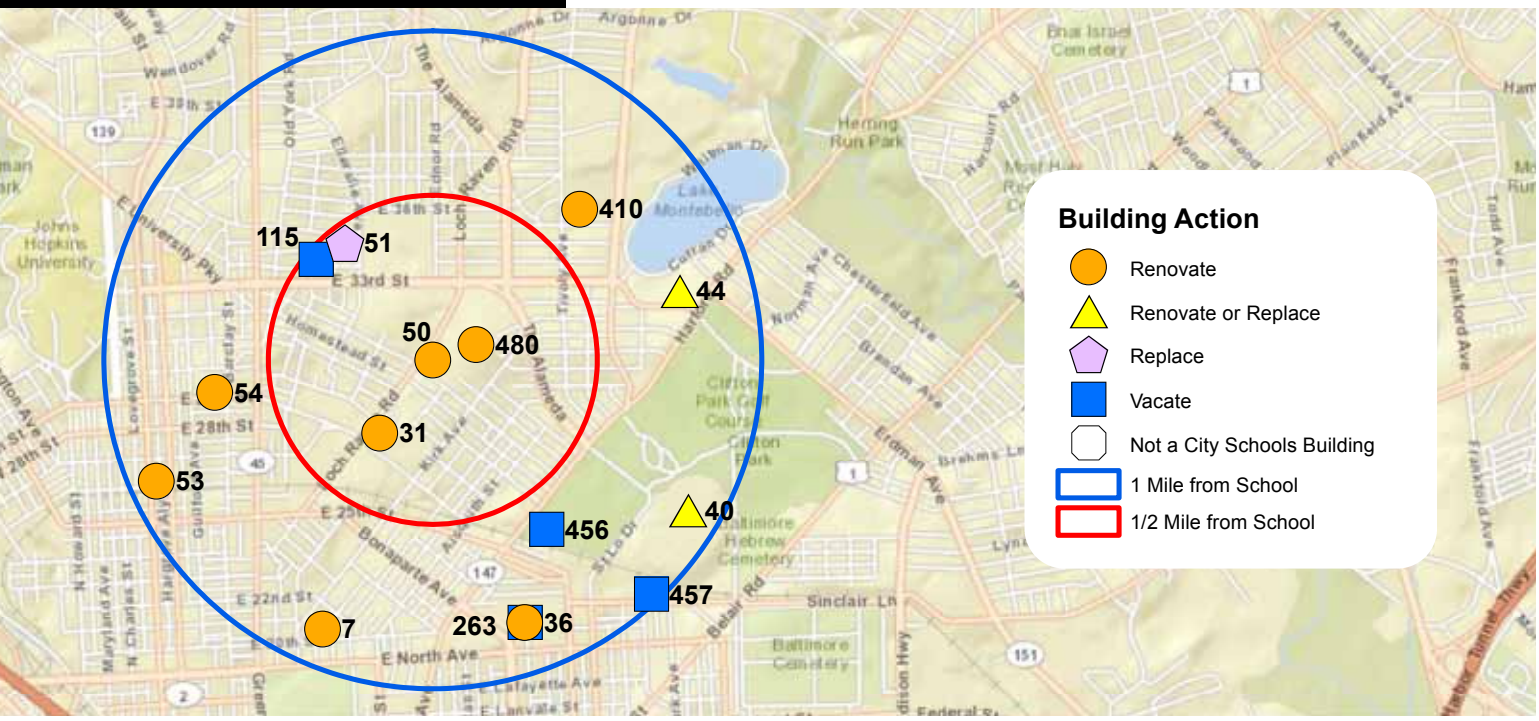
School/building number: 212
Address: 2800 Ailsa Avenue, 21214
Planning area: Northeast

Recommendation: RENOVATE WI
POSSIBLE ADDITION

Proposed Year: 6

The recommendation for the focus school and the proposed year the recommended action will begin. Year 1 is 2014-15.

Recommendations are pending Board approval; implementation requires full funding of the 10-year plan.



» 50 = Abbottston, Stadium (Abbottston Building); 7 = Cecil; 31 = Coldstream Park; 36 = Harford Heights (Harford Heights Building); 40 = Heritage, REACH! (Lake Clifton Building); 44 = Montebello; 51 = Waverly (elementary grades building); 53 = Margaret Brent; 54 = Barclay; 115 = Waverly (middle grades building); 263 = William C. March; 410 = Mergenthaler; 456 = Achievement Academy, Baltimore Antioch Diploma Plus (Fairmount-Harford Building); 457 = Baltimore Rising Star (Laurence Paquin Building); 480 = Baltimore City College

Abbottston Elementary School

(Abbottston Building)

School/building number: 50
Address: 1300 Gorsuch Avenue, 21218
Planning area: Northeast

Recommendation: RENOVATE

Proposed Year: 10

Rationale for Recommendation

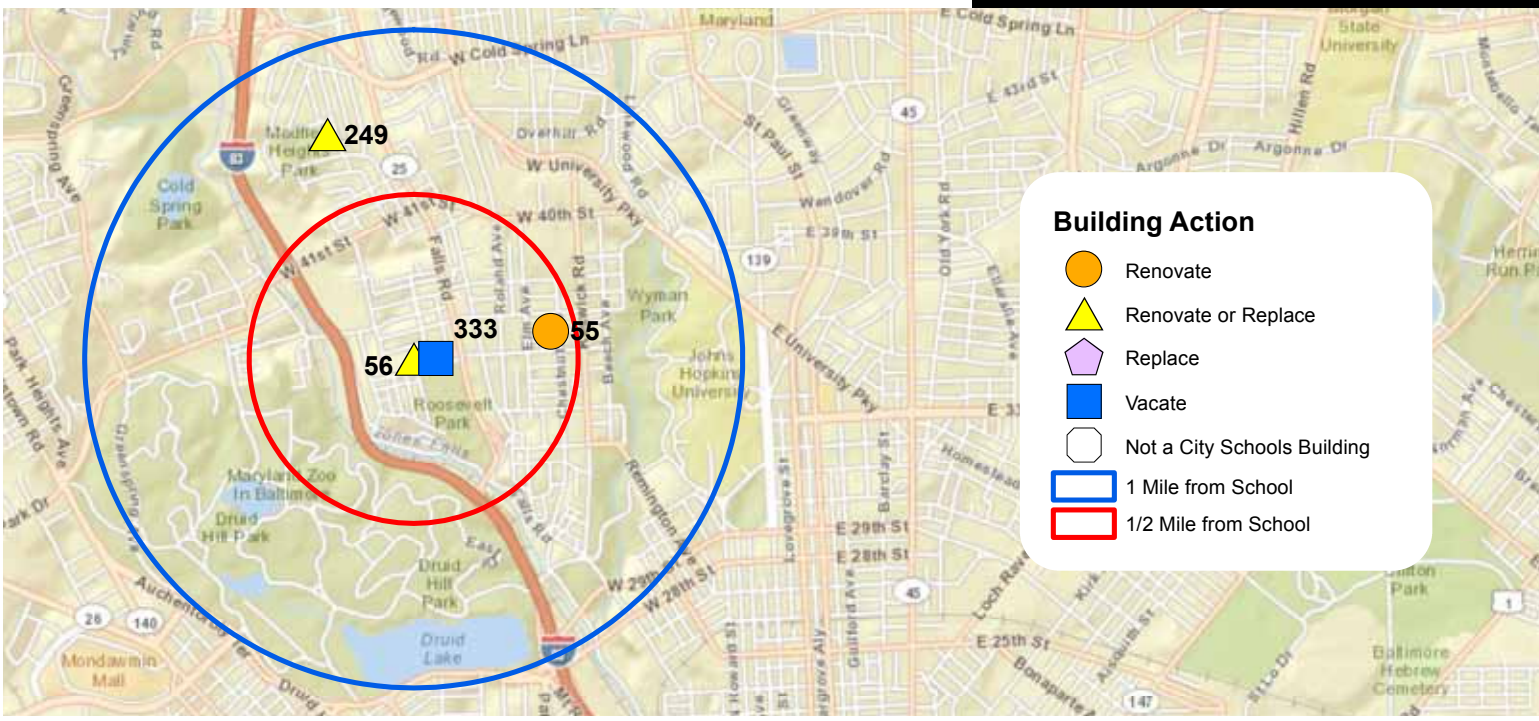
»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $4,023,124 to renovate the Abbottston Building and $14,232,602 to replace it, giving an FCI of 28.3 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Abbottston Building has an Educational Adequacy Score of 61, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 502 and a projected 2016 enrollment of 535 for the two schools currently located in the Abbottston Building (Abbottston and Stadium School Middle) combined, this building is on track for a utilization rate of 106.6 percent.

»Action on this building is not planned until the final year of the 10-year plan. The appropriate size for the building will be addressed at that time, taking into account up-to-date enrollment projections.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 56 = Academy for College and Career Exploration (Robert Poole Building); 55 = Hampden; 249 = Medfield Heights; 333 = Independence School Local I

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $21,922,509 to renovate the Robert Poole Building and $27,967,140 to replace it, giving an FCI of 78.4 percent. This FCI suggests that renovation or replacement should both be considered, and that replacement may be the more cost-effective option.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Robert Poole Building has an Educational Adequacy Score of 55.8, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 1,067 and a projected 2016 enrollment of 580 for the Academy for College and Career Exploration, the Robert Poole Building is on track to be utilized at a rate of 54.4 percent.

»The new or newly renovated Robert Poole Building will include space designed for the specialized programming of Independence School Local I High School, which will share this building with the Academy for College and Career Exploration upon completion of renovations or new construction. This space-sharing will move the total building utilization toward a target rate of 75 to 90 percent.

Academy for College and Career Exploration High School

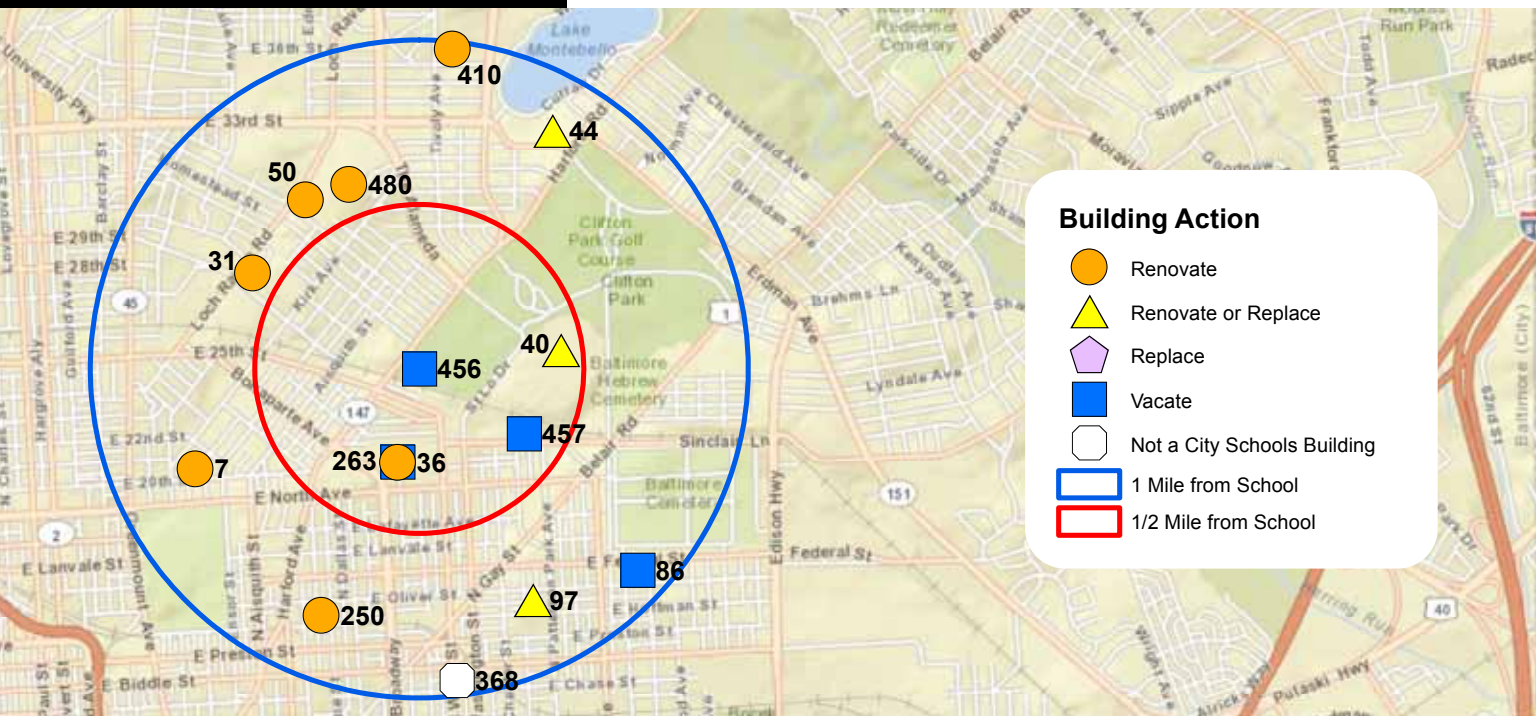
(Robert Poole Building)

School/building number: 427/56
Address: 1300 W. 36th Street, 21211
Planning area: North

Recommendation: RENOVATE OR REPLACE

Proposed Year: 1

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 456 = Achievement Academy, Baltimore Antioch Diploma Plus (Fairmount-Harford Building); 7 = Cecil; 31 = Coldstream Park; 36 = Harford Heights (Harford Heights Building); 40 = Heritage, REACH! (Lake Clifton Building); 44 = Montebello; 50 = Abbottston, Stadium (Abbottston Building); 86 = Lakewood; 97 = Collington Square; 250 = Dr. Bernard Harris; 263 = William C. March; 368 = Elmer A. Henderson; 410 = Mergenthaler; 457 = Baltimore Rising Star (Laurence Paquin Building); 480 = Baltimore City College

Achievement Academy at Harbor City High School

(Fairmount-Harford Building)

School/building number: 413/456
Address: 2555 Harford Road, 21218
Planning area: Northeast

Recommendation: VACATE; MOVE PROGRAM

Proposed Year: 2

Rationale for Recommendation

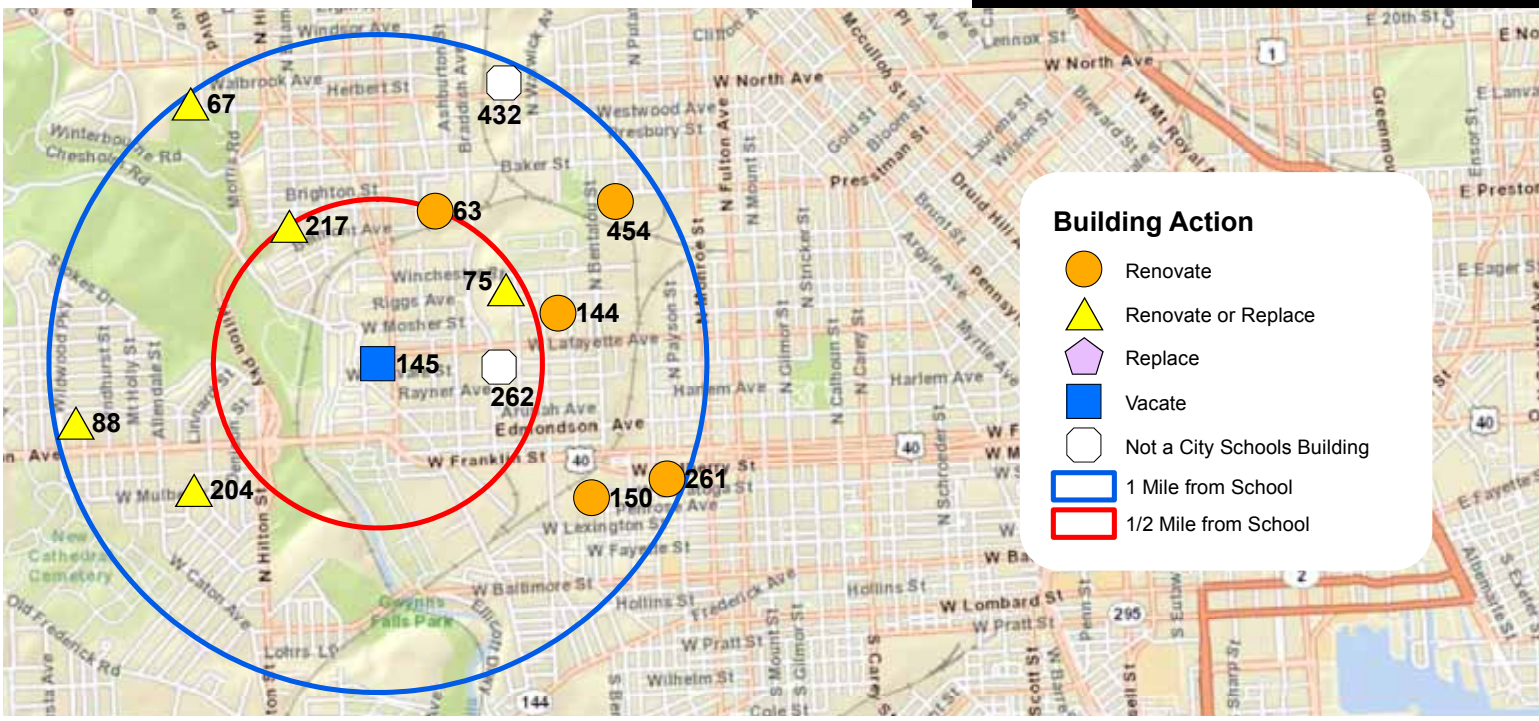
»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $31,459,576 to renovate the Fairmount-Harford Building and $37,134,468 to replace it, giving an FCI of 84.7 percent. This FCI suggests that renovation or replacement should both be considered and that replacement may be the more cost-effective option, but additional factors (described below) lead to a recommendation to vacate this building and relocate its programs.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Fairmount-Harford Building has an Educational Adequacy Score of 50.3, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 958 and a projected 2016 enrollment of 507 for the two schools that occupy the Fairmount-Harford Building (Achievement Academy and Baltimore Antioch Diploma Plus High School) combined, the building is on track to be utilized at a rate of 52.9 percent.

»While there remains a need for this program, the building's high FCI and low utilization rate indicate Achievement Academy can be more successful in a different location that meets its size and programmatic needs. The Fairmount-Harford Building will be vacated, and Achievement Academy will move to a building best determined to meet its size and programmatic needs.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 145 = Alexander Hamilton; 63 = Rosemont; 67 = Edgewood; 75 = Friendship Preparatory Academy at Calverton; 88 = Lyndhurst; 144 = James Mosher; 150 = Mary Ann Winterling; 204 = Mary E. Rodman; 217 = Belmont; 261 = Lockerman Bundy; 262 = Empowerment Academy; 432 = Coppin Academy; 454 = Carver

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $8,697,757 to renovate the Alexander Hamilton building and $12,124,147 to replace it, giving an FCI of 71.7 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it, but additional factors (described below) lead to a recommendation to vacate this building and close its program.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Alexander Hamilton building has an Educational Adequacy Score of 59.7, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 388 and a projected 2016 enrollment of 201, the Alexander Hamilton building is on track for a utilization rate of 51.8 percent.

»The low utilization rate, projected enrollment trends for the area that indicate excess capacity for pre-k through grade 8, and school performance data lead to a recommendation to close Alexander Hamilton Elementary School.

»Students can attend any one of the several nearby schools serving these grades, including four that are located within a half-mile of Alexander Hamilton (the neighborhood schools Friendship Preparatory Academy at Calverton, James Mosher Elementary and Rosemont Elementary/Middle, and the Empowerment Academy charter school).

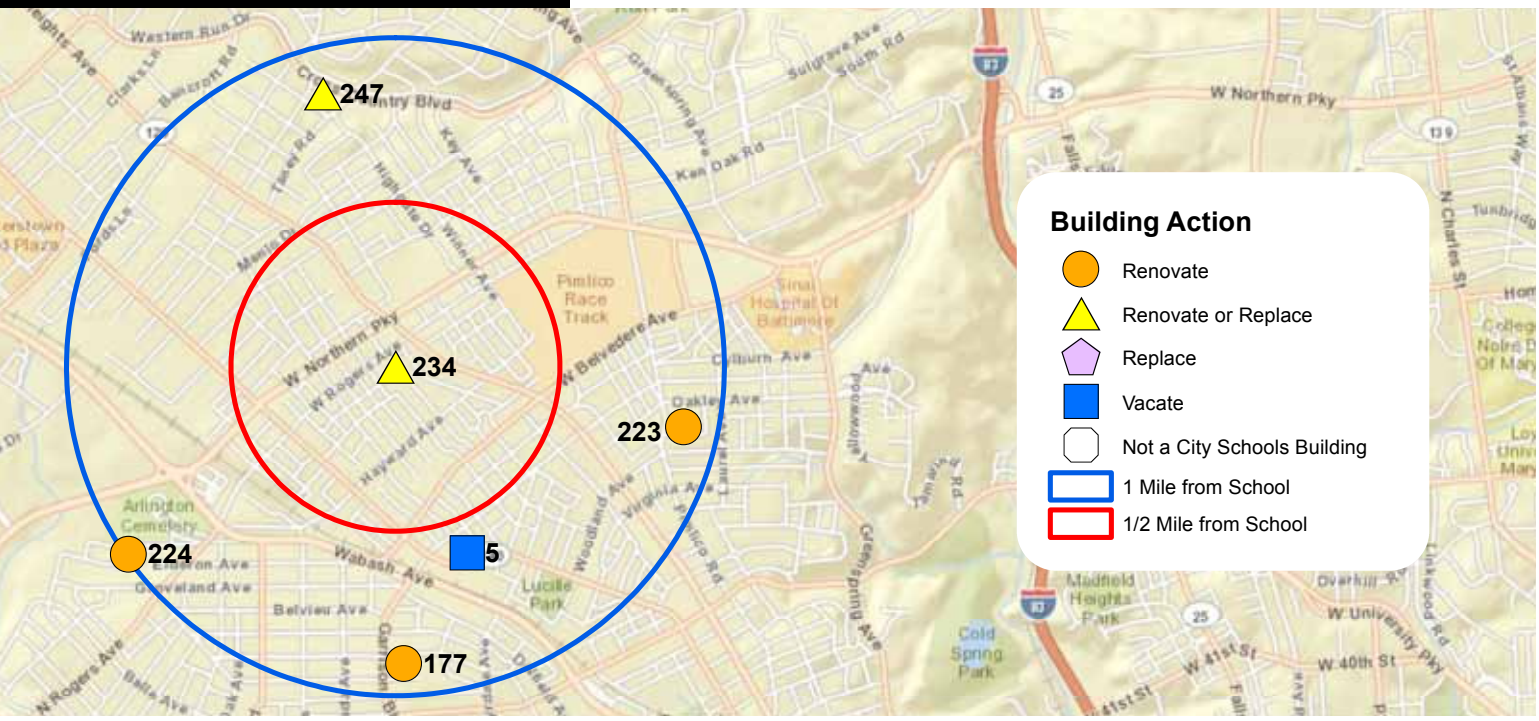
Alexander Hamilton Elementary School

School/building number: 145
Address: 800 Poplar Grove Street, 21216
Planning Area: Southwest

Recommendation: VACATE; CLOSE PROGRAM

Proposed Year: 3

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 234 = Arlington; 5 = Langston Hughes; 177 = George W.F. McMechen; 223 = Pimlico; 224 = Grove Park; 247 = Cross Country

Arlington Elementary/Middle School

School/building number: 234
Address: 3705 W. Rogers Avenue, 21215
Planning area: Northwest

Recommendation: RENOVATE OR REPLACE

Proposed Year: 1

Rationale for Recommendation

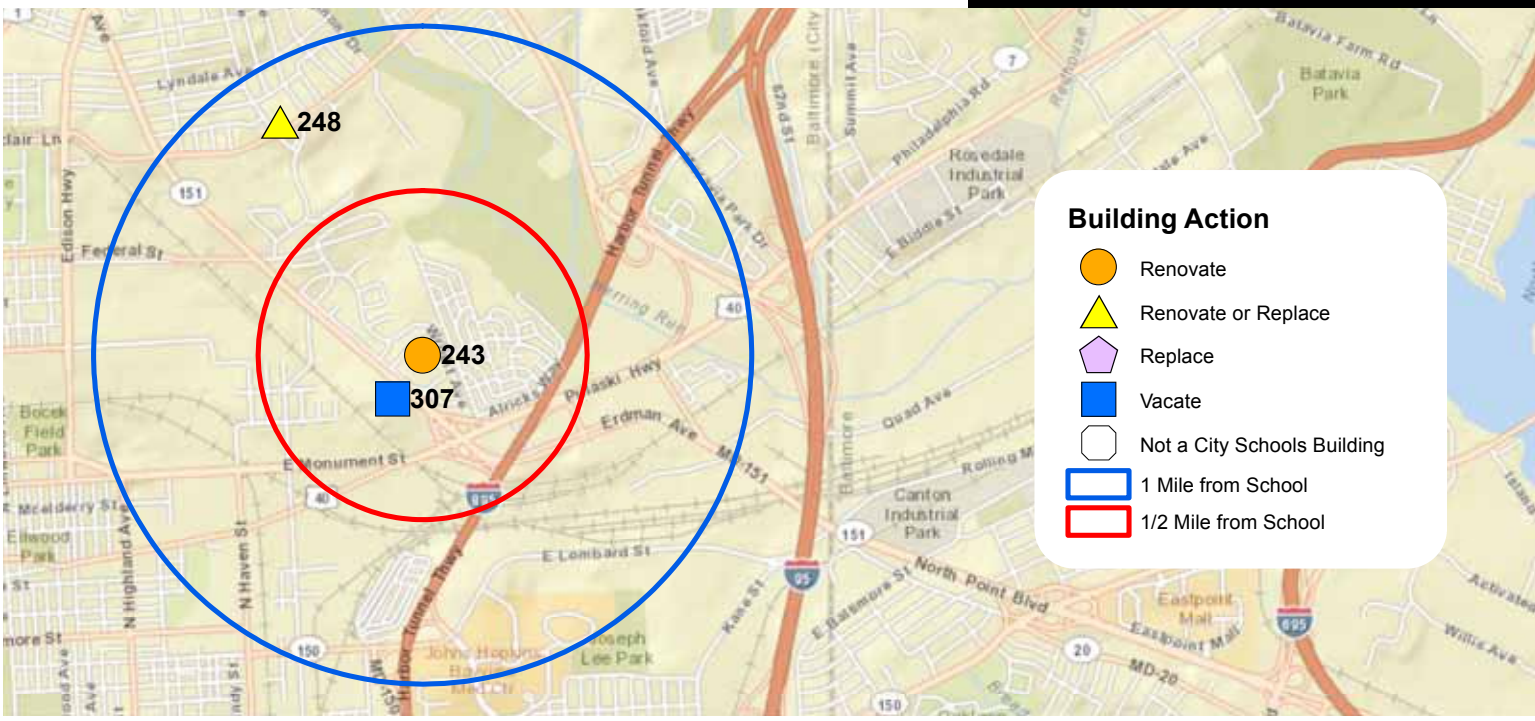
»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $20,591,309 to renovate the Arlington building and $22,785,201 to replace it, giving an FCI of 90.4 percent. This FCI suggests that renovation or replacement should both be considered, and that replacement may be the more cost-effective option.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Arlington building has an Educational Adequacy Score of 62.7, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 519 and a projected 2016 enrollment of 471, the Arlington building is on track to be utilized at a rate of 90.8 percent.

»Some students from the Langston Hughes Elementary program, which is recommended for closure, will attend Arlington Elementary/Middle School. The final capacity and size of the modernized Arlington building will be based on the school's enrollment.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 243 = Armistead Gardens; 248 = Sinclair Lane; 307 = Claremont

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $7,690,529 to renovate the Armistead Gardens building and $12,732,213 to replace it, giving an FCI of 60.4 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Armistead Gardens building has an Educational Adequacy Score of 60.4, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 475 and a projected 2016 enrollment of 658, the Armistead Gardens building is on track to be utilized at a rate of 138.5 percent. This utilization rate, together with an analysis of projected enrollment trends in the community, points to the need to construct an addition as part of this building's renovation to lower its utilization rate to a target of 75 to 90 percent.

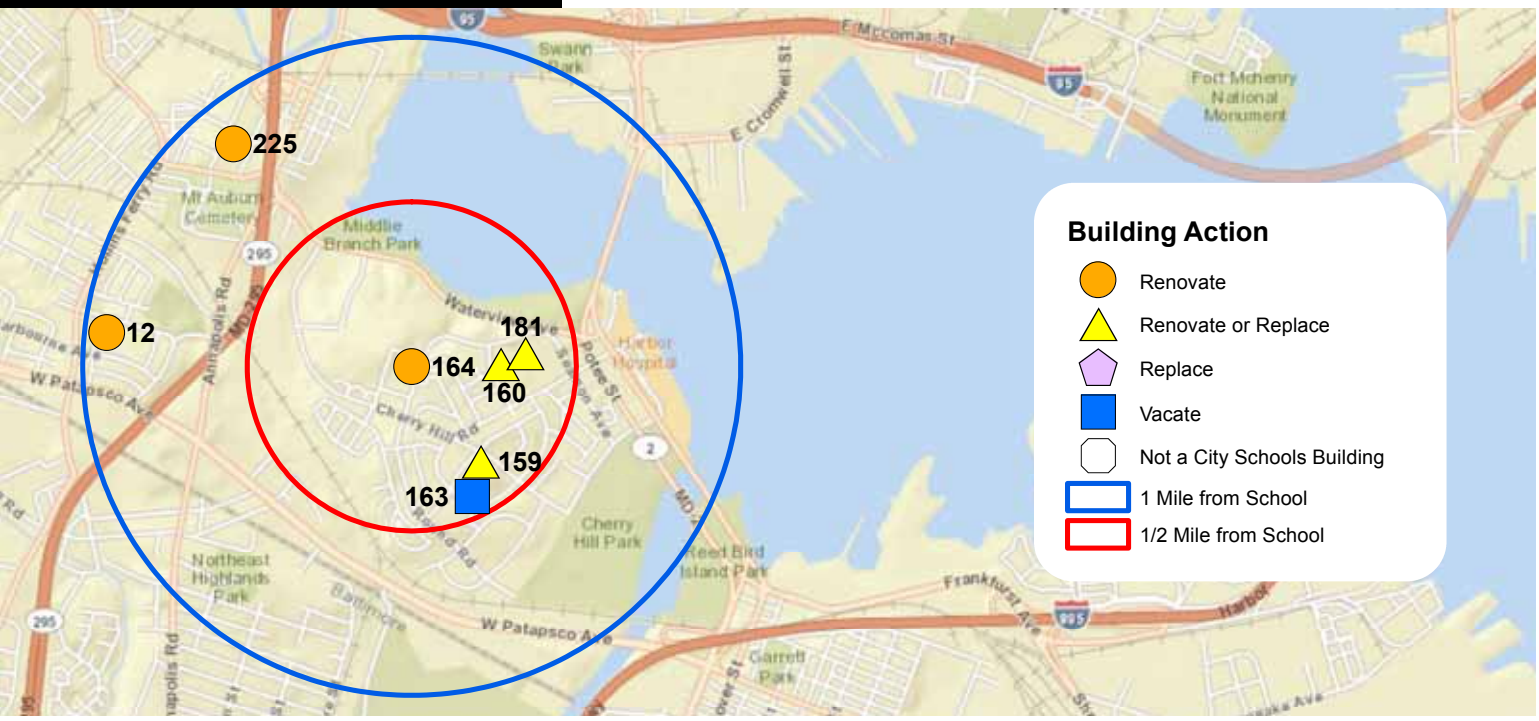
Armistead Gardens Elementary/Middle School

School/building number: 243
Address: 5001 E. Eager Street, 21205
Planning area: Southeast

Recommendation: RENOVATE WITH POSSIBLE ADDITION

Proposed Year: 5

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 164 = Arundel; 12 = Lakeland; 159 = Cherry Hill; 160 = Dr. Carter Godwin Woodson; 163 = Patapsco; 181 = New Era, Southside (Southside Building); 225 = Westport

Arundel Elementary/Middle School

School/building number: 164
Address: 2400 Round Road, 21225
Planning area: South

Recommendation: RENOVATE WITH POSSIBLE ADDITION

Proposed Year: 1

Rationale for Recommendation

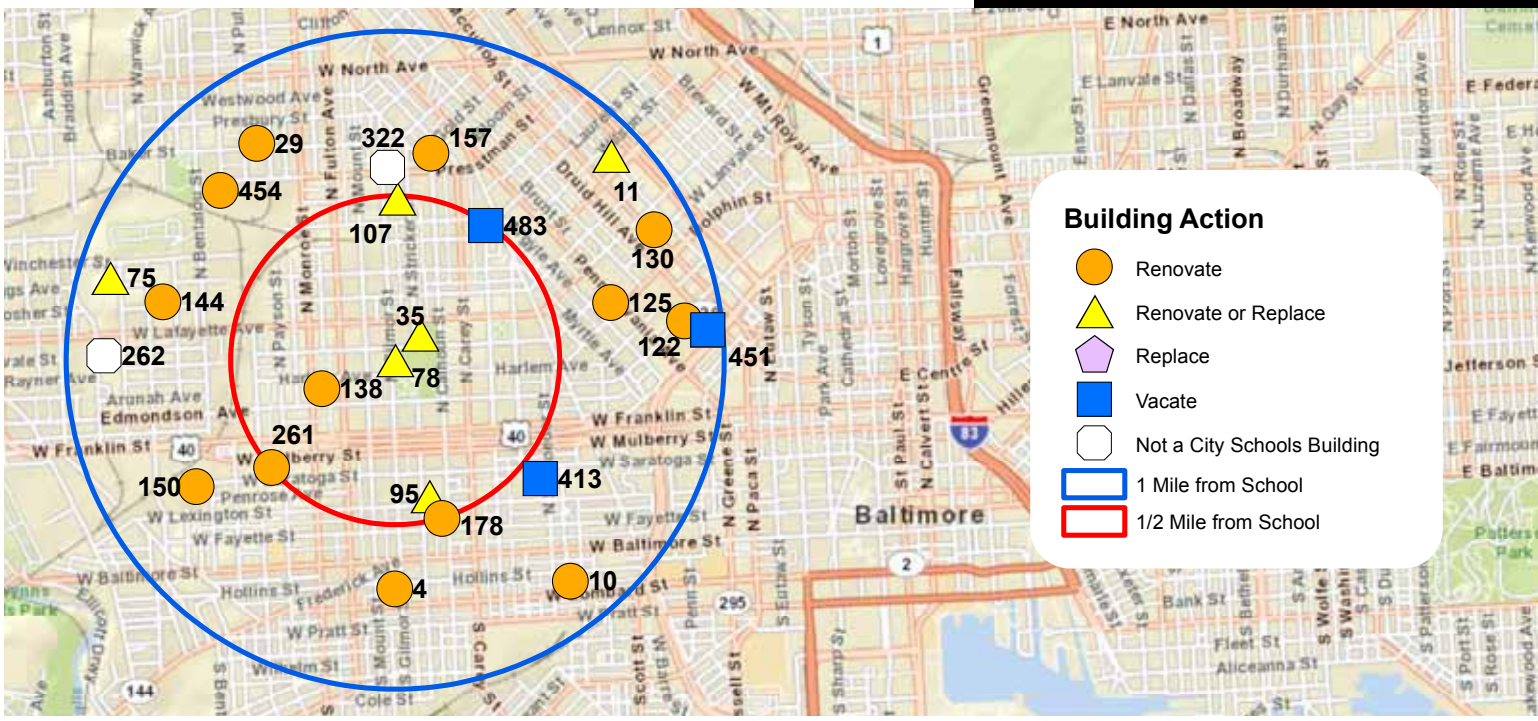
»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $9,932,428 to renovate the Arundel building and $14,286,592 to replace it, giving an FCI of 69.5 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Arundel building has an Educational Adequacy Score of 55.6, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 515 and a projected 2016 enrollment of 455, the Arundel building is on track to be utilized at a rate of 88.3 percent.

»Enrollment trends in the community support the need for three schools serving elementary and middle grades, rather than the four that currently exist. As a result, Patapsco Elementary/Middle School is recommended for closure. It is anticipated that some students from Patapsco will attend Arundel Elementary/Middle School in its newly renovated building. The current utilization rate, together with anticipated enrollment of students from Patapsco, points to the need to construct an addition as part of this building's renovation, with a target utilization rate of 75 to 90 percent for the renovated building.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 78 = Augusta Fells Savage, Baltimore Talent Development (Harlem Park Building); 4 = Steuart Hill; 10 = James McHenry; 11 = Eutaw-Marshburn; 29 = Matthew A. Henson; 35 = Harlem Park; 75 = Friendship Academy at Calverton; 95 = Franklin Square; 107 = Gilmor; 122 = Historic Samuel Coleridge-Taylor; 125 = Furman L. Templeton; 130 = Booker T. Washington, Renaissance Academy (Booker T. Washington Building); 138 = Roots and Branches (Harriet Tubman Building); 144 = James Mosher; 150 = Mary Ann Winterling; 157 = William Pinderhughes (George Kelson Building); 178 = Vivien T. Thomas (Francis Wood Building); 261 = Lockerman Bundy; 262 = Empowerment Academy; 322 = New Song; 413 = Excel Academy (Harbor City Building); 451 = New Hope (Joseph Briscoe Building); 454 = Carver; 483 = Monarch Academy (William Pinderhughes Building)

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $41,082,031 to renovate the Harlem Park Building and $71,399,392 to replace it, giving an FCI of 57.5 percent. While the FCI points to the need for renovation, factors described below suggest that replacement at a smaller size should also be considered. The cost of replacing this building at a smaller size would likely be lower than the estimated cost of renovating the existing building.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Harlem Park Building has an Educational Adequacy Score of 55.6, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 2,133 and a projected 2016 enrollment of 763 for the two schools sharing this building (Augusta Fells Savage and Baltimore Talent Development High School) combined, the Harlem Park Building is on track to be utilized at a rate of 35.8 percent.

»The low utilization rate and an analysis of projected enrollment trends indicate that while high school seats are needed in this area of the city, two high schools cannot be supported in this location. This points in turn to the need to reduce the capacity of this building to fit one program with a target building utilization between 75 and 90 percent. A decision regarding the school to be housed at this location and the school to be moved will follow completion of the contract renewal process in the 2012–13 school year for the operator-run Baltimore Talent Development High School.

Augusta Fells Savage Institute of Visual Arts High School

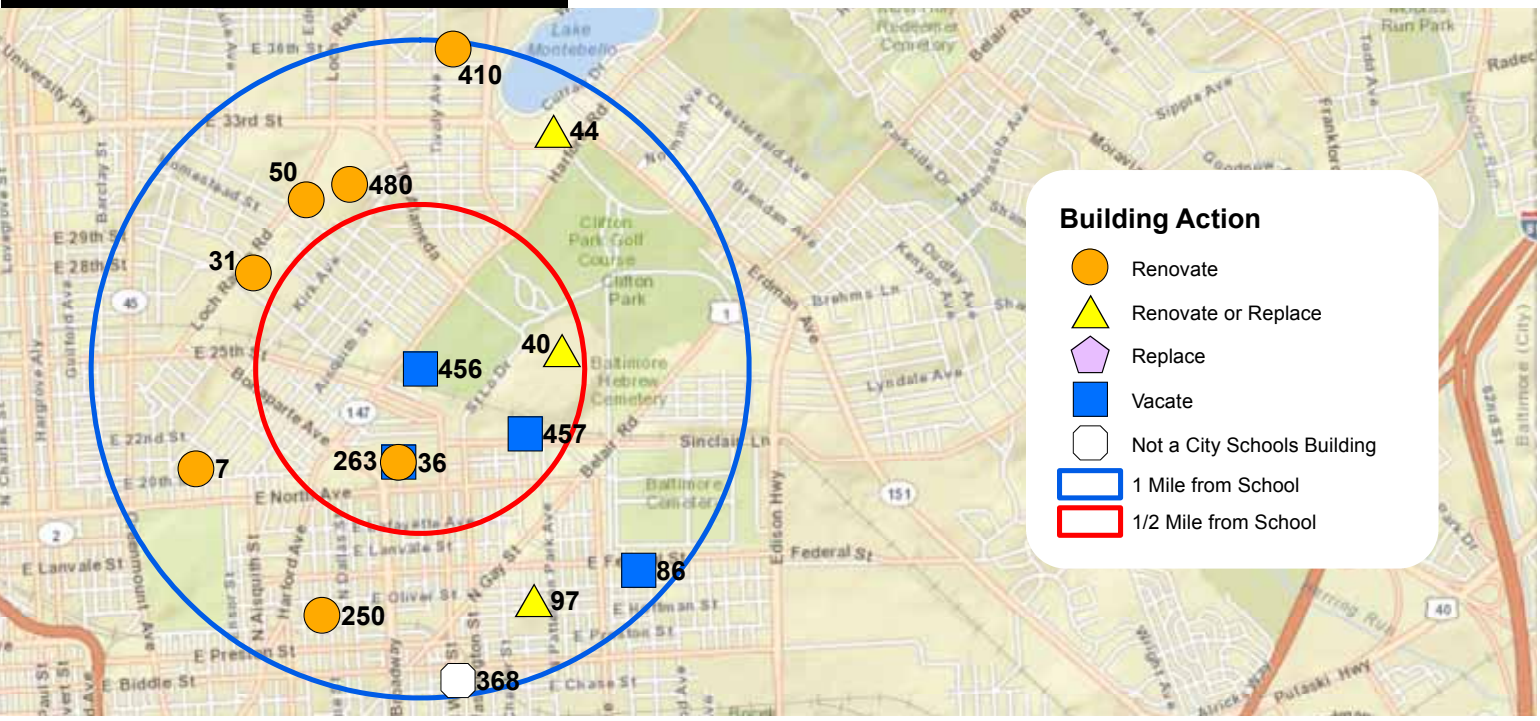
(Harlem Park Building)

School/building number: 430/78
Address: 1500 Harlem Avenue, 21217
Planning area: West

Recommendation: RENOVATE OR REPLACE WITH POSSIBLE REDUCTION

Proposed Year: 1

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 456 = Achievement Academy, Baltimore Antioch Diploma Plus (Fairmount-Harford Building); 7 = Cecil; 31 = Coldstream Park; 36 = Harford Heights (Harford Heights Building); 40 = Heritage, REACH! (Lake Clifton Building); 44 = Montebello; 50 = Abbottston, Stadium (Abbottston Building); 86 = Lakewood; 97 = Collington Square; 250 = Dr. Bernard Harris; 263 = William C. March; 368 = Elmer A. Henderson; 410 = Mergenthaler; 457 = Baltimore Rising Star (Laurence Paquin Building); 480 = Baltimore City College

Baltimore Antioch Diploma Plus High School

(Fairmount-Harford Building)

School/building number: 366/456
Address: 2555 Harford Road, 21218
Planning area: Northeast

Recommendation: VACATE; MOVE PROGRAM

Proposed Year: 2

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $31,459,576 to renovate the Fairmount-Harford Building and $37,134,468 to replace it, giving an FCI of 84.7 percent. This FCI suggests that renovation or replacement should both be considered and that replacement may be the more cost-effective option, but additional factors (described below) lead to a recommendation to vacate this building and relocate its programs.

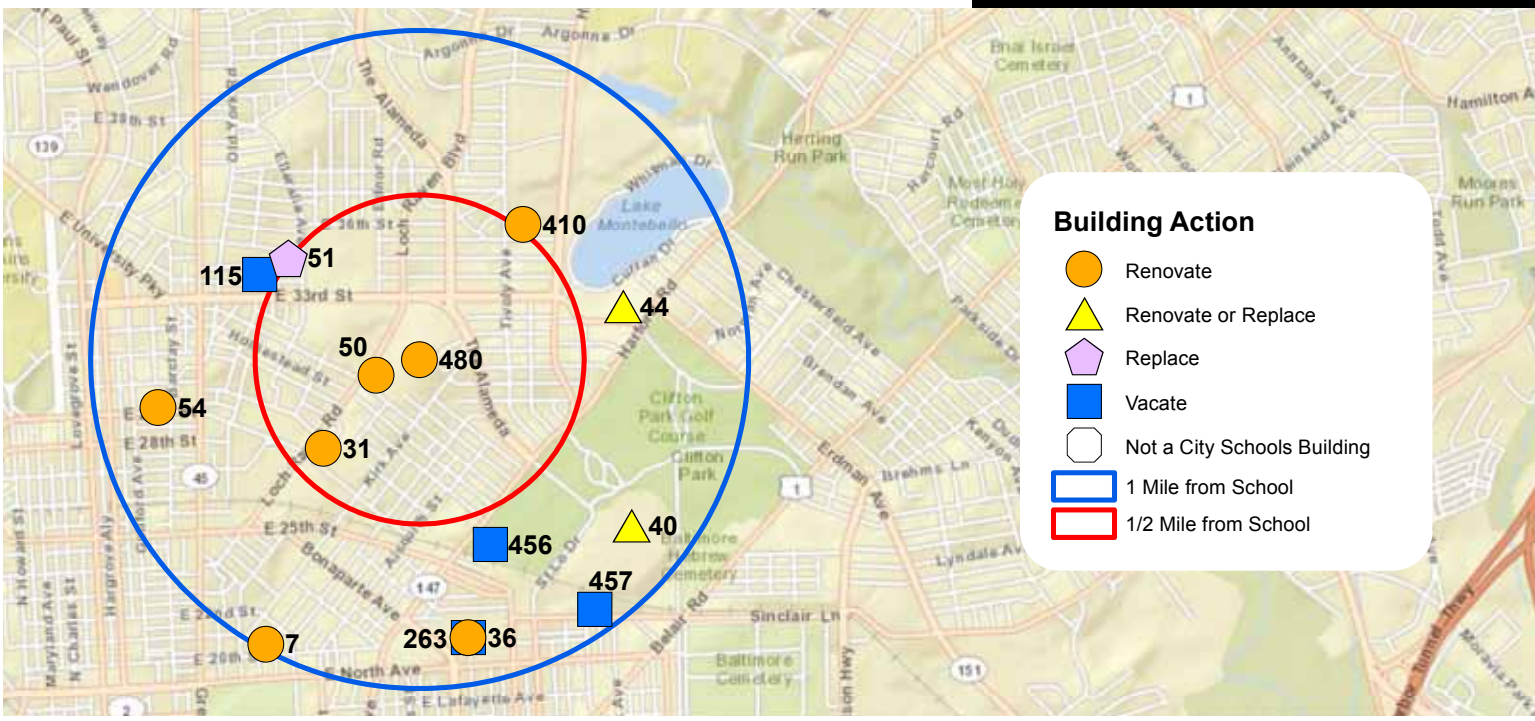
»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Fairmount-Harford Building has an Educational Adequacy Score of 50.3, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 958 and a projected 2016 enrollment of 507 for the two schools that occupy the Fairmount-Harford Building (Baltimore Antioch and Achievement Academy) combined, the building is on track to be utilized at a rate of 52.9 percent.

»The Fairmount-Harford Building, with its high FCI and low utilization rate, is not cost effective and will be vacated.

»As a transformation school, the operator contract for Baltimore Antioch will be considered for renewal in the 2013–14 school year. The school will remain in the Fairmount-Harford Building during that process and, if renewed, will move to a different location determined to best meet its size and program needs.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 480 = Baltimore City College; 7 = Cecil; 31 = Coldstream Park; 36 = Harford Heights (Harford Heights Building); 40 = Heritage, REACH! (Lake Clifton Building); 44 = Montebello; 50 = Abbottston, Stadium (Abbottston Building); 51 = Waverly (elementary grades building); 54 = Barclay; 115 = Waverly (middle grades building); 263 = William C. March; 410 = Mergenthaler; 456 = Achievement Academy, Baltimore Antioch Diploma Plus (Fairmount-Harford Building); 457 = Baltimore Rising Star (Laurence Paquin Building)

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $42,950,616 to renovate the Baltimore City College building and $67,501,120 to replace it, giving an FCI of 63.6 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Baltimore City College building has an Educational Adequacy Score of 58.6, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 1,586 and a projected 2016 enrollment of 1,240, the Baltimore City College building is on track to be utilized at a rate of 78.2 percent.

»Evaluation of the building shows emerging problems that should be addressed within three to four years to avoid more costly repairs and renovation at a later date. Renovations will be undertaken in accordance with the building's historic significance.

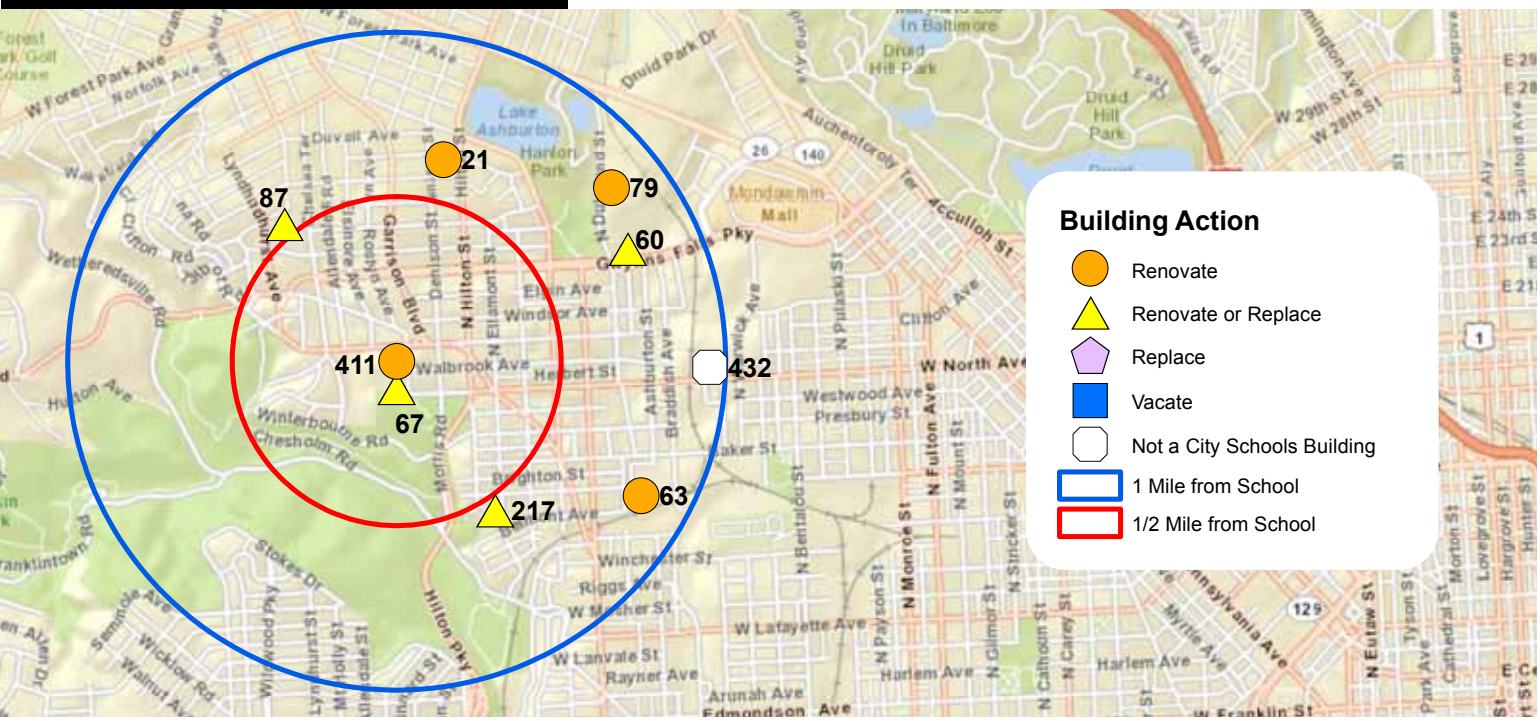
Baltimore City College High School

School/building number: 480
Address: 3220 The Alameda, 21218
Planning area: Northeast

Recommendation: RENOVATE

Proposed Year: 4

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 411 = Baltimore Civitas, Bluford Drew Jemison West (Walbrook Building); 21 = Hilton; 60 = Gwynns Falls; 63 = Rosemont; 67 = Edgewood; 79 = Baltimore Liberation Diploma Plus, ConneXions, Maryland Academy of Technology and Health Sciences (William Lemmel Building); 87 = Windsor Hills; 217 = Belmont; 432 = Coppin Academy

Baltimore Civitas Middle/High School

(Walbrook Building)

School/building number: 343/411
Address: 2000 Edgewood Street, 21216
Planning area: West

Recommendation: RENOVATE

Proposed Year: 10

Rationale for Recommendation

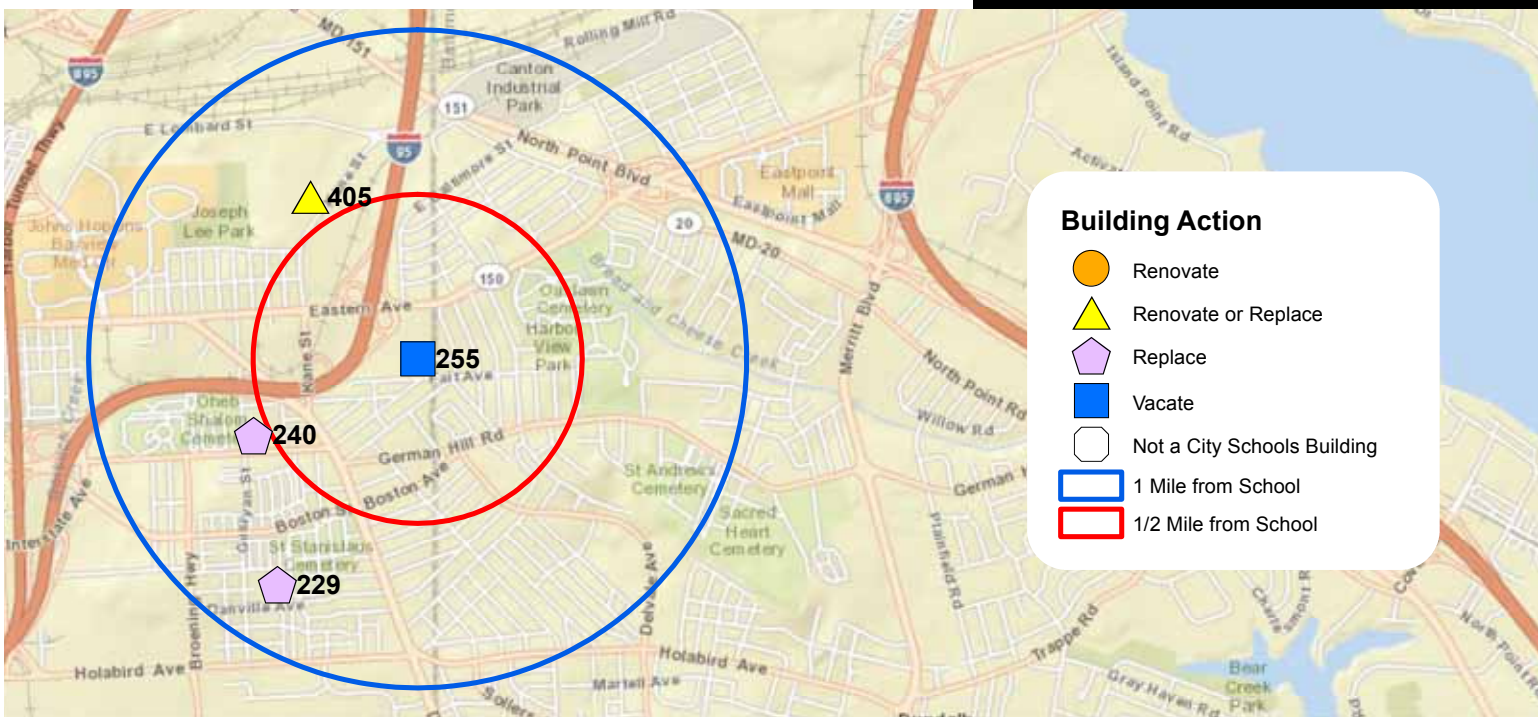
»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $17,640,310 to renovate the Walbrook Building and $60,232,084 to replace it, giving an FCI of 29.3 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Walbrook Building has an Educational Adequacy Score of 56.4, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 1,969 and a projected 2016 enrollment of 1,365 for the two schools that occupy the Walbrook Building (Civitas and Bluford Drew Jemison STEM Academy West) combined, the building is on track to be utilized at a rate of 69.3 percent.

»Civitas is a transformation school with an outside operator; its contract is up for renewal in 2012–13. The co-located Bluford Drew Jemison West, also a school with an outside operator, is up for renewal in 2013–14. Determination of the nature of renovations of the Walbrook Building will be made following the outcome of these renewal processes.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 255 = Baltimore Community (Southeast Building); 229 = Holabird; 240 = Graceland Park/O'Donnell Heights; 405 = Patterson

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an index greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $8,801,426 to renovate the Southeast Building and $22,264,114 to replace it, giving an FCI of 39.5 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it, but additional factors (described below) lead to a recommendation to vacate this building and relocate its program.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Southeast Building has an Educational Adequacy Score of 56.6, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 739 and a projected 2016 enrollment of 201, the Southeast Building is on track to be utilized at a rate of 27.2 percent.

»The low utilization rate suggests that it may not be cost effective to continue to operate the Southeast Building. The geographic location at the eastern border of the city is not conducive to a citywide program such as that offered by Baltimore Community High School.

»As a transformation school with an outside operator, Baltimore Community High School will be considered for contract renewal in the 2013–14 school year. If renewed, the school will move to a different location that meets its size and program needs.

Baltimore Community High School

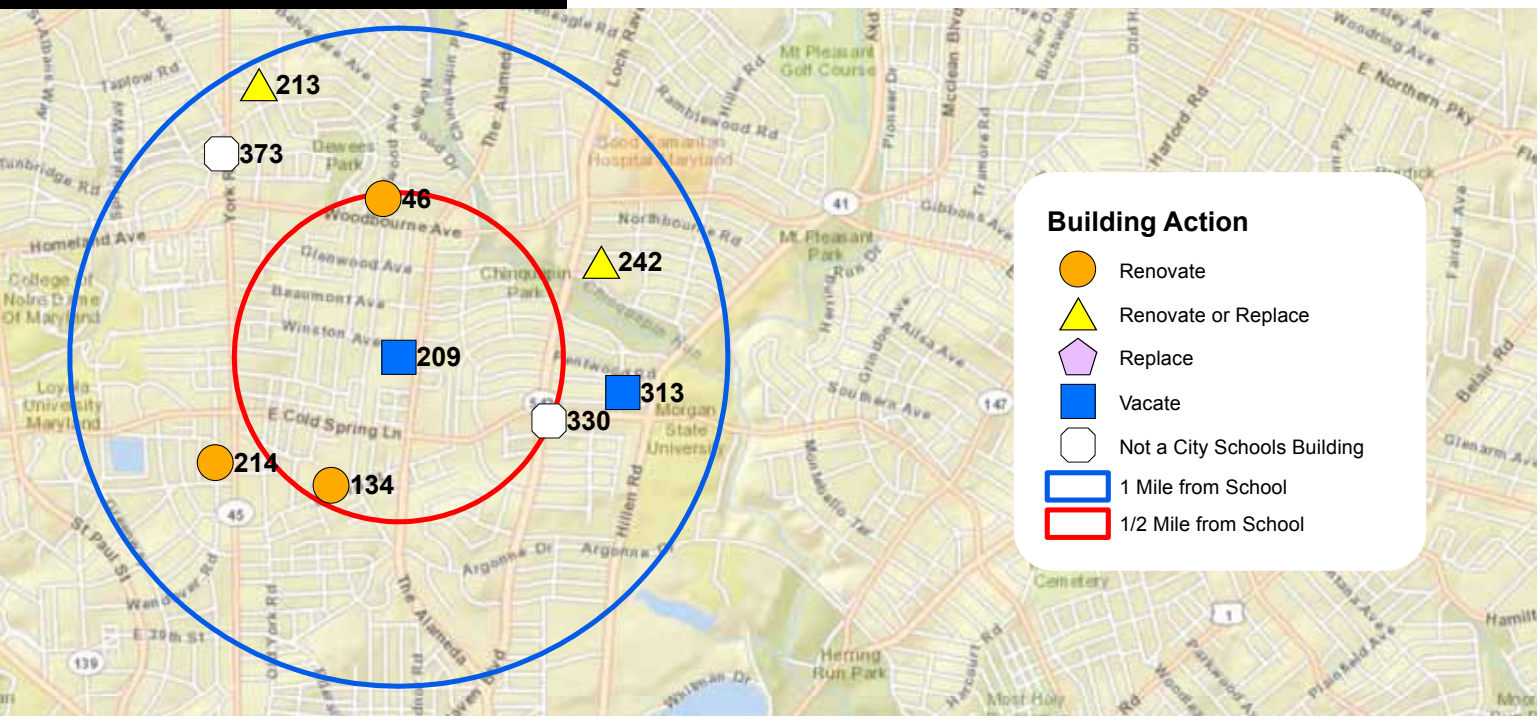
(Southeast Building)

School/building number: 367/255
Address: 6820 Fait Avenue, 21224
Planning area: Southeast

Recommendation: VACATE; MOVE PROGRAM

Proposed Year: 2

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 209 = Baltimore Design School (Winston Building); 46 = Baltimore IT Academy (Chinquapin Building); 134 = Walter P. Carter; 213 = Govans; 214 = Guilford; 242 = Northwood; 313 = Lois T. Murray; 330 = Northwood Appold Community Academy Elementary; 373 = Tunbridge

Baltimore Design School

(Winston Building)

School/building number: 382/209
Address: 1101 Winston Avenue, 21212
Planning area: North

Recommendation: VACATE; MOVE PROGRAM

Proposed Year: IN PROCESS

Rationale for Recommendation

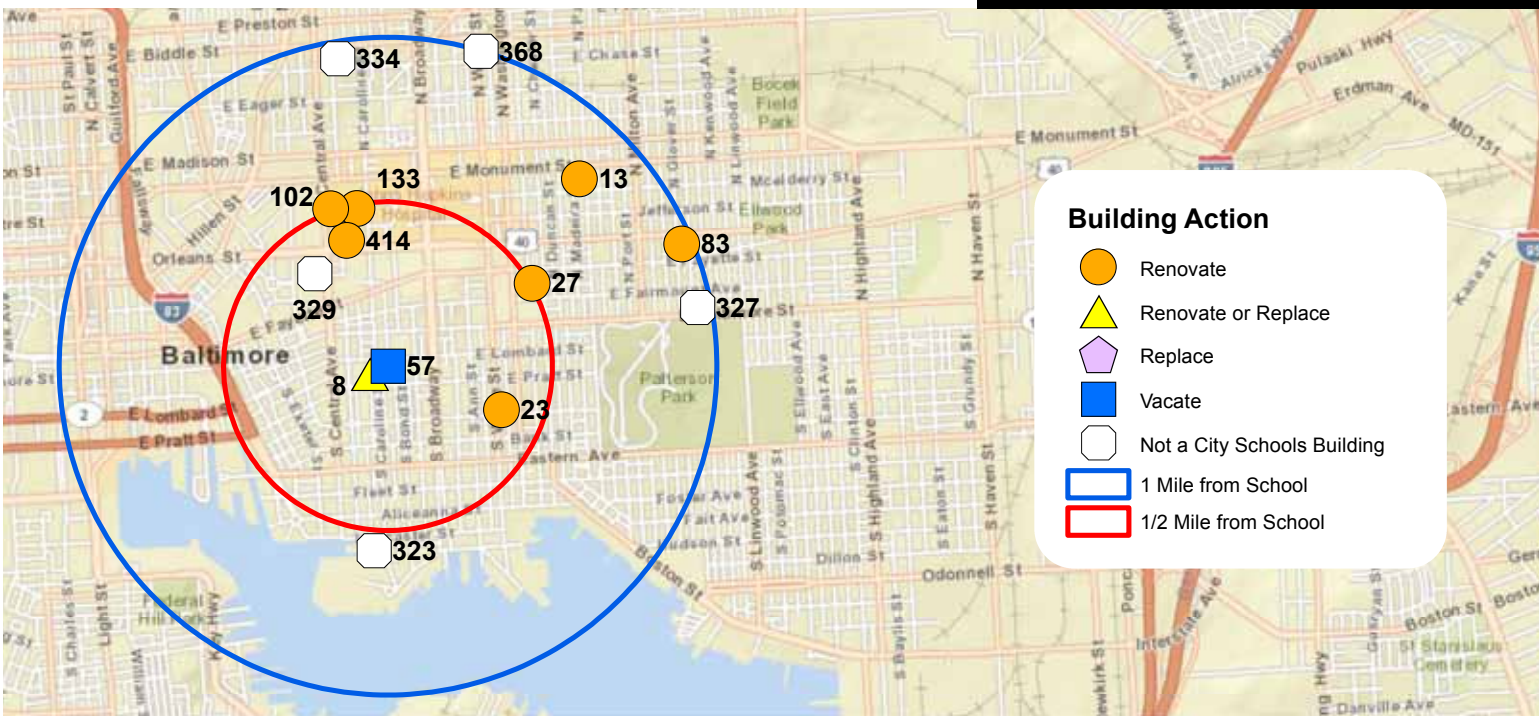
»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $20,295,438 to renovate the Winston Building and $19,608,301 to replace it, giving an FCI of 103.5 percent. This FCI suggests that renovation or replacement should both be considered and that replacement may be the more cost-effective option, but additional factors (described below) lead to a recommendation to vacate this building and relocate its program.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Winston Building has an Educational Adequacy Score of 53.6, indicating it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 570 and a current enrollment of 134, the Winston Building is now being utilized at a rate of 23.5 percent.

»The Baltimore Design School, a transformation school with an outside operator, is renovating its permanent site in a building not owned by the district (the former Lebow Clothing Factory). The renovated building will be ready for occupancy beginning in the 2013-14 school year. The high FCI of the Winston Building suggests that it is not cost effective to continue to operate the building after the Baltimore Design School relocates to its permanent site. Accordingly, the Winston Building will be vacated.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 57 = Baltimore Freedom Academy (Lombard Building); 8 = City Springs; 13 = Tench Tilghman; 23 = Wolfe Street; 27 = Commodore John Rodgers; 83 = William Paca; 102 = National Academy Foundation (Thomas Hayes Building); 133 = National Academy Foundation (Paul Laurence Dunbar Middle Building); 323 = Crossroads; 327 = Patterson Park; 329 = Inner Harbor East; 334 = Bluford Drew Jemison Middle; 368 = Elmer A. Henderson; 414 = Paul Laurence Dunbar

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an index greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $44,565,750 to renovate the Lombard Building and $48,248,028 to replace it, giving an FCI of 92.4 percent. While this FCI suggests that both renovation and replacement should be considered, with replacement perhaps the more cost-effective option, additional factors (described below) lead to a recommendation to vacate the Lombard Building and relocate its program.

»The target Educational Adequacy score is 80 for district buildings in which instruction occurs. The Lombard Building has an Educational Adequacy score of 63.3, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 percent to 100 percent. With a 2011–12 functional capacity of 1,347 and a projected 2016 enrollment of 363 for the Baltimore Freedom Academy program, the Lombard Building is on track to be utilized at a rate of 26.9 percent. This utilization rate, together with an analysis of projected enrollment trends in the community, points to excess capacity in this region for the middle and high school grades.

»The high FCI and low utilization rate suggest that it may not be cost effective to continue to operate the Lombard Building.

»As a charter school, Baltimore Freedom Academy will be considered for renewal in the 2012–13 school year. If its charter is renewed, Baltimore Freedom Academy will move to a different location that meets its size and program needs.

Baltimore Freedom Academy Middle/High School

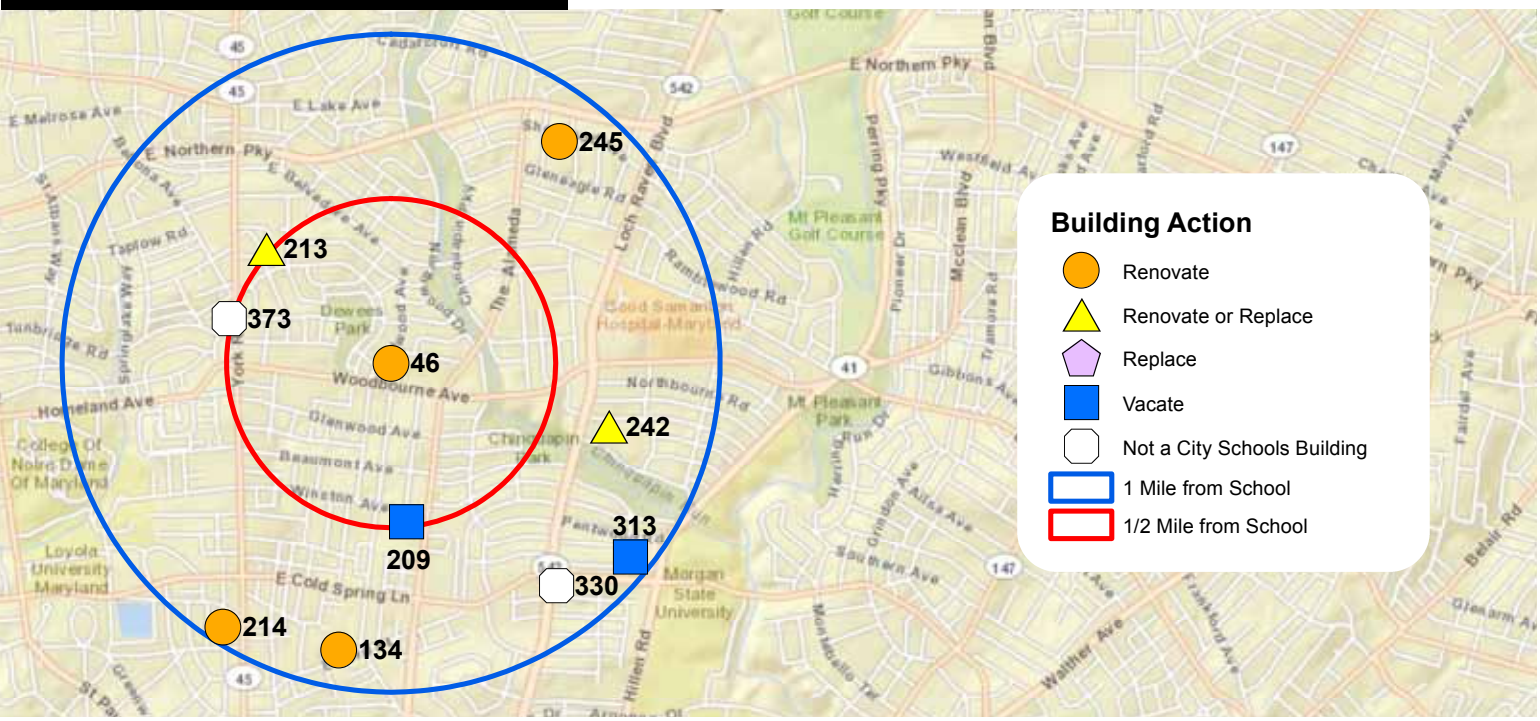
(Lombard Building)

School/building number: 423/57
Address: 1601 E. Lombard Street, 21231
Planning area: Southeast

Recommendation: VACATE; MOVE PROGRAM

Proposed Year: 1

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 46 = Baltimore IT Academy (Chinquapin Building); 134 = Walter P. Carter; 209 = Baltimore Design School (Winston Building); 213 = Govans; 214 = Guilford; 242 = Northwood; 245 = Leith Walk; 313 = Lois T. Murray; 330 = Northwood Appold Community Academy Elementary; 373 = Tunbridge

Baltimore IT Academy

(Chinquapin Building)

School/building number: 378/46
Address: 900 Woodbourne Avenue, 21212
Planning area: North

Recommendation: RENOVATE

Proposed Year: 7

Rationale for Recommendation

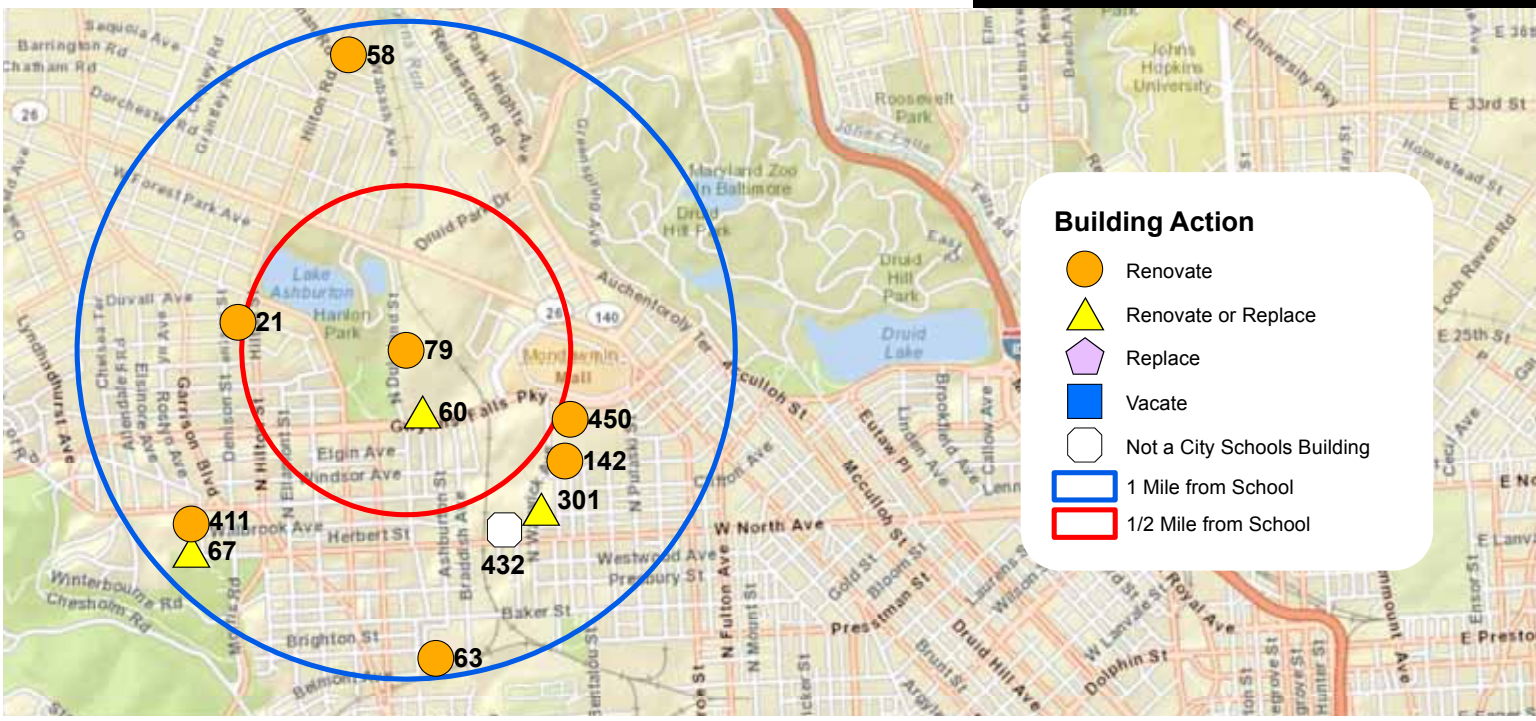
»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $18,331,746 to renovate the Chinquapin Building and $38,326,305 to replace it, giving an FCI of 47.8 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Chinquapin Building has an Educational Adequacy Score of 61.1, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 669 and a projected 2016 enrollment of 221, the Chinquapin Building is on track to be utilized at a rate of 33 percent. This utilization rate indicates that there is space in this building for a program in addition to Baltimore IT Academy to meet district and community needs.

»Baltimore IT Academy is a transformation school with an outside operator whose contract is up for renewal in 2014–15. Final plans for this building will take into account the outcome of that renewal process.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 79 = Baltimore Liberation Diploma Plus, ConneXions, Maryland Academy of Technology and Health Sciences (William Lemmel Building); 21 = Hilton; 58 = Dr. Nathan A. Pitts-Ashburton; 60 = Gwynns Falls; 63 = Rosemont; 67 = Edgewood; 142 = Robert W. Coleman; 301 = William S. Baer; 411 = Baltimore Civitas, Bluford Drew Jemison West (Walbrook Building); 432 = Coppin Academy; 450 = Frederick Douglass

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $19,276,305 to renovate the William H. Lemmel Building and $53,303,460 to replace it, giving an FCI of 36.2 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The William H. Lemmel Building has an Educational Adequacy Score of 62.8, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 1,531 and a projected 2016 enrollment of 1,171 for the three schools that occupy the William H. Lemmel Building (Baltimore Liberation Diploma Plus, ConneXions Community Leadership Academy and Maryland Academy of Technology and Health Sciences) combined, the building is on track to be utilized at a rate of 76.5 percent.

»Baltimore Liberation Diploma Plus is a transformation school with an outside operator; its contract is up for renewal in 2013–14. The co-located ConneXions and Maryland Academy of Technology and Health Sciences, both charter schools, are up for renewal in 2011–12. Determination of the nature of renovations of the William H. Lemmel Building will be made following the outcome of these renewal processes.

Baltimore Liberation Diploma Plus High School

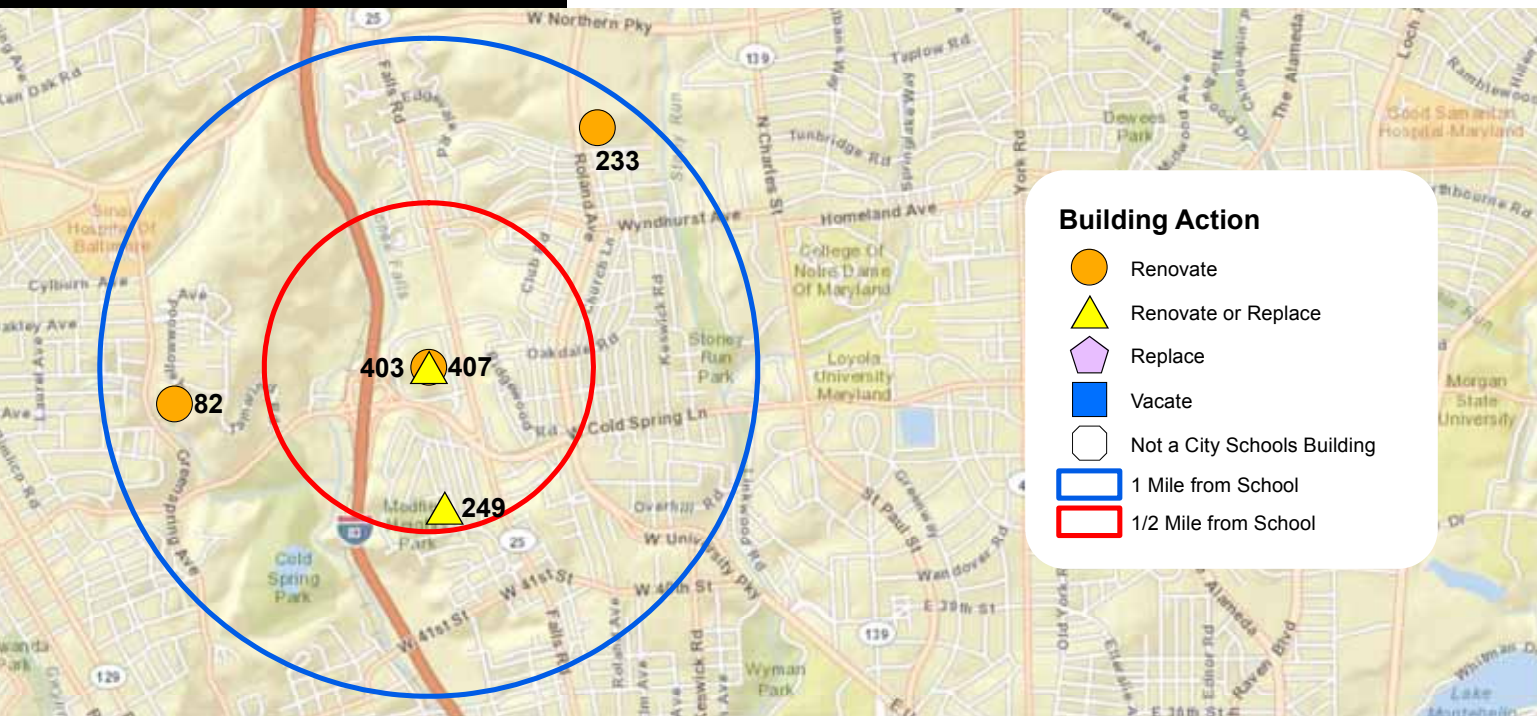
(William H. Lemmel Building)

School/building number: 365/79
Address: 2801 N. Dukeland Street, 21216
Planning area: West

Recommendation: RENOVATE

Proposed Year: 8

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 403 = Baltimore Polytechnic; 82 = KIPP Harmony, KIPP Ujima Village (Roland Patterson Building); 233 = Roland Park; 249 = Medfield Heights; 407 = Western

Baltimore Polytechnic Institute

School/building number: 403
Address: 1400 W. Cold Spring Lane, 21209
Planning area: North

Recommendation: RENOVATE OR REPLACE WITH POSSIBLE REDUCTION

Proposed Year: 5

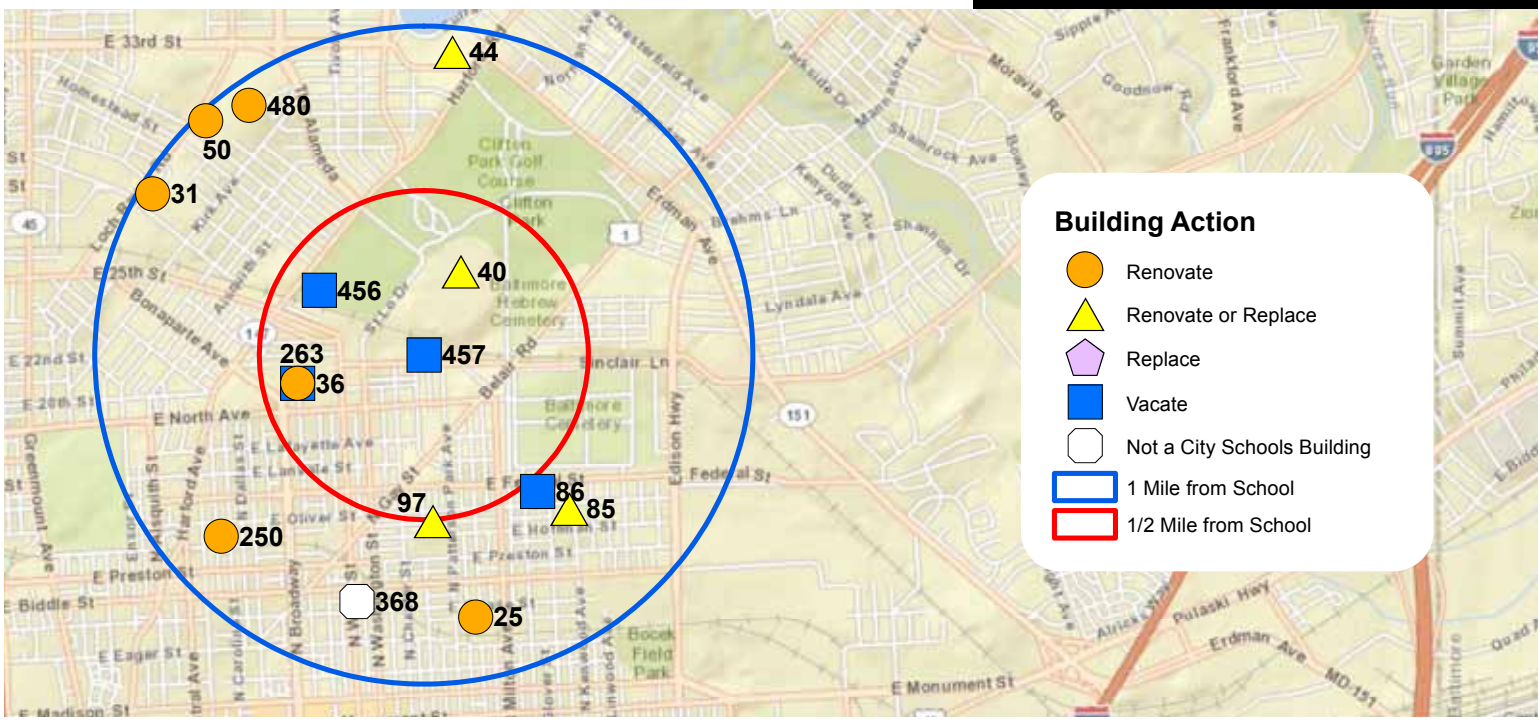
Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $67,508,734 to renovate the Baltimore Polytechnic building and $97,426,824 to replace it, giving an FCI of 69.3 percent. While the FCI points to the need for renovation, factors described below suggest that replacement at a smaller size should also be considered. The cost of replacing this building at a smaller size would likely be lower than the estimated cost of renovating the existing building.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Baltimore Polytechnic building has an Educational Adequacy Score of 47.1, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 2,367 and a projected 2016 enrollment of 1,413, the Baltimore Polytechnic building is on track to be utilized at a rate of 59.7 percent. The low utilization and an analysis of projected enrollment trends point to the need to reduce capacity of this building to reach a target utilization rate of 75 to 90 percent.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 457 = Baltimore Rising Star (Laurence Paquin Building); 25 = Dr. Rayner Browne; 31 = Coldstream Park; 36 = Harford Heights (Harford Heights Building); 40 = Heritage, REACH! (Lake Clifton Building); 44 = Montebello; 50 = Abbottston, Stadium (Abbottston Building); 85 = Fort Worthington; 86 = Lakewood; 97 = Collington Square; 250 = Dr. Bernard Harris; 263 = William C. March; 368 = Elmer A. Henderson; 456 = Achievement Academy, Baltimore Antioch Diploma Plus (Fairmount-Harford Building); 480 = Baltimore City College

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an index greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $9,441,968 to renovate the Laurence G. Paquin Building and $14,365,597 to replace it, giving an FCI of 65.7 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it, but additional factors (described below) lead to a recommendation to vacate this building and close its program at the end of the 2012–13 school year.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Laurence G. Paquin building has an Educational Adequacy Score of 57.1, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 458 and a projected 2016 enrollment of 112 , the Laurence G. Paquin building is on track to be utilized at a rate of 24.5 percent.

»This low utilization rate, together with school performance data and an analysis of projected enrollment trends that points to excess capacity in this region for the middle school grades, leads to a recommendation to close the Baltimore Rising Star program and vacate the the Laurence G. Paquin building.

»Students from Baltimore Rising Star will attend a school selected through the Middle School Choice process or be referred to a different alternative options program that best meets their needs.

Baltimore Rising Star Academy

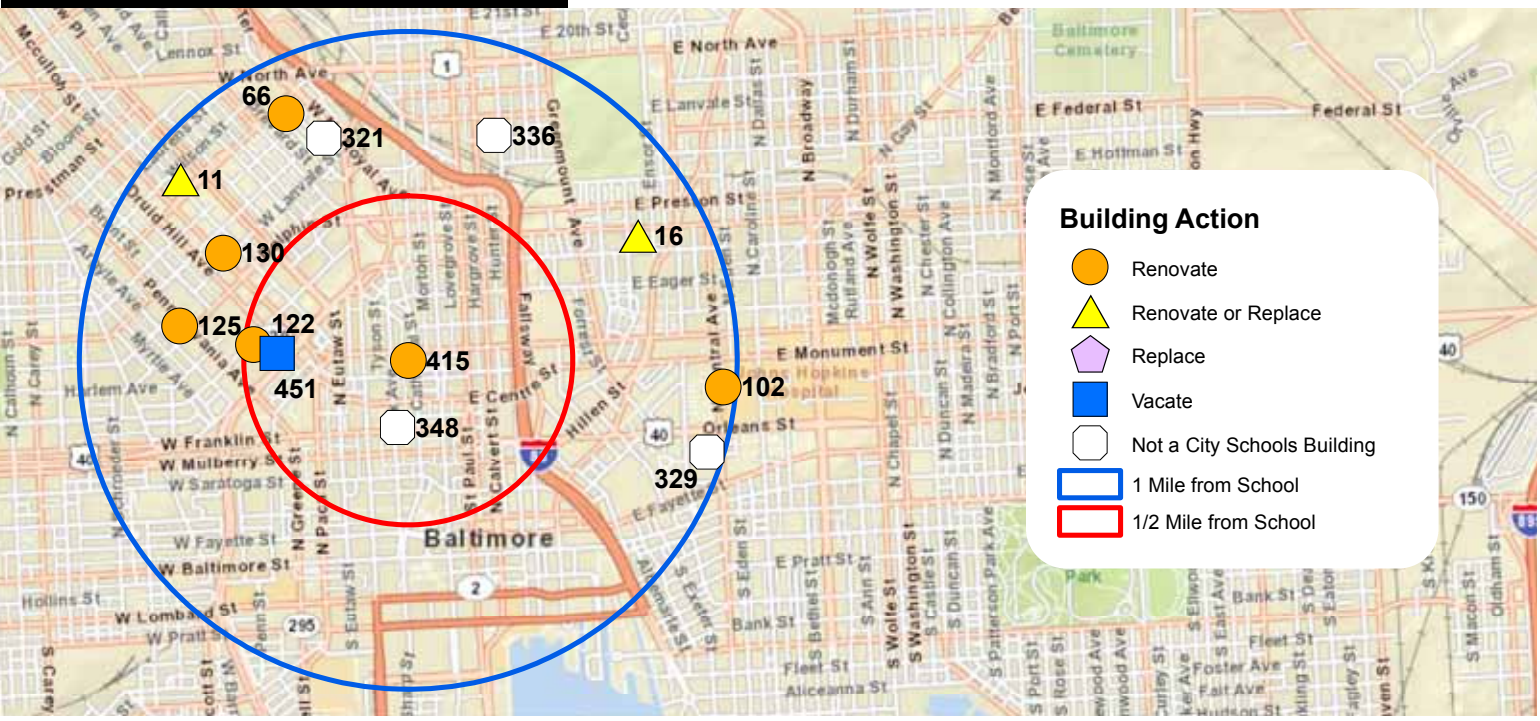
(Laurence G. Paquin Building)

School/building number: 344/457
Address: 2200 Sinclair Lane, 21213
Planning area: East

Recommendation: VACATE; CLOSE PROGRAM

Proposed Year: **CURRENT**

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 415 = Baltimore School for the Arts; 11 = Eutaw-Marshburn; 16 = Johnston Square; 66 = Mount Royal; 102 = National Academy Foundation (Thomas Hayes Building); 122 = Historic Samuel Coleridge-Taylor; 125 = Furman L. Templeton; 130 = Booker T. Washington, Renaissance Academy (Booker T. Washington Building); 321 = Midtown Academy; 329 = Inner Harbor East Academy; 336 = Baltimore Montessori; 348 = Baltimore Leadership School; 451 = New Hope (Joseph Briscoe Building)

Baltimore School for the Arts High School

School/building number: 415
Address: 712 Cathedral Street, 21201
Planning area: West

Recommendation: RENOVATE

Proposed Year: 7

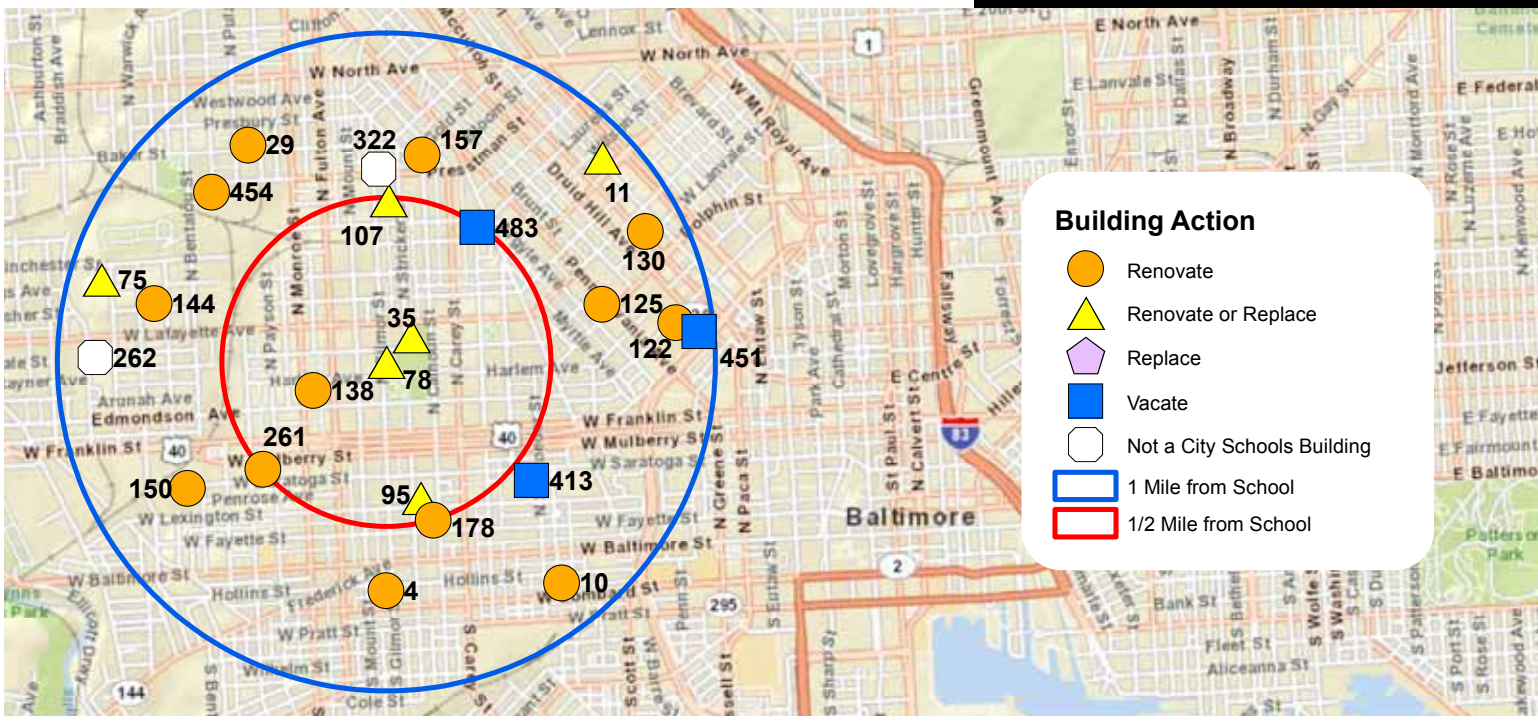
Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $11,303,710 to renovate the School for the Arts building and $36,668,855 to replace it, giving an FCI of 30.8 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The School for the Arts building has an Educational Adequacy Score of 51.2, but note that this score does not take into account the special features and needs of this arts-focused program.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 873 and a projected 2016 enrollment of 370, the School for the Arts building is on track to be utilized at a rate of 42.4 percent. Note that the specialized nature of this program requires additional space, which lowers the building's target utilization rate below that of traditional schools. The current size of this building is anticipated to be adequate, based on programmatic needs and an analysis of projected enrollment trends.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 78 = Augusta Fells Savage, Baltimore Talent Development (Harlem Park Building); 4 = Steuart Hill; 10 = James McHenry; 11 = Eutaw-Marshburn; 29 = Matthew A. Henson; 35 = Harlem Park; 75 = Friendship Academy at Calverton; 95 = Franklin Square; 107 = Gilmor; 122 = Historic Samuel Coleridge-Taylor; 125 = Furman L. Templeton; 130 = Booker T. Washington, Renaissance Academy (Booker T. Washington Building); 138 = Roots and Branches (Harriet Tubman Building); 144 = James Mosher; 150 = Mary Ann Winterling; 157 = William Pinderhughes (George Kelson Building); 178 = Vivien T. Thomas (Francis Wood Building); 261 = Lockerman Bundy; 262 = Empowerment Academy; 322 = New Song; 413 = Excel Academy (Harbor City Building); 451 = New Hope (Joseph Briscoe Building); 454 = Carver; 483 = Monarch Academy (William Pinderhughes Building)

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $41,082,031 to renovate the Harlem Park Building and $71,399,392 to replace it, giving an FCI of 57.5 percent. While the FCI points to the need for renovation, factors described below suggest that replacement at a smaller size should also be considered. The cost of replacing this building at a smaller size would likely be lower than the estimated cost of renovating the existing building.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Harlem Park Building has an Educational Adequacy Score of 55.6, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 2,133 and a projected 2016 enrollment of 763 for the two schools sharing this building (Baltimore Talent Development and Augusta Fells Savage Institute of Visual Arts) combined, the Harlem Park Building would be utilized at a rate of 35.8 percent.

»The low utilization rate and an analysis of projected enrollment trends indicate that while high school seats are needed in this area of the city, two high schools cannot be supported in this location. This points in turn to the need to reduce the capacity of this building to fit one program with a target building utilization between 75 and 90 percent. A decision regarding the school to be housed at this location and the school to be moved will follow completion of the contract renewal process in the 2012–13 school year for the operator-run Baltimore Talent Development High School.

Baltimore Talent Development High School

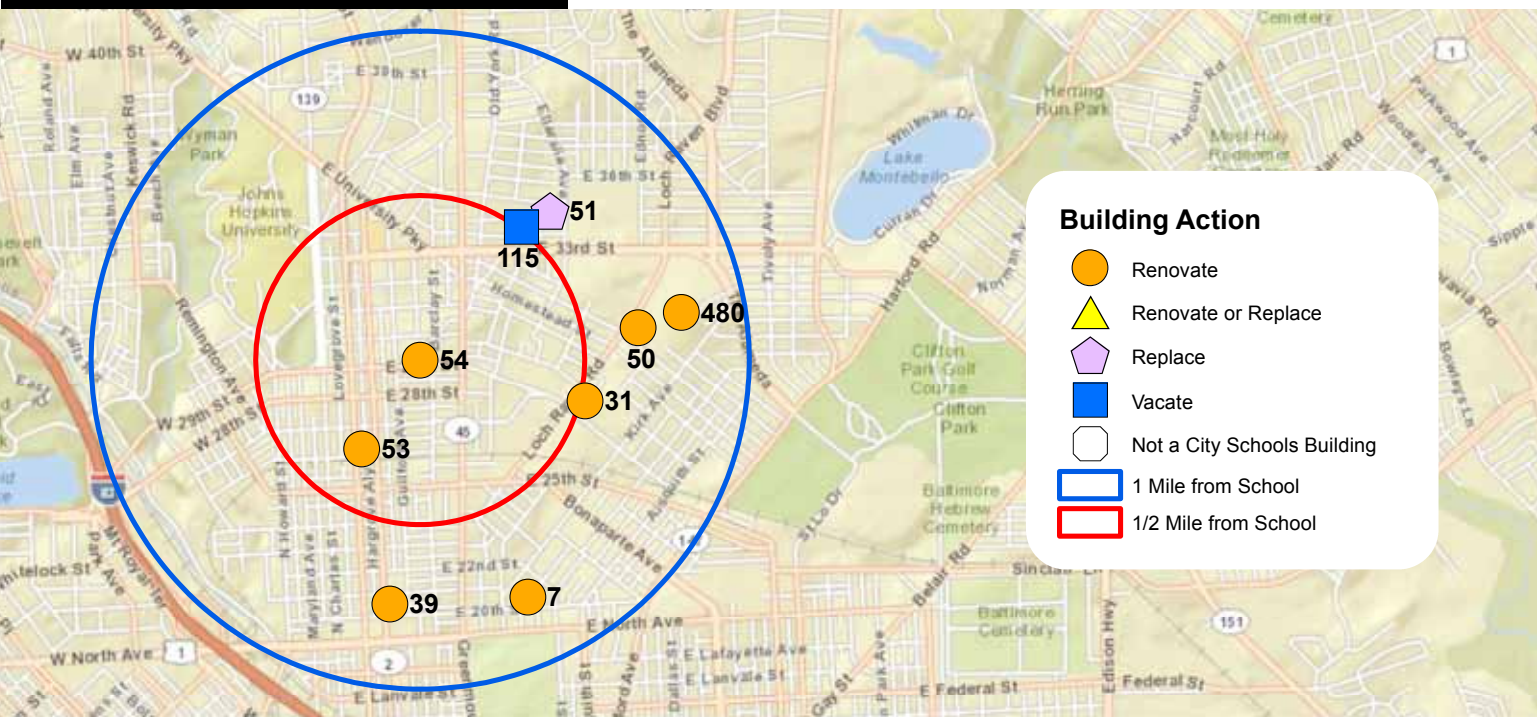
(Harlem Park Building)

School/building number: 428/78
Address: 1500 Harlem Avenue, 21217
Planning area: West

Recommendation: RENOVATE OR REPLACE WITH POSSIBLE REDUCTION

Proposed Year: 1

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 54 = Barclay; 7 = Cecil; 31 = Coldstream Park; 39 = Dallas F. Nicholas; 50 = Abbottston; 51 = Waverly (elementary grades building); 53 = Margaret Brent; 115 = Waverly (middle grades building); 480 = Baltimore City College

Barclay Elementary/Middle School

School/building number: 54
Address: 2900 Barclay Street, 21218
Planning area: North

Recommendation: RENOVATE

Proposed Year: 9

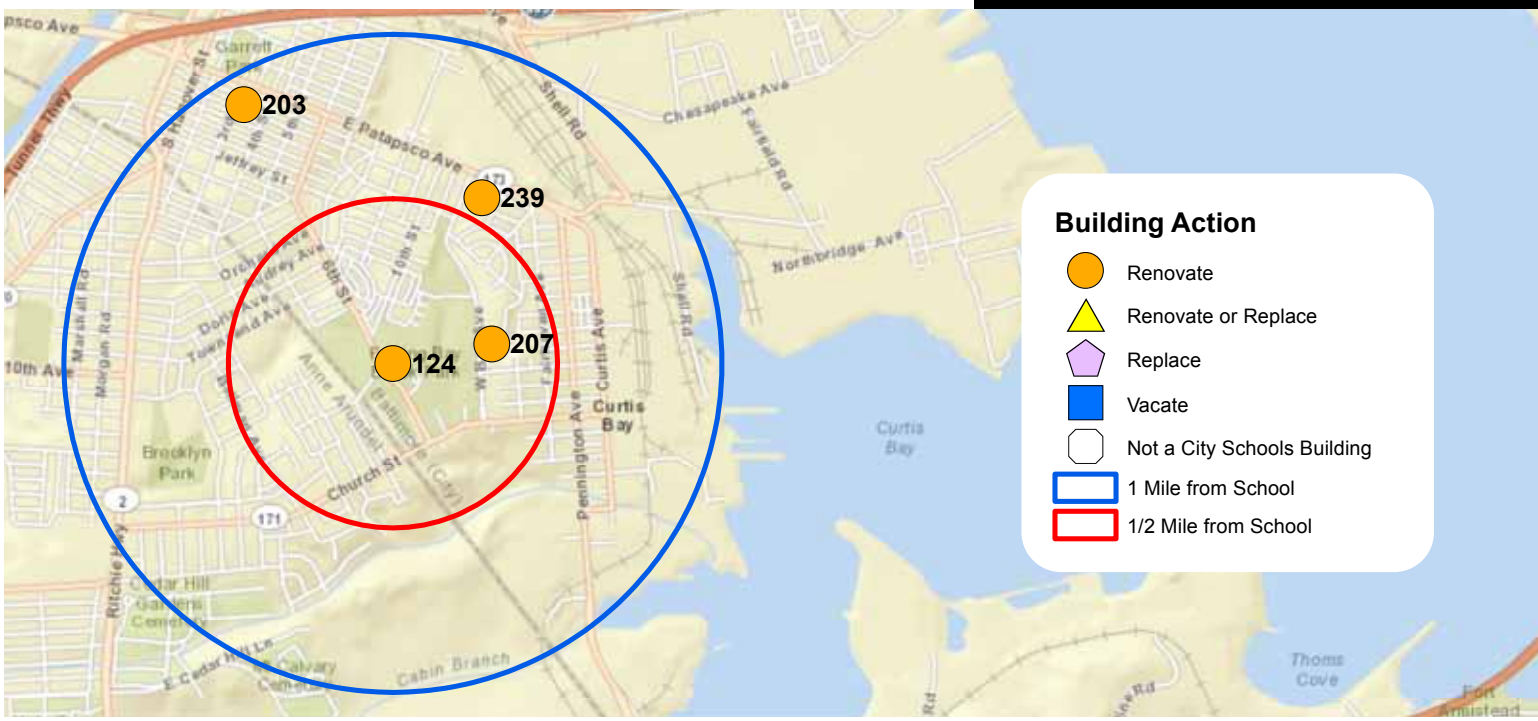
Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $8,242,155 to renovate the Barclay building and $13,900,781 to replace it, giving an FCI of 59.3 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Barclay building has an Educational Adequacy Score of 62.8, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 586 and a projected 2016 enrollment of 533, the Barclay building is on track to be utilized at a rate of 91 percent.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 124 = Bay-Brook; 203 = Maree G. Farring; 207 = Curtis Bay; 239 = Benjamin Franklin

Rationale for Recommendation

»Bay-Brook Elementary/Middle School is housed in two separate buildings on its campus.

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $8,025,712 to renovate the two Bay-Brook buildings and $11,867,827 to replace them, giving an FCI of 67.6 percent. This FCI suggests that it is more cost effective to renovate these buildings than to replace them.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Bay-Brook buildings have an Educational Adequacy Score of 52.1, indicating that they do not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 496 and a projected 2016 enrollment of 736, the Bay-Brook buildings are on track to be utilized at a rate of 148.4 percent. This utilization rate, together with an analysis of projected enrollment trends in the community, points to the need to increase capacity and lower utilization to a target rate of 75 to 90 percent.

»A feasibility study will determine whether renovation of one or both buildings is the most cost-effective means to meet Bay-Brook's program and space requirements.

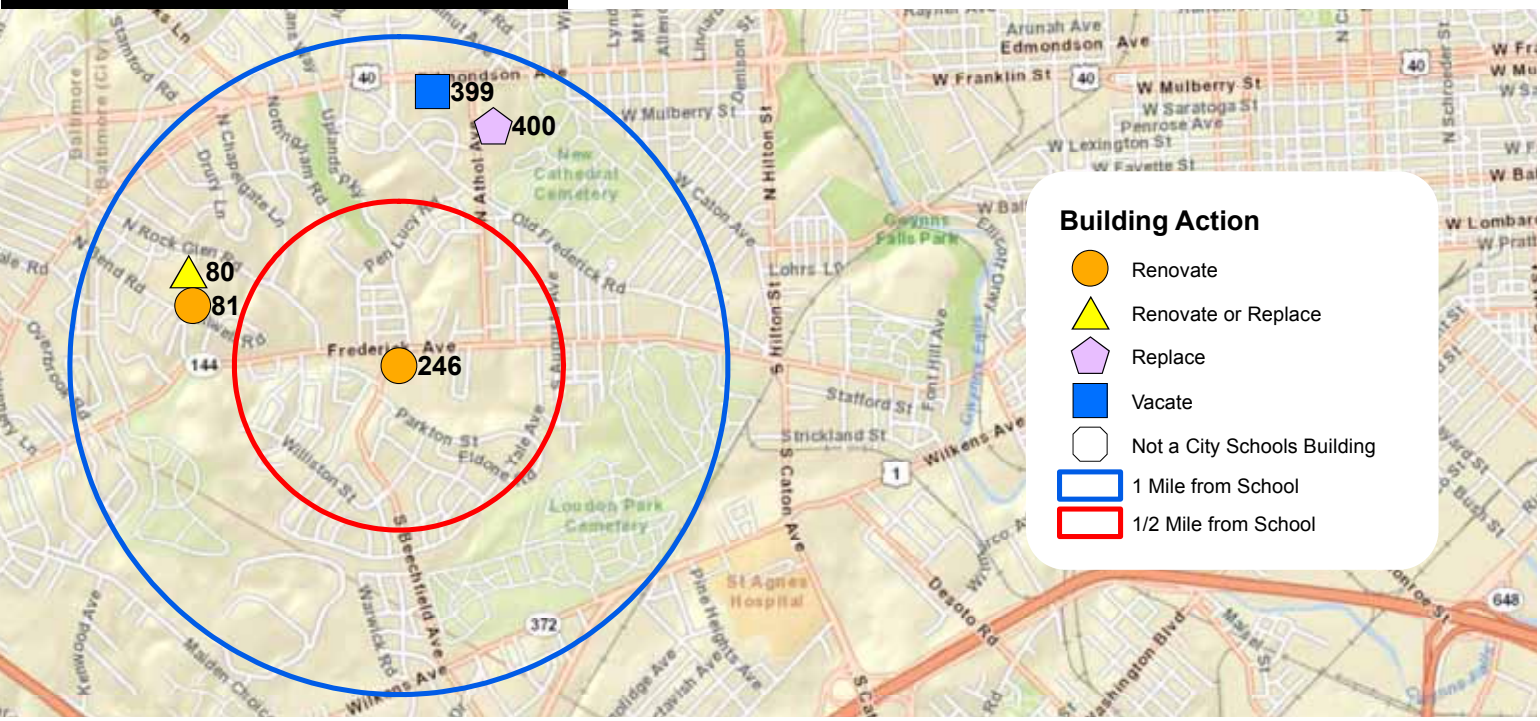
Bay-Brook Elementary/Middle School

School/building number: 124
Address: 4301 10th Street, 21225
Planning area: South

Recommendation: RENOVATE WITH POSSIBLE ADDITION

Proposed Year: 2

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 246 = Beechfield; 80 = Green Street, KASA (West Baltimore Building); 81 = North Bend; 399 = Edmondson-Westside (Edmondson-Westside Skill Center); 400 = Edmondson-Westside (Edmondson Building)

Beechfield Elementary/Middle School

School/building number: 246
Address: 301 S. Beechfield Avenue, 21229
Planning area: Southwest

Recommendation: RENOVATE WITH POSSIBLE ADDITION

Proposed Year: 4

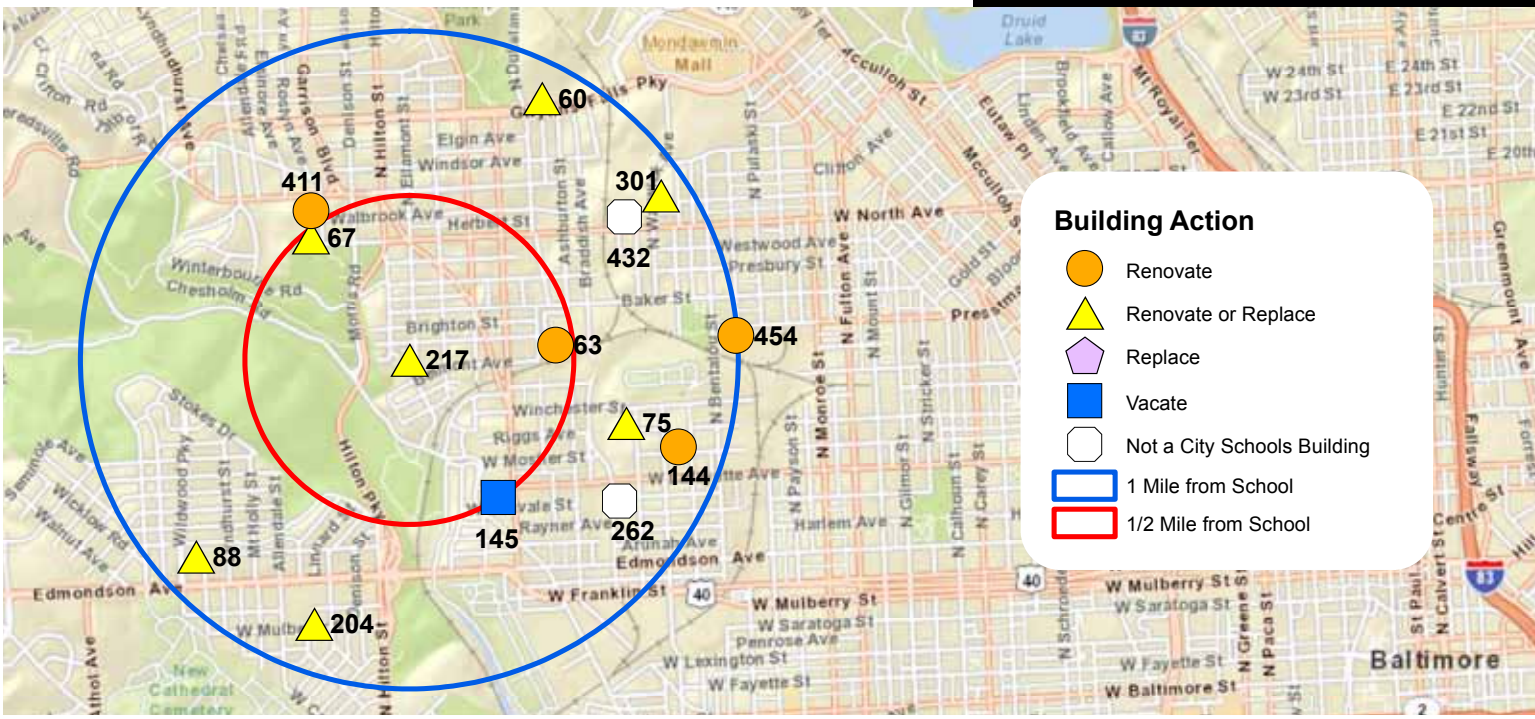
Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $13,817,678 to renovate the Beechfield building and $18,803,839 to replace it, giving an FCI of 73.5 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Beechfield building has an Educational Adequacy Score of 54.5, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 551 and a projected 2016 enrollment of 722, the Beechfield building is on track to be utilized at a rate of 131 percent. This rate, together with an analysis of projected enrollment trends in the community and the likelihood that some students from Sarah M. Roach Elementary School (which is recommended for closure) will attend Beechfield, points to the need to construct an addition as part of this building's renovation to lower its utilization to a target of 75 to 90 percent.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 217 = Belmont; 60 = Gwynns Falls; 63 = Rosemont; 67 = Edgewood; 75 = Friendship Academy at Calverton; 88 = Lyndhurst; 144 = James Mosher; 145 = Alexander Hamilton; 204 = Mary E. Rodman; 262 = Empowerment Academy; 301 = William S. Baer; 411= Baltimore Civitas, Bluford Drew Jemison West (Walbrook Building); 432 = Coppin Academy; 454= Carver

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $13,029,886 to renovate the Belmont building and $14,941,622 to replace it, giving an FCI of 87.2 percent. This FCI suggests that renovation or replacement should both be considered, and that replacement may be the more cost-effective option.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Belmont building has an Educational Adequacy Score of 57.1, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 496 and a projected 2016 enrollment of 451, the Belmont building is on track to be utilized at a rate of 90.9 percent.

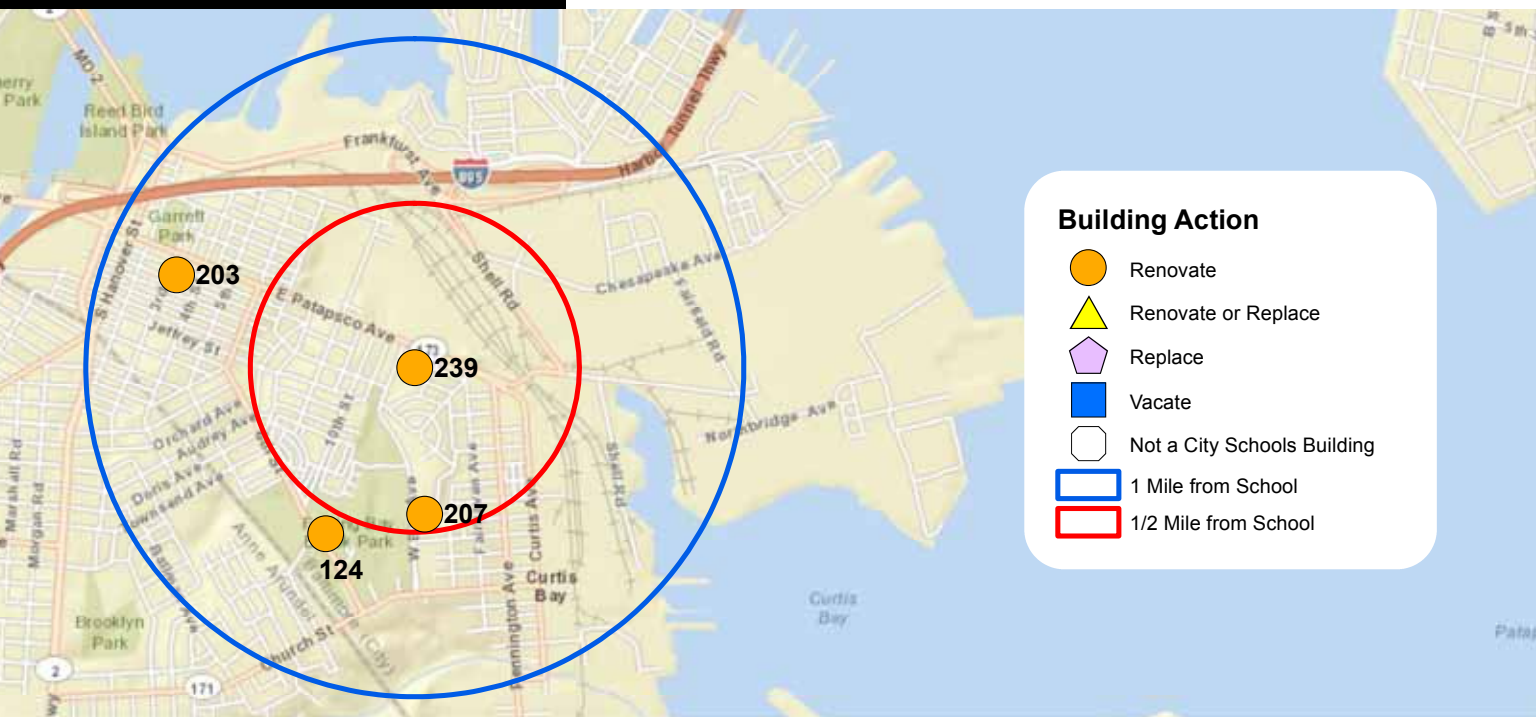
Belmont Elementary School

School/building number: 217
Address: 1406 N. Ellamont Street, 21216
Planning area: Southwest

Recommendation: RENOVATE OR REPLACE

Proposed Year: 4

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 239 = Benjamin Franklin; 124 = Bay-Brook; 203 = Maree G. Farring; 207 = Curtis Bay

Benjamin Franklin High School at Masonville Cove

School/building number: 239
Address: 1201 Cambria Street, 21225
Planning area: South

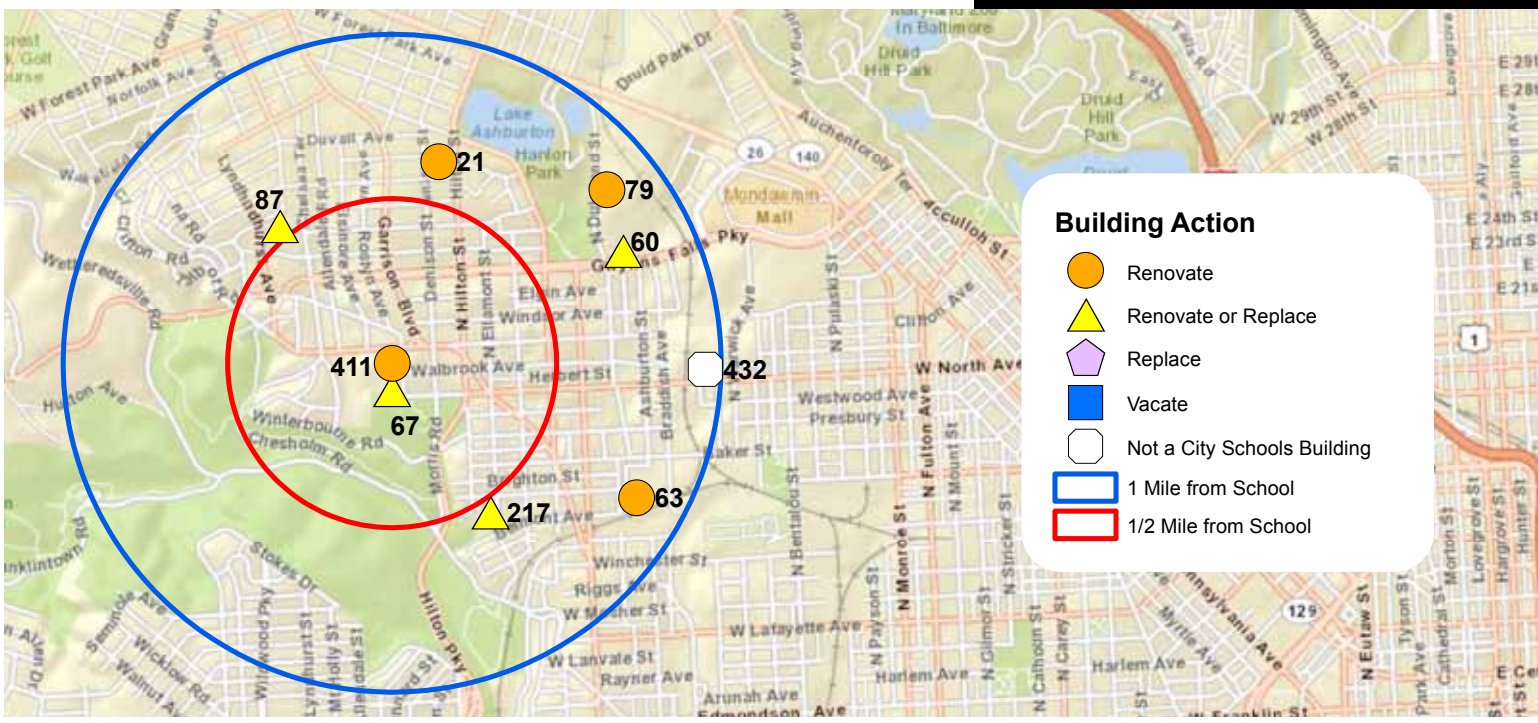
Recommendation: RENOVATE

Proposed Year: 6

Rationale for Recommendation

»Funded through the American Recovery and Reinvestment Act (ARRA), planning for renovation of the existing Benjamin Franklin at Masonville Cove building began in 2009. A feasibility study has been completed, which will inform the final plans for modernizing this building.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 411 = Bluford Drew Jemison West, Baltimore Civitas (Walbrook Building); 21 = Hilton; 60 = Gwynns Falls; 63 = Rosemont; 67 = Edgewood; 79 = Baltimore Liberation Diploma Plus, ConneXions, Maryland Academy of Technology and Health Sciences (William Lemmel Building); 87 = Windsor Hills; 217 = Belmont; 432 = Coppin Academy

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $17,640,310 to renovate the Walbrook Building and $60,232,084 to replace it, giving an FCI of 29.3 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Walbrook Building has an Educational Adequacy Score of 56.4, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 1,969 and a projected 2016 enrollment of 1,365 for the two schools that occupy the Walbrook Building (Bluford Drew Jemison West and Baltimore Civitas Middle/High School) combined, the building is on track to be utilized at a rate of 69.3 percent.

»Bluford Drew Jemison West is a transformation school with an outside operator; its contract is up for renewal in 2013–14. The co-located Baltimore Civitas, also a school with an outside operator, is up for renewal in 2012–13. Determination of the nature of renovations of the Walbrook Building will be made following the outcome of these renewal processes.

Bluford Drew Jemison STEM Academy West

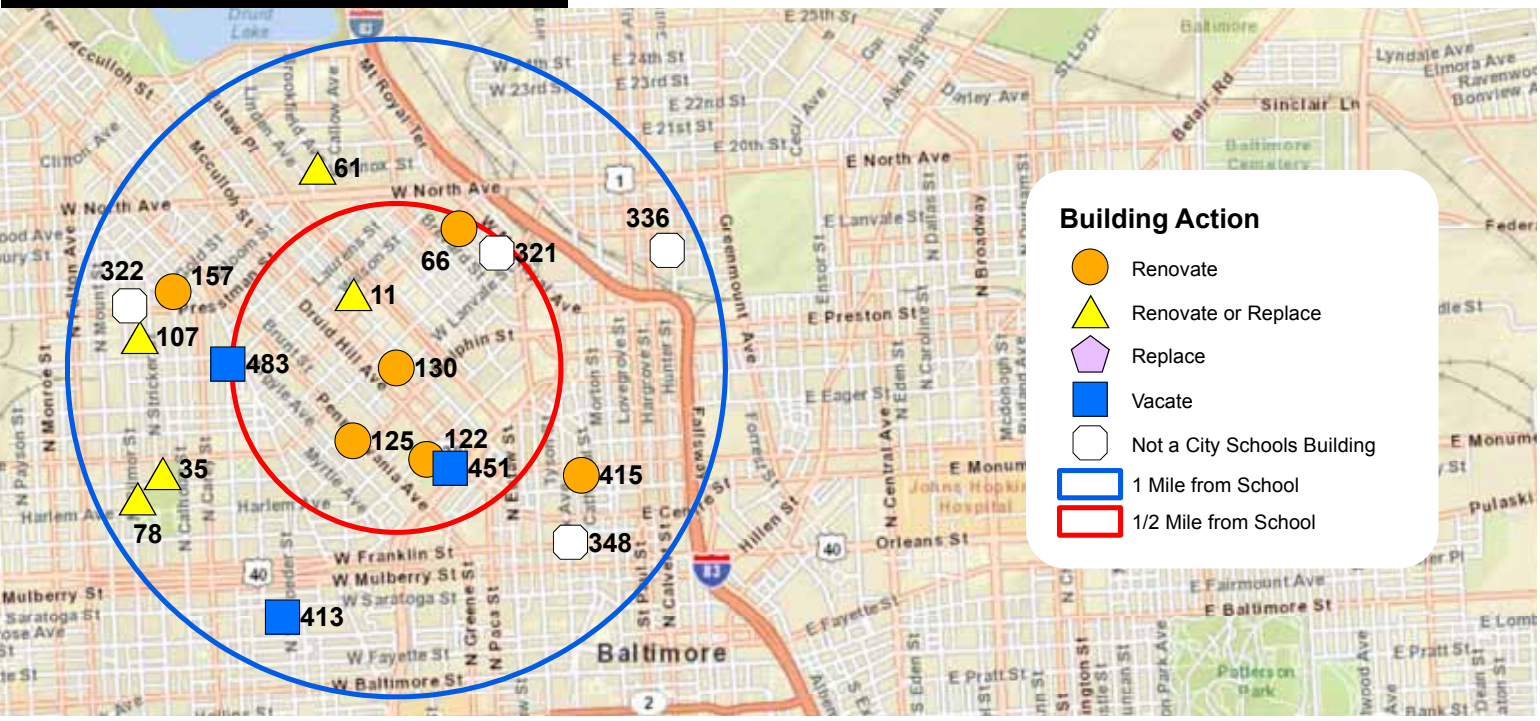
(Walbrook Building)

School/building number: 364/411
Address: 2000 Edgewood Street, 21216
Planning area: West

Recommendation: RENOVATE

Proposed Year: 10

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 130 = Booker T. Washington, Renaissance Academy (Booker T. Washington Building); 11 = Eutaw-Marshburn; 35 = Harlem Park; 61 = John Eager Howard; 66 = Mount Royal; 78 = Augusta Fells Savage, Baltimore Talent Development (Harlem Park Building); 107 = Gilmor; 122 = Historic Samuel Coleridge-Taylor; 125 = Furman L. Templeton; 157 = William Pinderhughes (George Kelson Building); 321 = Midtown Academy; 322 = New Song; 336 = Baltimore Montessori; 348 = Baltimore Leadership School; 413 = Excel Academy (Harbor City Building); 415 = Baltimore School for the Arts; 451 = New Hope (Joseph Briscoe Building); 483 = Monarch Academy (William Pinderhughes Building)

Booker T. Washington Middle School

(Booker T. Washington Building)

School/building number: 130
Address: 1301 McCulloh Street, 21217
Planning area: West

Recommendation: RENOVATE

Proposed Year: 3

Rationale for Recommendation

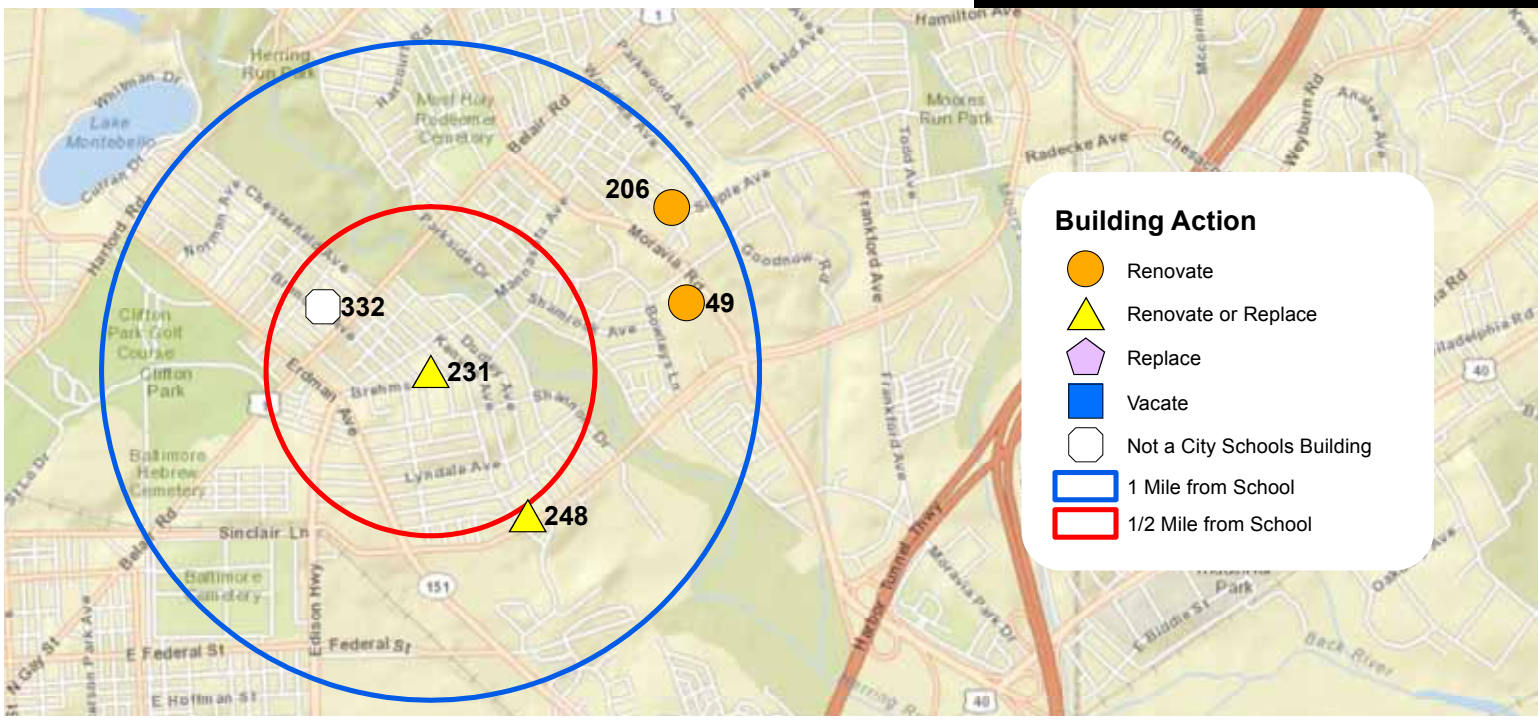
»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an index greater than 75 percent indicates that constructing a new building should be considered. It would cost $ 35,861,031 to renovate the Booker T. Washington building and $47,851,756 to replace it, giving an FCI of 74.9 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it. Moreover, the existing building has significant historical importance.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Booker T. Washington building has an Educational Adequacy score of 50.8, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 capacity of 1,335 and a projected 2016 enrollment of 623 for the two schools that occupy this building (Booker T. Washington and Renaissance Academy) combined, the Booker T. Washington building is on track to be utilized at a rate of 46.7 percent.

»With a strengthening arts program at Booker T. Washington Middle School and a need for seats in this grade band as a result of other school closures, City Schools anticipates enrollment in this program will increase, raising the building utilization rate toward a target of 75 to 90 percent.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 231 = Brehms Lane; 49 = Northeast; 206 = Furley; 248 = Sinclair Lane; 332 = Green School

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $13,602,772 to renovate the Brehms Lane building and $13,760,013 to replace it, giving an FCI of 98.9 percent. This FCI suggests that renovation or replacement should both be considered, and that replacement may be the more cost-effective option.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Brehms Lane building has an Educational Adequacy Score of 48.5, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 521 and a projected 2016 enrollment of 845, the Brehms Lane building is on track to be utilized at a rate of 162.2 percent. This utilization rate, together with an analysis of projected enrollment trends in the community, points to the need to increase the capacity of this building (either with an addition as part of renovation of the existing building or with a new, larger building) to lower its utilization rate to a target of 75 to 90 percent.

»The Brehms Lane program currently serves students in pre-k to grade 5 but will expand to serve students up to grade 8. With the recommended closure of Northeast Middle School, it is anticipated that some students from Northeast will choose to attend Brehms Lane. The grade expansion further underscores the need for increased capacity for this program.

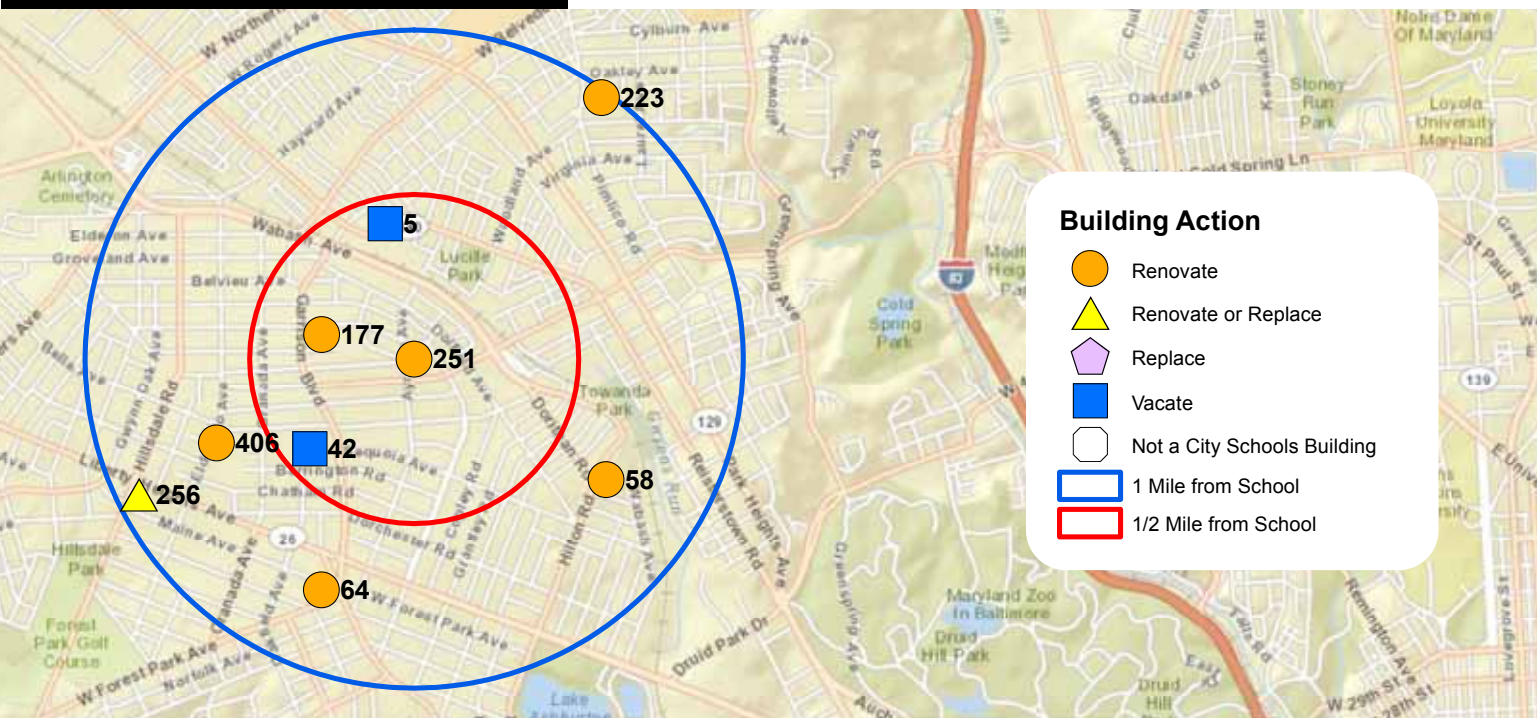
Brehms Lane Elementary School

School/building number: 231
Address: 3536 Brehms Lane, 21213
Planning area: Northeast

Recommendation: RENOVATE WITH POSSIBLE ADDITION OR REPLACE; EXPAND PROGRAM

Proposed Year: 3

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 251 = Callaway; 5 = Langston Hughes; 42 = Garrison; 58 = Dr. Nathan A. Pitts-Ashburton; 64 = Liberty; 177 = George W.F. McMechen; 223 = Pimlico; 256 = Calvin M. Rodwell; 406 = Forest Park

Callaway Elementary School

School/building number: 251
Address: 3701 Fernhill Avenue, 21215
Planning area: Northwest

Recommendation: RENOVATE; EXPAND PROGRAM

Proposed Year: 8

Rationale for Recommendation

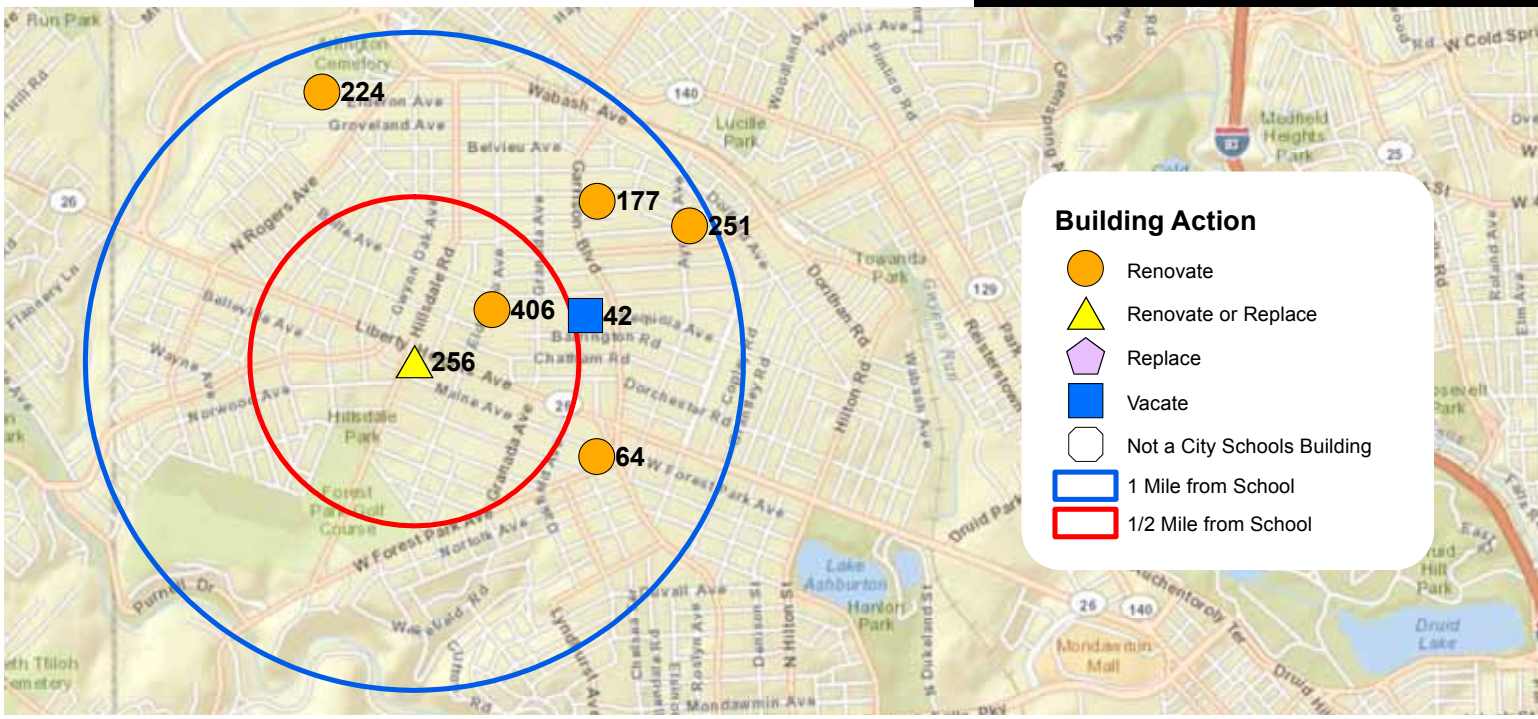
»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $9,231,020 to renovate the Callaway building and $15,927,407 to replace it, giving an FCI of 58 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Callaway building has an Educational Adequacy Score of 55.3, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The ideal utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 612 and a projected 2016 enrollment of 268, the Callaway building is on track to be utilized at a rate of 43.8 percent.

»The Callaway program now serves pre-k to grade 5. With the recommended closure of the Garrison Middle School program, Callaway will be converted to serve pre-k to grade 8 to provide a middle grades option in the area. Enrollment gains are anticipated with the addition of grades to the Callaway program, resulting in a corresponding increase in utilization rate of the building.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 256 = Calvin M. Rodwell; 42 = Garrison; 64 = Liberty; 177 = George W.F. McMechen; 224 = Grove Park; 251 = Callaway; 406 = Forest Park

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $7,360,368 to renovate the Calvin M. Rodwell building and $8,284,742 to replace it, giving an FCI of 88.8 percent. This FCI suggests that renovation or replacement should both be considered, and that replacement may be the more cost-effective option.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Calvin M. Rodwell building has an Educational Adequacy Score of 51.6, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 292 and a projected 2016 enrollment of 434, the Calvin M. Rodwell building would be utilized at a rate of 148.6 percent. This utilization rate, together with an analysis of projected enrollment trends in the community, points to the need to increase the capacity of this building (either with an addition as part of renovation of the existing building or with a new, larger building) to lower its utilization rate to a target of 75 to 90 percent.

»The Calvin M. Rodwell program now serves pre-k to grade 5. With the recommended closure of the Garrison Middle School program, Calvin M. Rodwell will be converted to serve pre-k to grade 8 to provide a middle grades option in the area. This program expansion reinforces the need to expand the size of the building.

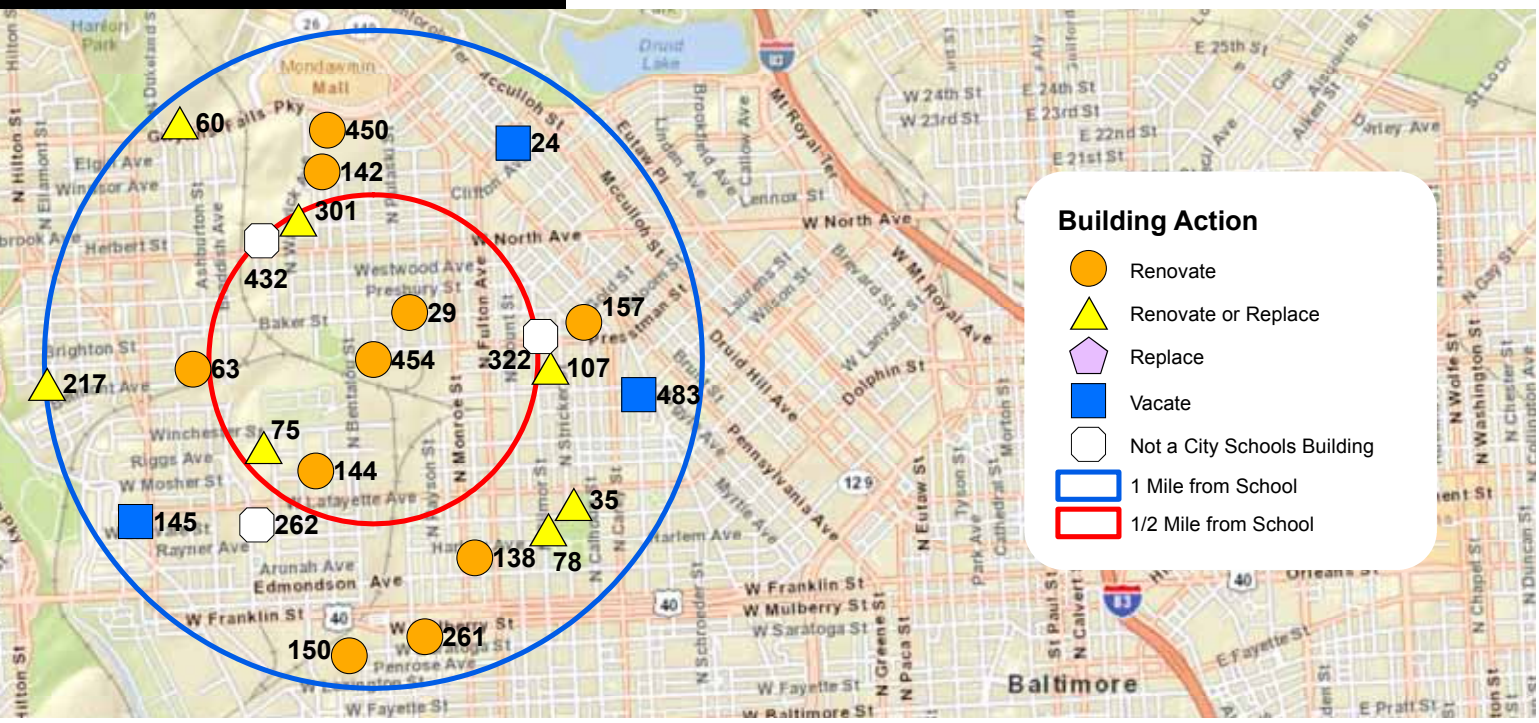
Calvin M. Rodwell Elementary School

School/building number: 256
Address: 3501 Hillsdale Road, 21207
Planning area: Northwest

Recommendation: RENOVATE WITH POSSIBLE ADDITION OR REPLACE; EXPAND PROGRAM

Proposed Year: 2

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 454 = Carver; 24 = Westside; 29 = Matthew A. Henson; 35 = Harlem Park; 60 = Gwynns Falls; 63 = Rosemont; 75 = Friendship Academy at Calverton; 78 = Augusta Fells Savage, Baltimore Talent Development (Harlem Park Building); 107 = Gilmor; 138 = Roots and Branches (Harriet Tubman Building); 142 = Robert W. Coleman; 144 = James Mosher; 145 = Alexander Hamilton; 150 = Mary Ann Winterling; 157 = William Pinderhughes (George Kelson Building); 217 = Belmont; 261 = Lockerman Bundy; 262 = Empowerment Academy; 301 = William S. Baer; 322 = New Song; 432 = Coppin Academy; 450 = Frederick Douglass; 483 = Monarch Academy (William Pinderhughes Building)

Carver Vocational-Technical High School

School/building number: 454
Address: 2201 W. Presstman Street, 21216
Planning area: West

Recommendation: RENOVATE

Proposed Year: 7

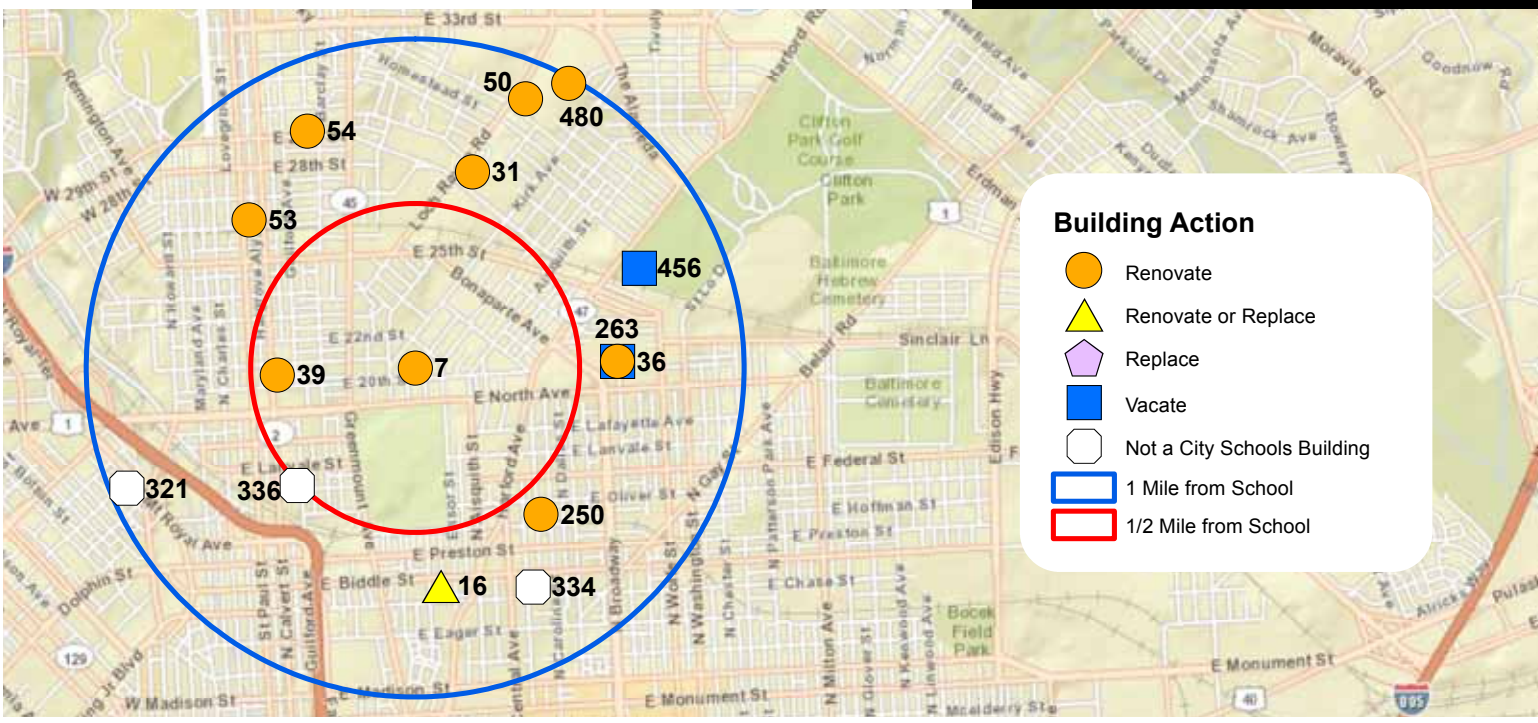
Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $18,314,747 to renovate the Carver building and $59,532,848 to replace it, giving an FCI of 30.8 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Carver building has an Educational Adequacy Score of 60.4, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 1,796 and a projected 2016 enrollment of 889, the Carver building is on track to be utilized at a rate of 49.5 percent. The specialized nature of programming at this school requires additional space, which lowers the building's target utilization rate below that of traditional schools. The current size of this building is anticipated to be adequate, based on programmatic needs and analysis of projected enrollment trends.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 7 = Cecil; 16 = Johnston Square; 31 = Coldstream Park; 36 = Harford Heights (Harford Heights Building); 39 = Dallas F. Nicholas; 50 = Abbottston, Stadium (Abbottston Building); 53 = Margaret Brent; 54 = Barclay; 250 = Dr. Bernard Harris; 263 = William C. March; 321 = Midtown Academy; 334 = Bluford Drew Jemison Middle; 336 = Baltimore Montessori; 456 = Achievement Academy, Baltimore Antioch Diploma Plus (Fairmount-Harford Building); 480 = Baltimore City College

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $5,295,098 to renovate the Cecil building and $15,183,737 to replace it, giving an FCI of 34.9 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Cecil building has an Educational Adequacy Score of 60.2, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 516 and a projected 2016 enrollment of 391, the Cecil building is on track to be utilized at a rate of 75.8 percent.

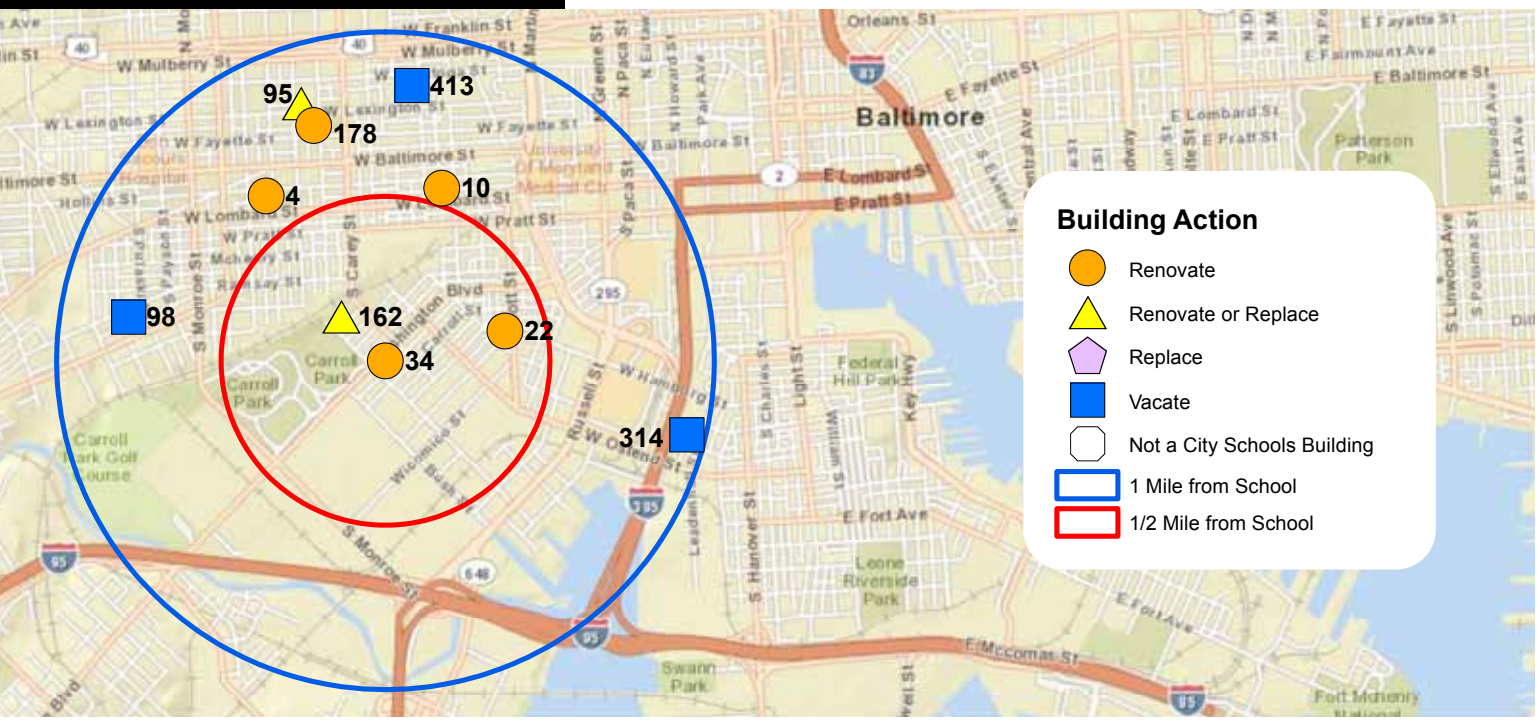
Cecil Elementary School

School/building number: 7
Address: 2000 Cecil Avenue, 21218
Planning area: East

Recommendation: RENOVATE

Proposed Year: 10

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 34 = Charles Carroll Barrister; 4 = Steuart Hill; 10 = James McHenry; 22 = George Washington; 95 = Franklin Square; 98 = Samuel F.B. Morse; 162 = Southwest Baltimore (Diggs-Johnson Building); 178 = Vivien T. Thomas (Francis Wood Building); 314 = Sharp-Leadenhall; 413 = Excel Academy (Harbor City Building)

Charles Carroll Barrister Elementary School

School/building number: 34
Address: 1327 Washington Boulevard, 21230
Planning area: South

Recommendation: RENOVATE

Proposed Year: 9

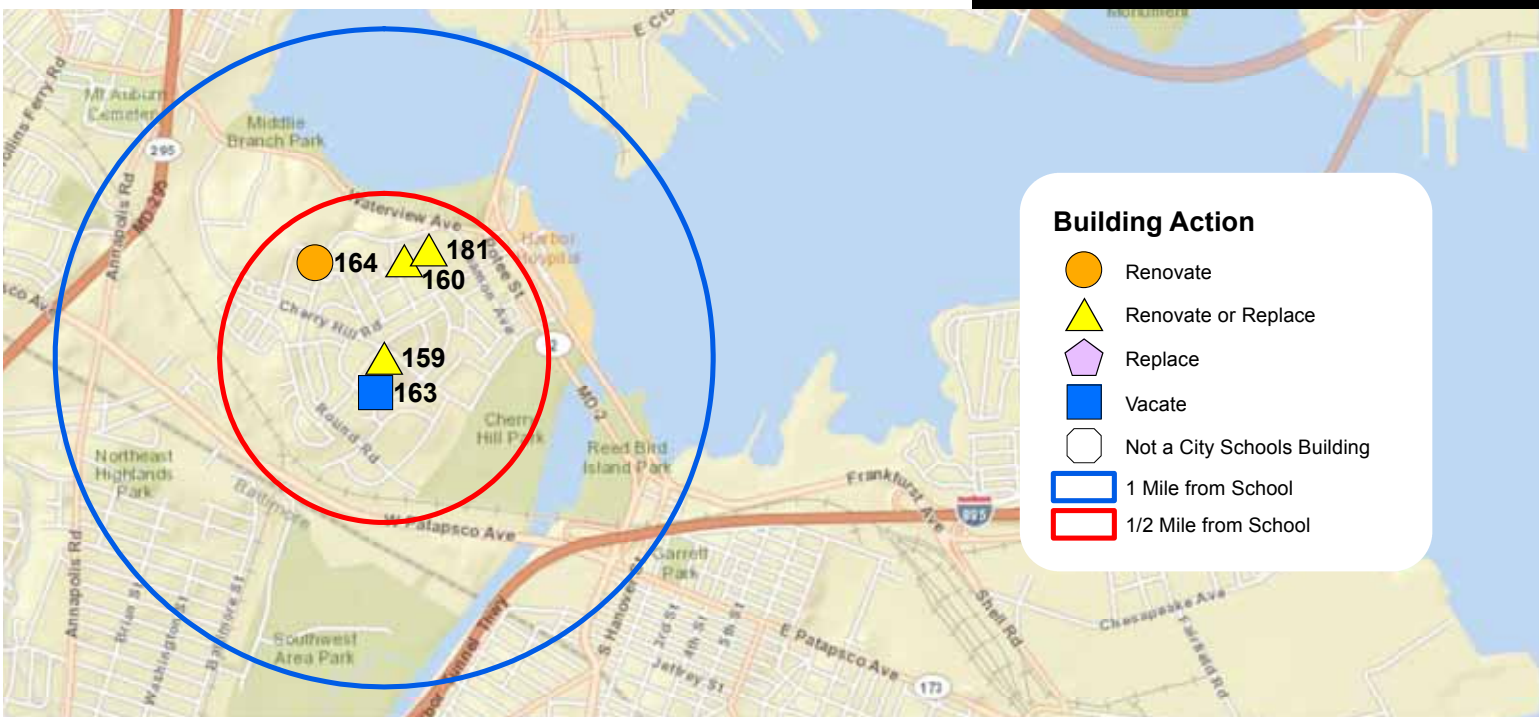
Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $5,089,059 to renovate the Charles Carroll Barrister building and $10,098,038 to replace it, giving an FCI of 50.4 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Charles Carroll Barrister building has an Educational Adequacy Score of 55, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 326 and a projected 2016 enrollment of 325, the Charles Carroll Barrister building is on track to be utilized at a rate of 99.7 percent.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 159 = Cherry Hill; 160 = Dr. Carter Godwin Woodson; 163 = Patapsco; 164 = Arundel; 181 = New Era, Southside (Southside Building)

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $12,146,640 to renovate the Cherry Hill building and $14,011,503 to replace it, giving an FCI of 86.7 percent. This FCI suggests that renovation or replacement should both be considered. The historic significance of the building will be taken into account in determining the appropriate action.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Cherry Hill building has an Educational Adequacy Score of 54.3, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 577 and a projected 2016 enrollment of 330, the Cherry Hill building is on track to be utilized at a rate of 57.2 percent.

»Enrollment trends in the community support the need for three schools to serve students in the elementary and middle grades, rather than the four that currently exist. As a result, Patapsco Elementary/Middle School is recommended for closure. It is anticipated that some students from Patapsco will attend Cherry Hill Elementary/Middle School in its new or newly renovated building, increasing enrollment in the program and raising the building's utilization rate.

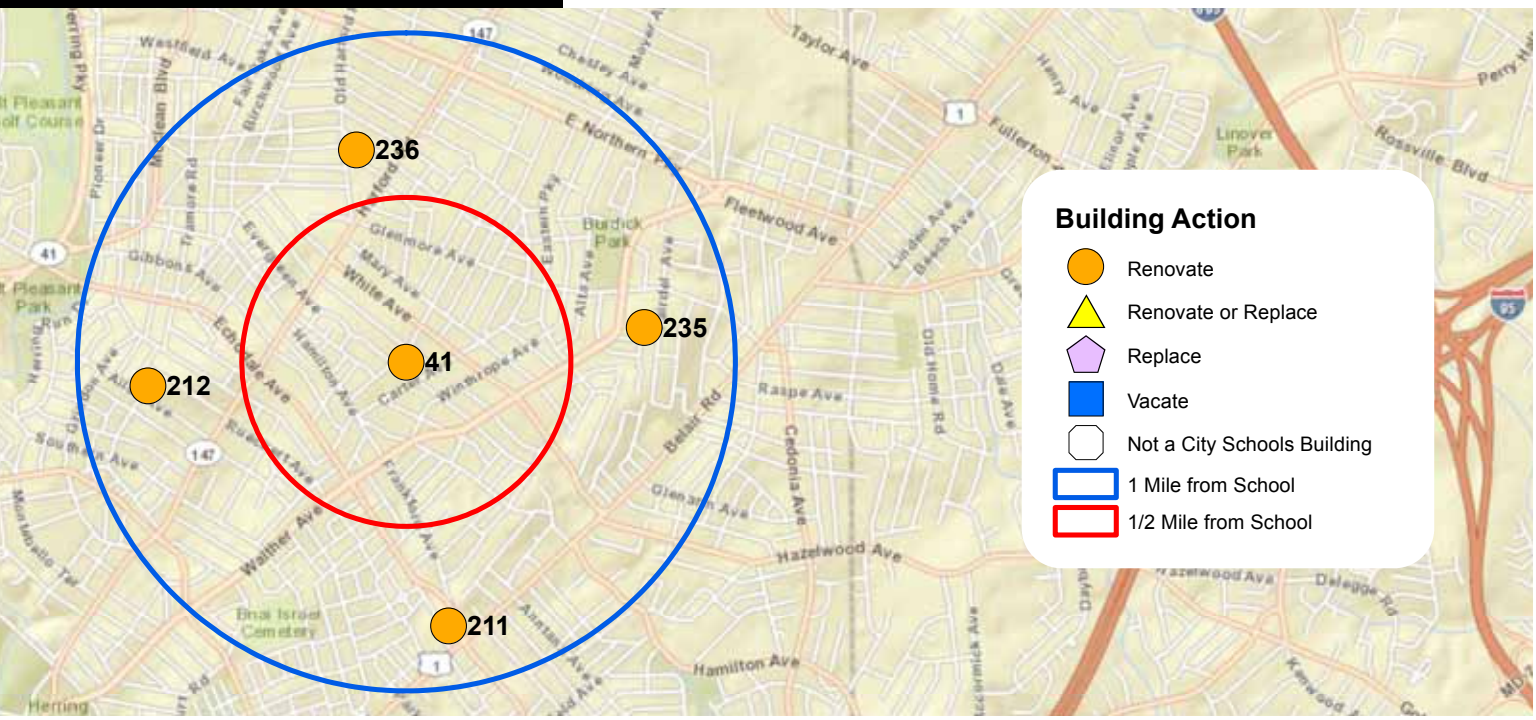
Cherry Hill Elementary/Middle School

School/building number: 159
Address: 801 Bridgeview Road, 21225
Planning area: South

Recommendation: RENOVATE OR REPLACE

Proposed Year: 1

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 41 = City Neighbors High, City Neighbors Hamilton (Hamilton Building); 211 = Gardenville; 212 = Garrett Heights; 235 = Glemount; 236 = Hamilton

City Neighbors High School
(Hamilton Building)

School/building number: 376/41
Address: 5609 Sefton Avenue, 21214
Planning area: Northeast

Recommendation: RENOVATE

Proposed Year: 8

Rationale for Recommendation

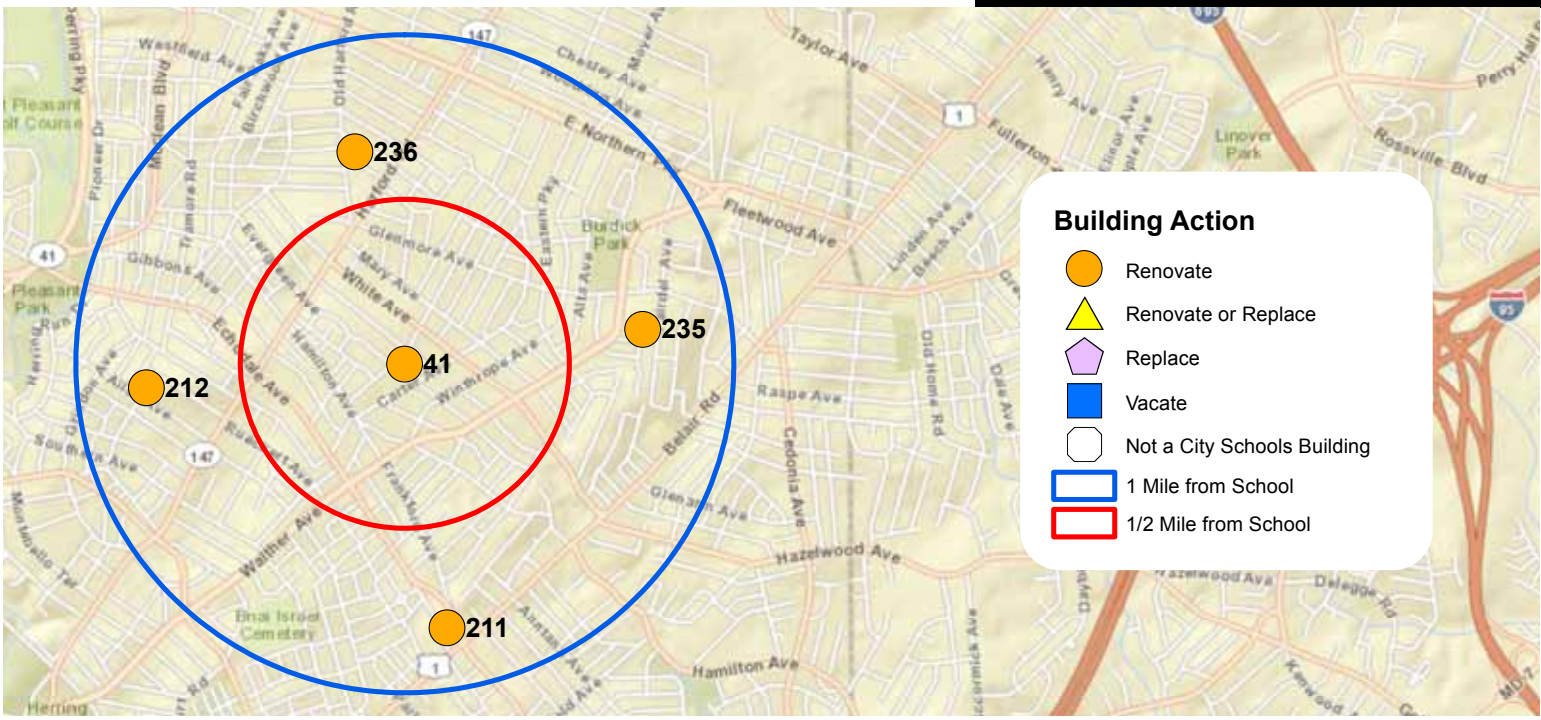
»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an index greater than 75 percent indicates that constructing a new building should be considered. It would cost $8,793,496 to renovate the Hamilton Building and $34,032,575 to replace it, giving an FCI of 25.8 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Hamilton Building has an Educational Adequacy score of 48.4, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 capacity of 628 and a projected 2016 enrollment of 592 for the two schools that occupy this building (City Neighbors High School and City Neighbors Hamilton) combined, the Hamilton Building is on track to be utilized at a rate of 94.3 percent.

»City Neighbors High School and City Neighbors Hamilton are charter schools whose charters are up for renewal in 2014–15 and 2013–14, respectively. Final plans for this building will take into account the outcome of those renewal processes.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 41 = City Neighbors High, City Neighbors Hamilton (Hamilton Building); 211 = Gardenville; 212 = Garrett Heights; 235 = Glemount; 236 = Hamilton

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an index greater than 75 percent indicates that constructing a new building should be considered. It would cost $8,793,496 to renovate the Hamilton Building and $34,032,575 to replace it, giving an FCI of 25.8 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Hamilton Building has an Educational Adequacy score of 48.4, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 capacity of 628 and a projected 2016 enrollment of 592 for the two schools that occupy this building (City Neighbors High School and City Neighbors Hamilton) combined, the Hamilton Building is on track to be utilized at a rate of 94.3 percent.

»City Neighbors Hamilton and City Neighbors High School are charter schools whose charters are up for renewal in 2013–14 and 2014–15, respectively. Final plans for this building will take into account the outcome of those renewal processes.

City Neighbors Hamilton

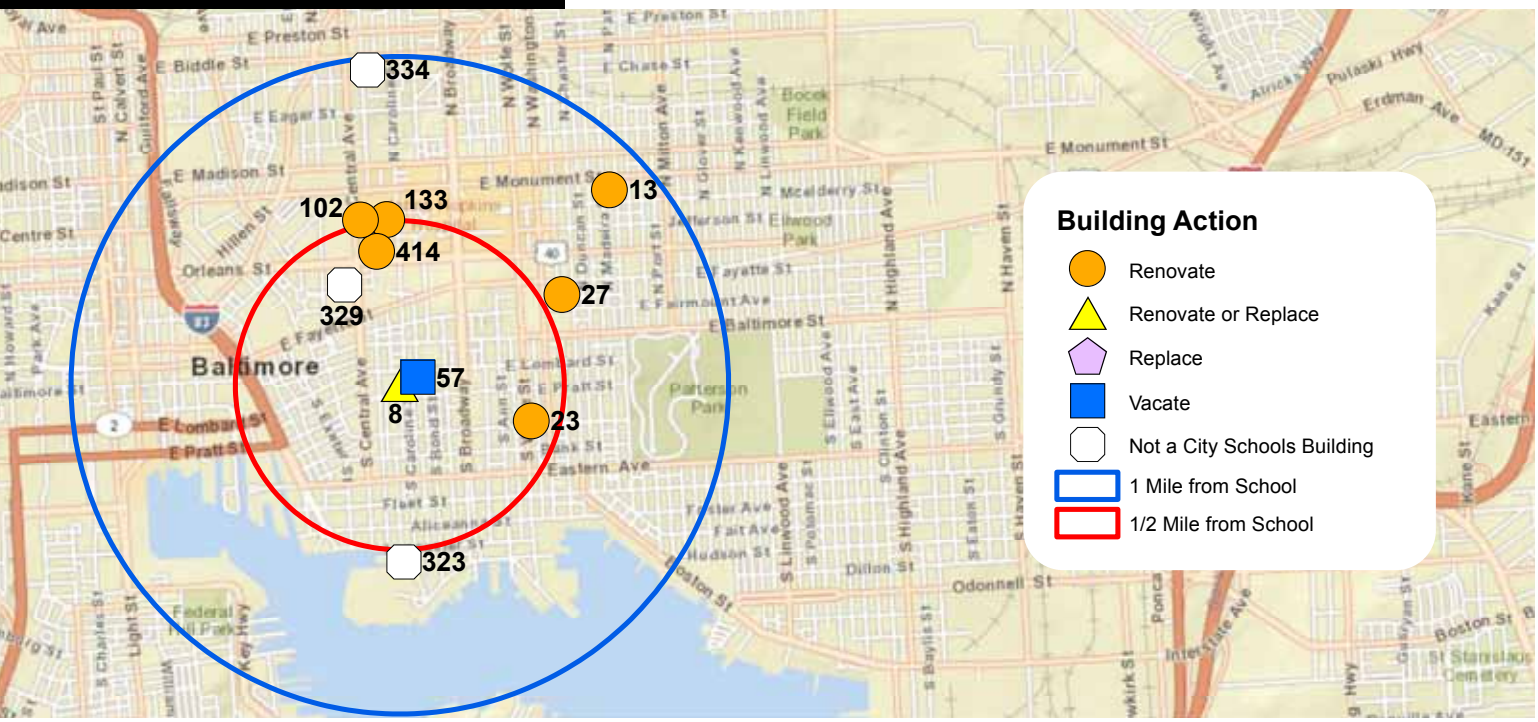
(Hamilton Building)

School/building number: 346/41
Address: 5609 Sefton Avenue, 21214
Planning area: Northeast

Recommendation: RENOVATE

Proposed Year: 8

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 8 = City Springs; 13 = Tench Tilghman; 23 = Wolfe Street; 27 = Commodore John Rodgers; 57 = Baltimore Freedom Academy (Lombard Building); 102 = National Academy Foundation (Thomas Hayes Building); 133 = National Academy Foundation (Paul Laurence Dunbar Middle Building); 323 = Crossroads; 329 = Inner Harbor East; 334 = Bluford Drew Jemison Middle; 414 = Paul Laurence Dunbar

City Springs Elementary/Middle School

School/building number: 8
Address: 100 S. Caroline Street, 21231
Planning area: Southeast

Recommendation: RENOVATE WITH POSSIBLE ADDITION OR REPLACE

Proposed Year: 3

Rationale for Recommendation

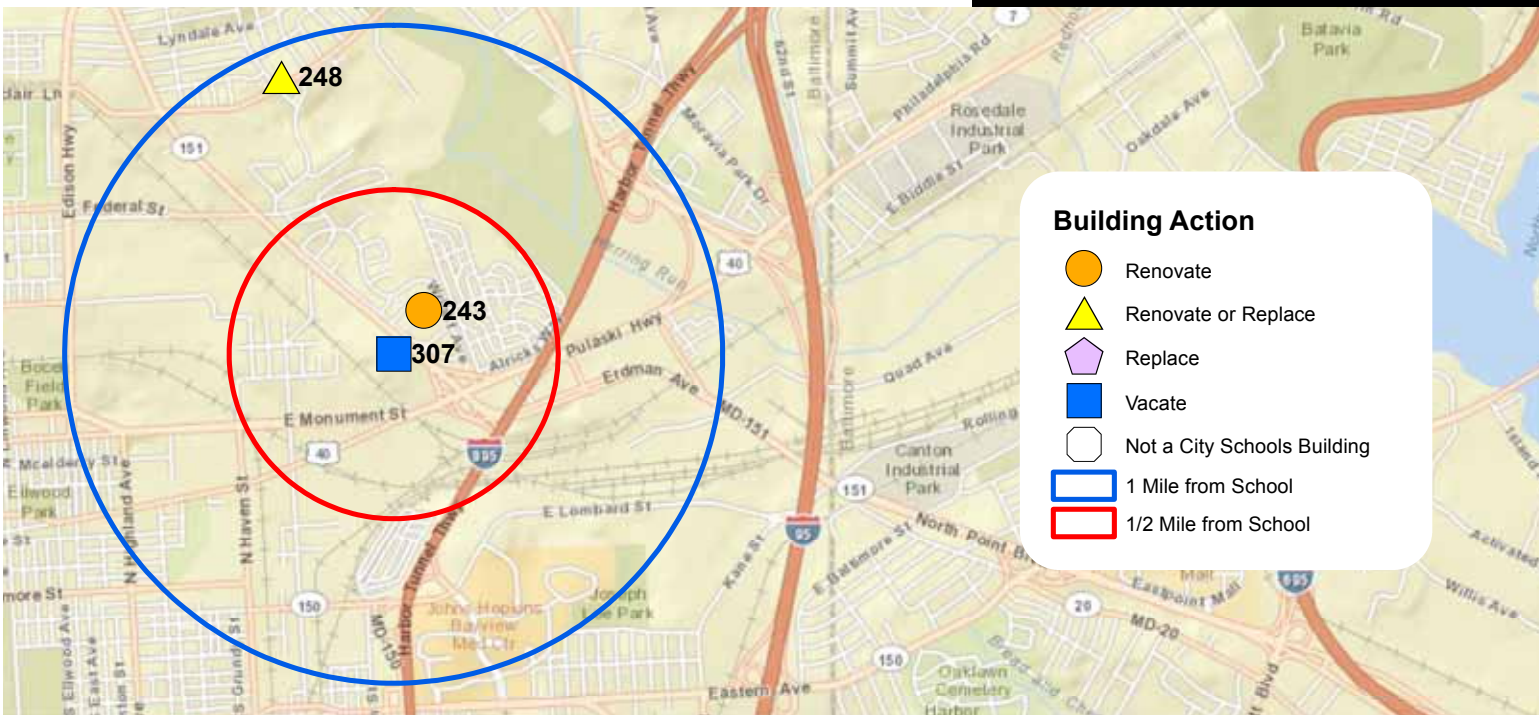
»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $16,271,880 to renovate the City Springs building and $16,968,386 to replace it, giving an FCI of 95.9 percent. This FCI suggests that renovation or replacement should both be considered, and that replacement may be the more cost-effective option.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The City Springs building has an Educational Adequacy Score of 57, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 688 and a projected 2016 enrollment of 717, the City Springs building is on track to be utilized at a rate of 104.2 percent. This utilization rate, together with an analysis of projected enrollment trends in the community, points to the need to increase the capacity of this building (either with an addition as part of renovation of the existing building or with a new, larger building) to lower its utilization rate to a target of 75 to 90 percent.

»City Springs is a charter school whose charter is up for renewal in 2012–13. Final plans for this building will take into account the outcome of that renewal process.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 307 = Claremont; 243 = Armistead Gardens; 248 = Sinclair Lane

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $5,372,715 to renovate the Claremont building and $4,159,818 to replace it, giving an FCI of 129.2 percent. While this FCI suggests replacement of the building should be considered, additional factors (described below) lead to a recommendation to close the Claremont building and relocate its program.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Claremont building has an Educational Adequacy Score of 46.2, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 129 and a 2016 projected enrollment of 59, the Claremont building is on track to be utilized at a rate of 45.7 percent. The specialized nature of this program requires additional space, which lowers the target utilization rate below that of traditional schools. Nevertheless, projected enrollment trends indicate that the Claremont building will have excess capacity.

»The high FCI, low educational adequacy and low utilization suggest that the current Claremont building is not an effective learning environment for students. In addition, where practical, schools for students with special needs should not be located in isolated buildings but housed instead within specially designed campuses co-located with traditional schools of the same grade configuration. This provides all students with a better educational experience by leveraging resources and offering joint programming, as appropriate.

»While there remains a need for this program, it can serve students more successfully in a different location that meets its size and programmatic needs. Accordingly, the current Claremont building will be vacated and Claremont High School will move to the modernized Lake Clifton Building, where it will be co-located with the REACH! Partnership School after Heritage High School has closed.

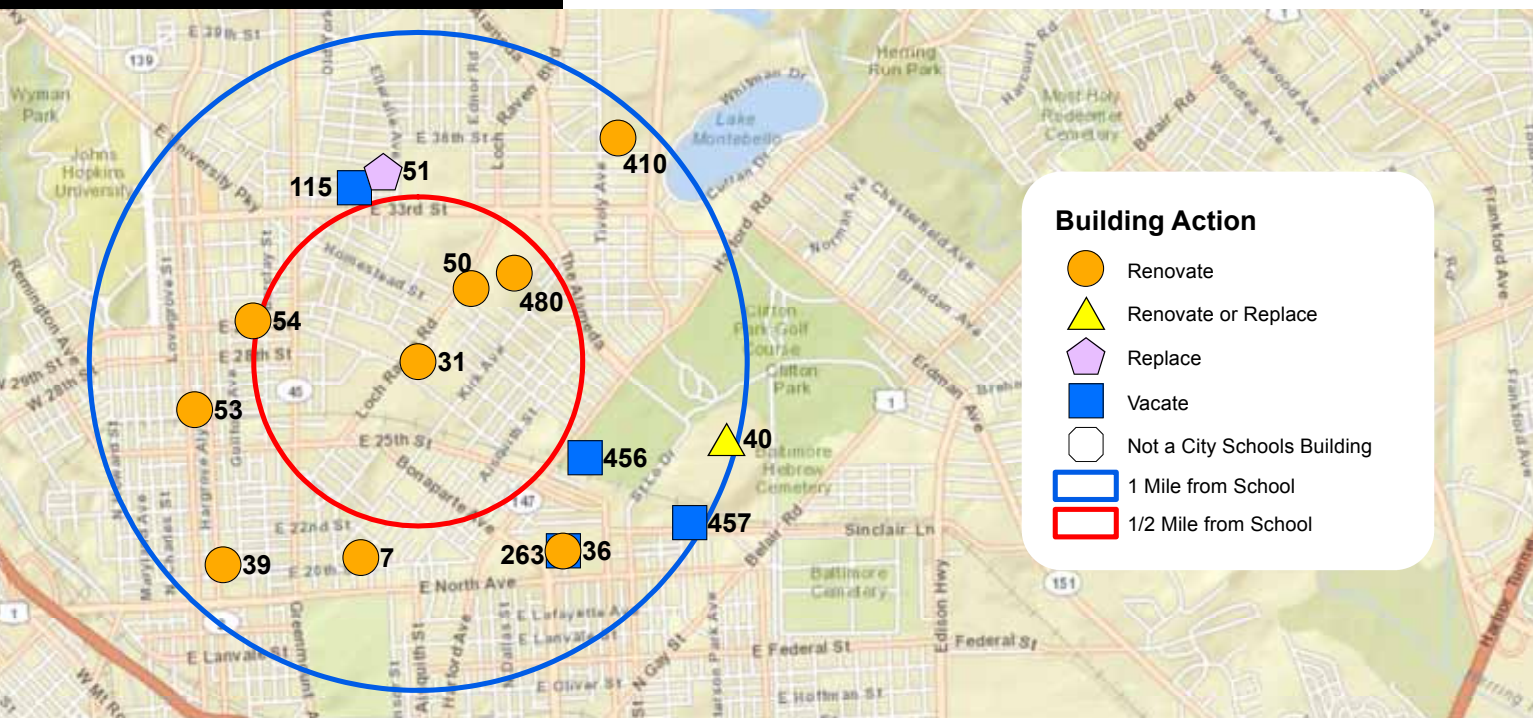
Claremont High School

School/building number: 307
Address: 5301 Erdman Avenue, 21205
Planning area: Southeast

Recommendation: VACATE; MOVE PROGRAM

Proposed Year: 3

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 31 = Coldstream Park; 7 = Cecil; 36 = Harford Heights (Harford Heights Building); 39 = Dallas F. Nicholas; 40 = Heritage, REACH! (Lake Clifton Building); 50 = Abbottston, Stadium (Abbottston Building); 51 = Waverly (elementary grades building); 53 = Margaret Brent; 54 = Barclay; 115 = Waverly (middle school building); 263 = William C. March; 410 = Mergenthaler; 456 = Achievement Academy, Baltimore Antioch Diploma Plus (Fairmount-Harford Building); 457 = Baltimore Rising Star (Laurence Paquin Building); 480 = Baltimore City College

Coldstream Park Elementary/Middle School

School/building number: 31
Address: 1400 Exeter Hall Avenue, 21218
Planning area: Northeast

Recommendation: RENOVATE

Proposed Year: 8

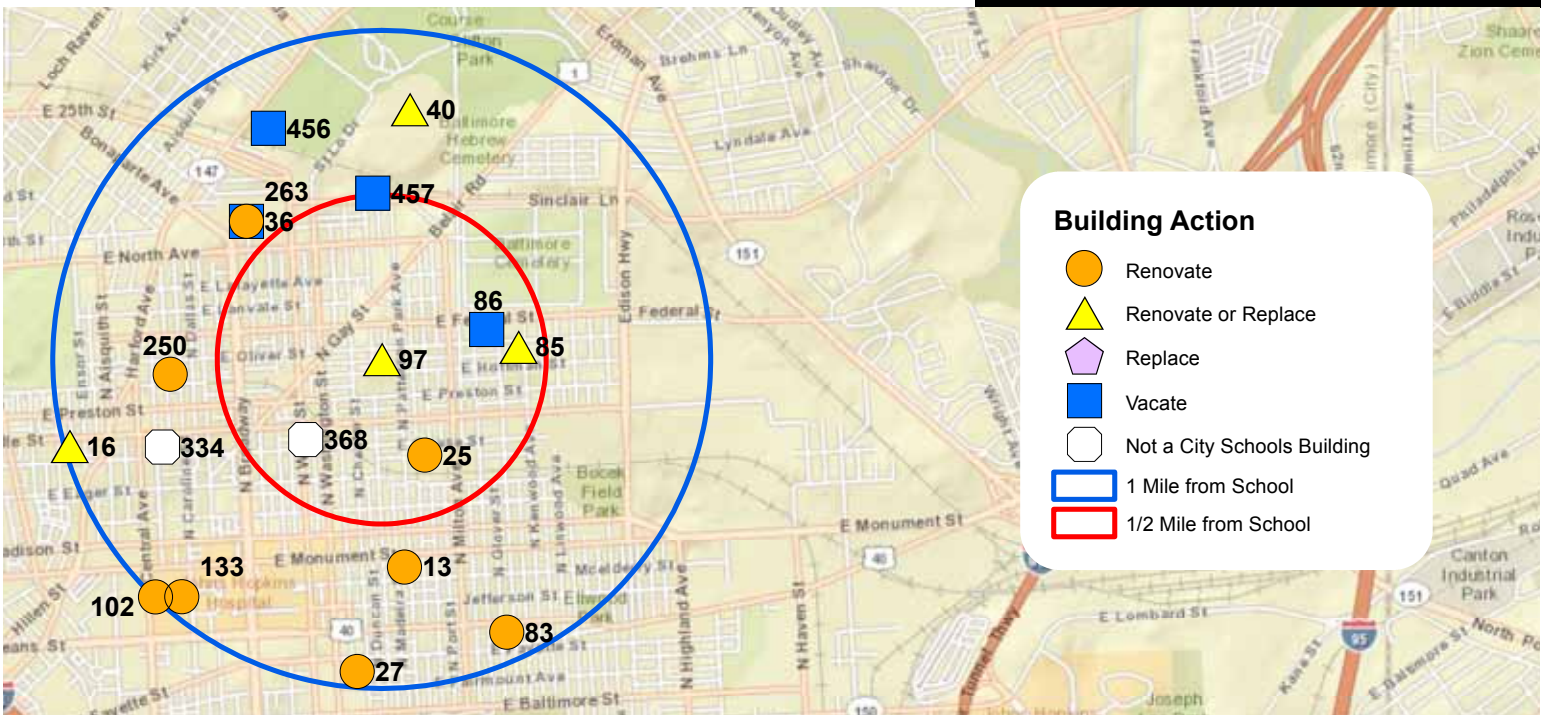
Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $11,792,096 to renovate the Coldstream Park building and $17,592,808 to replace it, giving an FCI of 67 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Coldstream Park building has an Educational Adequacy Score of 57.2, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 591 and a projected 2016 enrollment of 392, the Coldstream Park building is on track to be utilized at a rate of 66.3 percent.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 97 = Collington Square; 13 = Tench Tilghman; 16 = Johnston Square; 25 = Dr. Rayner Browne; 27 = Commodore John Rodgers; 36 = Harford Heights (Harford Heights Building); 40 = Heritage, REACH! (Lake Clifton Building); 83 = William Paca; 85 = Fort Worthington; 86 = Lakewood; 102 = National Academy Foundation (Thomas Hayes Building); 133 = National Academy Foundation (Paul Laurence Dunbar Middle Building); 250 = Dr. Bernhard Harris; 263 = William C. March; 334 = Bluford Drew Jemison Middle; 368 = Elmer A. Henderson; 456 = Achievement Academy, Baltimore Antioch Diploma Plus (Fairmount-Harford Building); 457 = Baltimore Rising Star (Laurence Paquin Building)

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $12,759,417 to renovate the Collington Square building and $15,827,101 to replace it, giving an FCI of 80.6 percent. This FCI suggests that renovation or replacement should both be considered, and that replacement may be the more cost-effective option.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Collington Square building has an Educational Adequacy Score of 58.1, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 585 and a projected 2016 enrollment of 703, the Collington Square building is on track to be utilized at a rate of 120.2 percent. This utilization rate, together with an analysis of projected enrollment trends in the community, points to the need to increase the capacity of this building (either with an addition as part of renovation of the existing building or with a new, larger building) to lower its utilization rate to a target of 75 to 90 percent.

»Collington Square is a charter school whose charter is up for renewal in 2012–13. Final plans for this building will take into account the outcome of that renewal process.

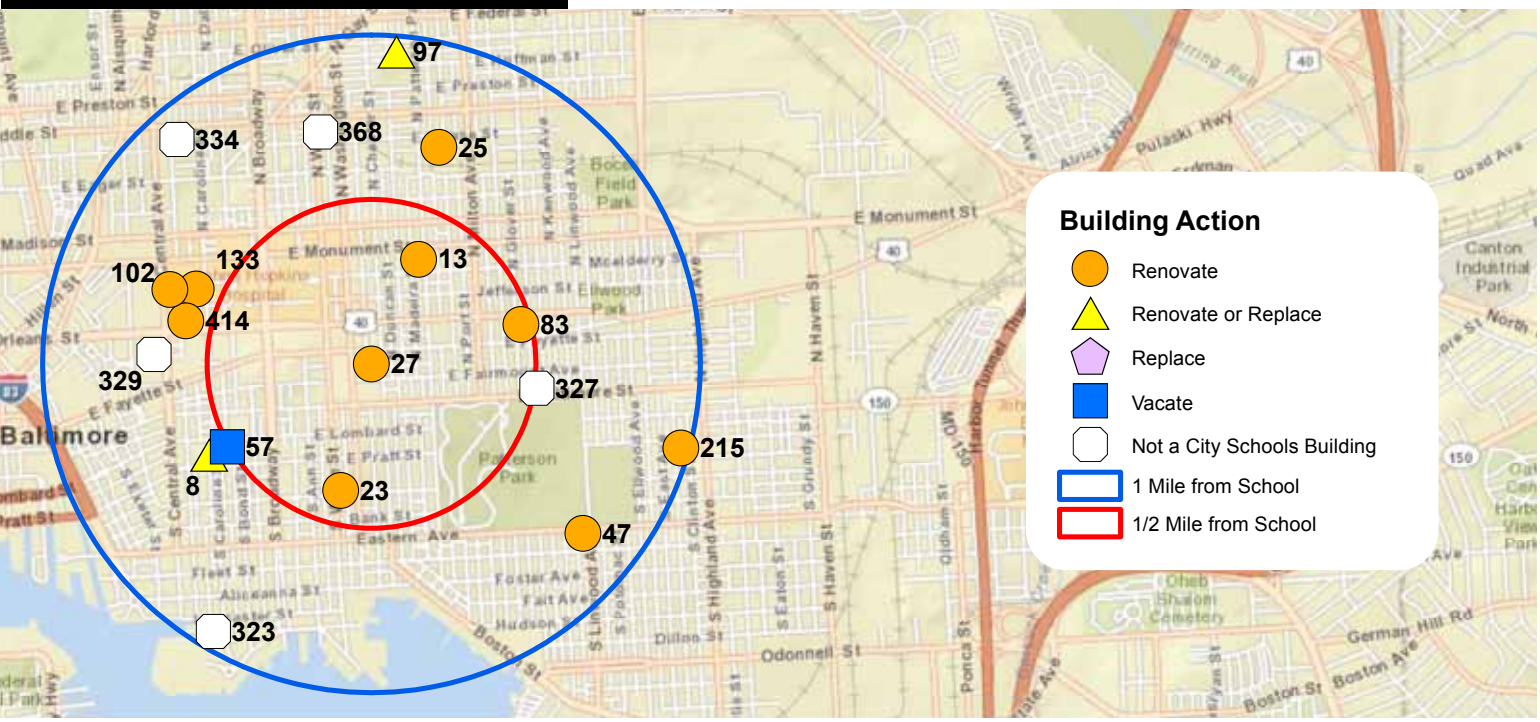
Collington Square Elementary/Middle School

School/building number: 97
Address: 1409 N. Collington Avenue, 21213
Planning area: East

Recommendation: RENOVATE WITH POSSIBLE ADDITION OR REPLACE

Proposed Year: 4

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 27 = Commodore John Rodgers; 8 = City Springs; 13 = Tench Tilghman; 23 = Wolfe Street; 25 = Dr. Rayner Browne; 47 = Hampstead Hill; 57 = Baltimore Freedom Academy (Lombard Building); 83 = William Paca; 97 = Collington Square; 102 = National Academy Foundation (Thomas Hayes Building); 133 = National Academy Foundation (Paul Laurence Dunbar Middle Building); 215 = Highlandtown #215; 323 = Crossroads; 327 = Patterson Park; 329 = Inner Harbor East; 334 = Bluford Drew Jemison Middle; 368 = Elmer A. Henderson; 414 = Paul Laurence Dunbar

Commodore John Rodgers Elementary/Middle School

School/building number: 27
Address: 100 N. Chester Street, 21231
Planning area: Southeast

Recommendation: RENOVATE WITH POSSIBLE ADDITION

Proposed Year: 7

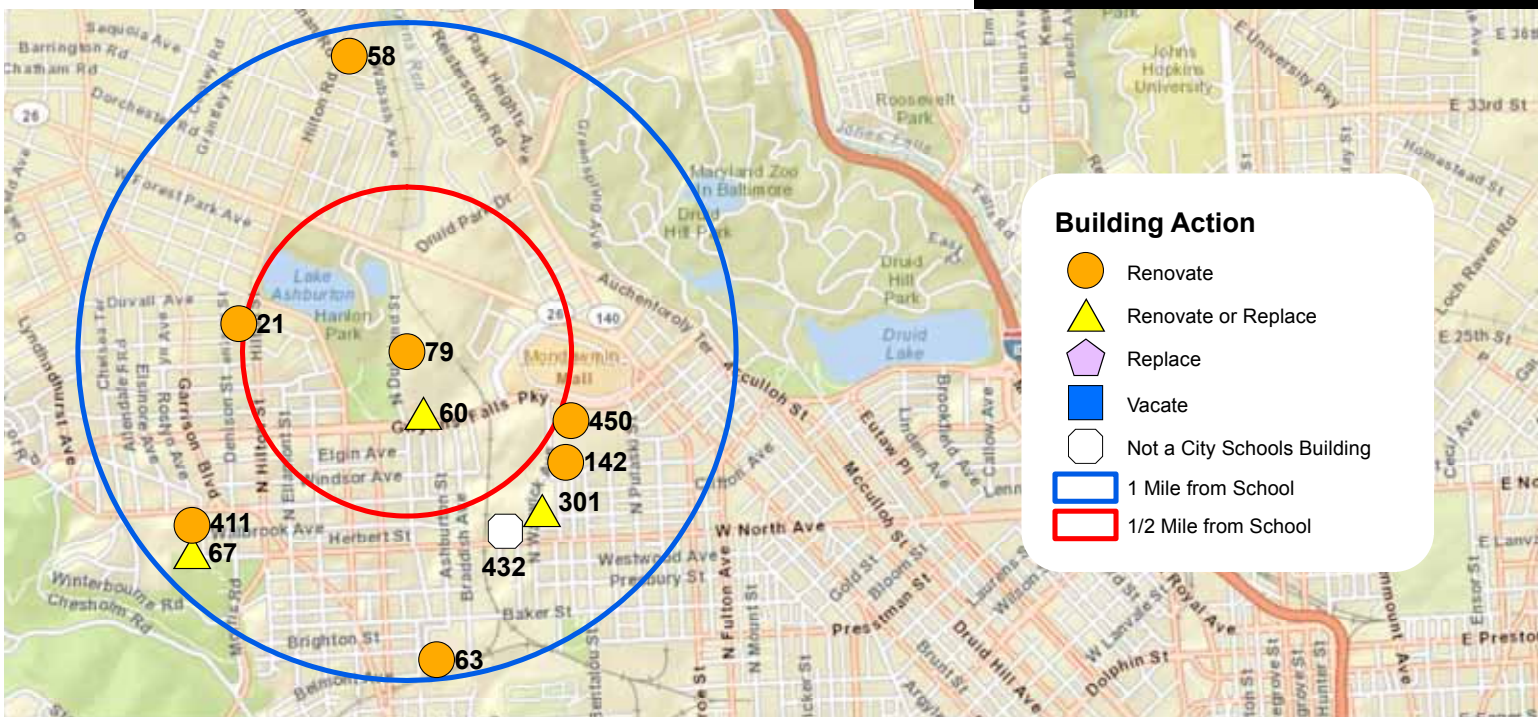
Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $8,138,579 to renovate the Commodore John Rodgers building and $22,769,118 to replace it, giving an FCI of 35.7 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Commodore John Rodgers building has an Educational Adequacy Score of 54.6, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 617 and a projected 2016 enrollment of 831, the Commodore John Rodgers building is on track to be utilized at a rate of 134.7 percent. This utilization rate, together with an analysis of projected enrollment trends in the community, points to the need to construct an addition to this building as part of its renovation to lower its utilization rate to a target of 75 to 90 percent.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 79 = ConneXions, Baltimore Liberation Diploma Plus, Maryland Academy of Technology and Health Sciences (William Lemmel Building); 21 = Hilton; 58 = Dr. Nathan A. Pitts-Ashburton; 60 = Gwynns Falls; 63 = Rosemont; 67 = Edgewood; 142 = Robert W. Coleman; 301 = William S. Baer; 411 = Baltimore Civitas, Bluford Drew Jemison West (Walbrook Building); 432 = Coppin Academy; 450 = Frederick Douglass

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $19,276,305 to renovate the William Lemmel Building and $53,303,460 to replace it, giving an FCI of 36.2 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The William Lemmel Building has an Educational Adequacy Score of 62.8, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 capacity of 1,531 and a projected 2016 enrollment of 1,171 for the three schools that occupy the William Lemmel Building (ConneXions, Maryland Academy of Technology and Health Sciences and Baltimore Liberation Diploma Plus High School) combined, the building is on track to be utilized at a rate of 76.5 percent.

»ConneXions is a charter school, whose charter is up for renewal in 2011–12. The co-located Baltimore Liberation Diploma Plus (a transformation school) and Maryland Academy of Technology and Health Sciences (a charter school) are also up for renewal in 2013–14 and 2011–12, respectively. Determination of the nature of renovations of the William H. Lemmel Building will be made following the outcome of these renewal processes.

ConneXions Community Leadership Academy High School

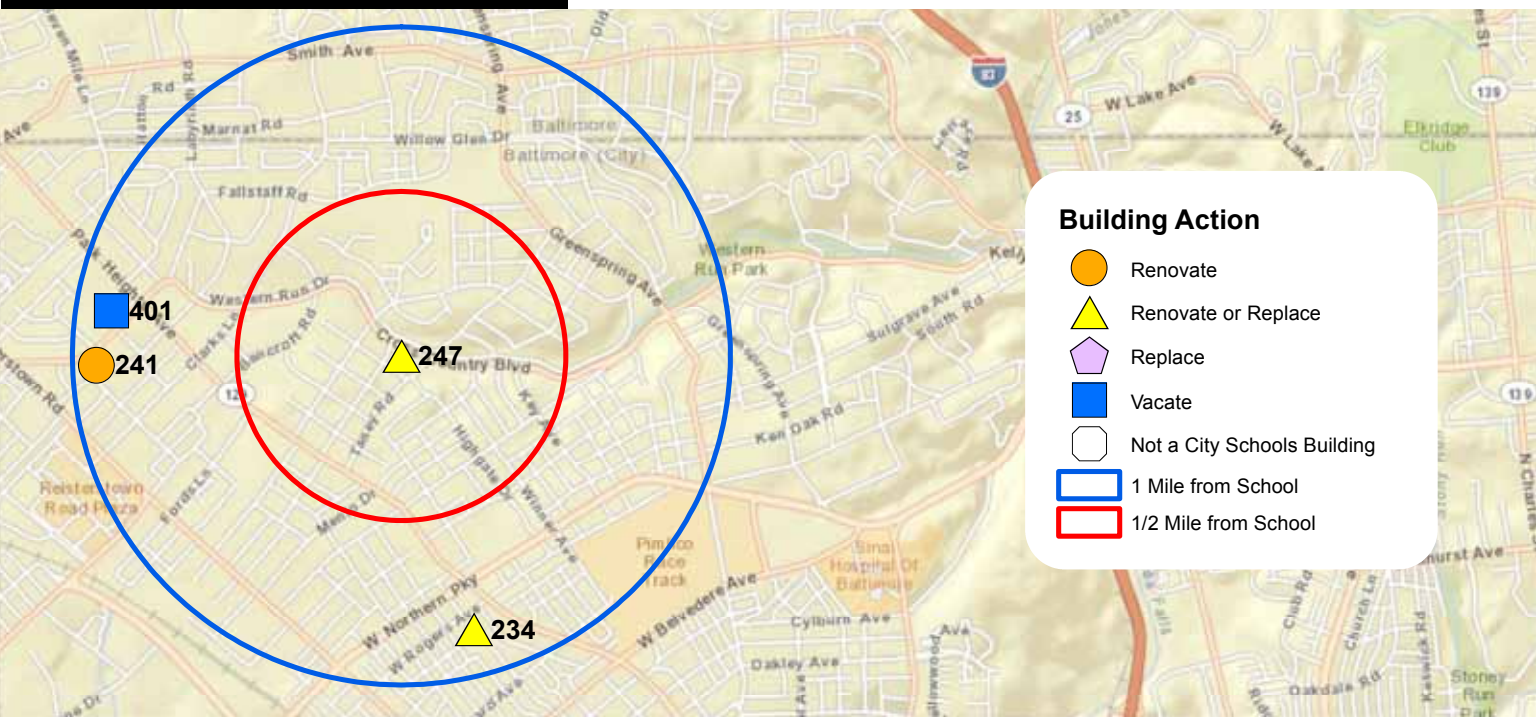
(William Lemmel Building)

School/building number: 325/79
Address: 2801 N. Dukeland Street, 21216
Planning area: West

Recommendation: RENOVATE

Proposed Year: 8

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 247 = Cross Country; 234 = Arlington; 241 = Fallstaff; 401 = Northwestern

Cross Country Elementary/Middle School

School/building number: 247
Address: 6100 Cross Country Boulevard, 21215
Planning area: Northwest

Recommendation: RENOVATE OR REPLACE

Proposed Year: 2

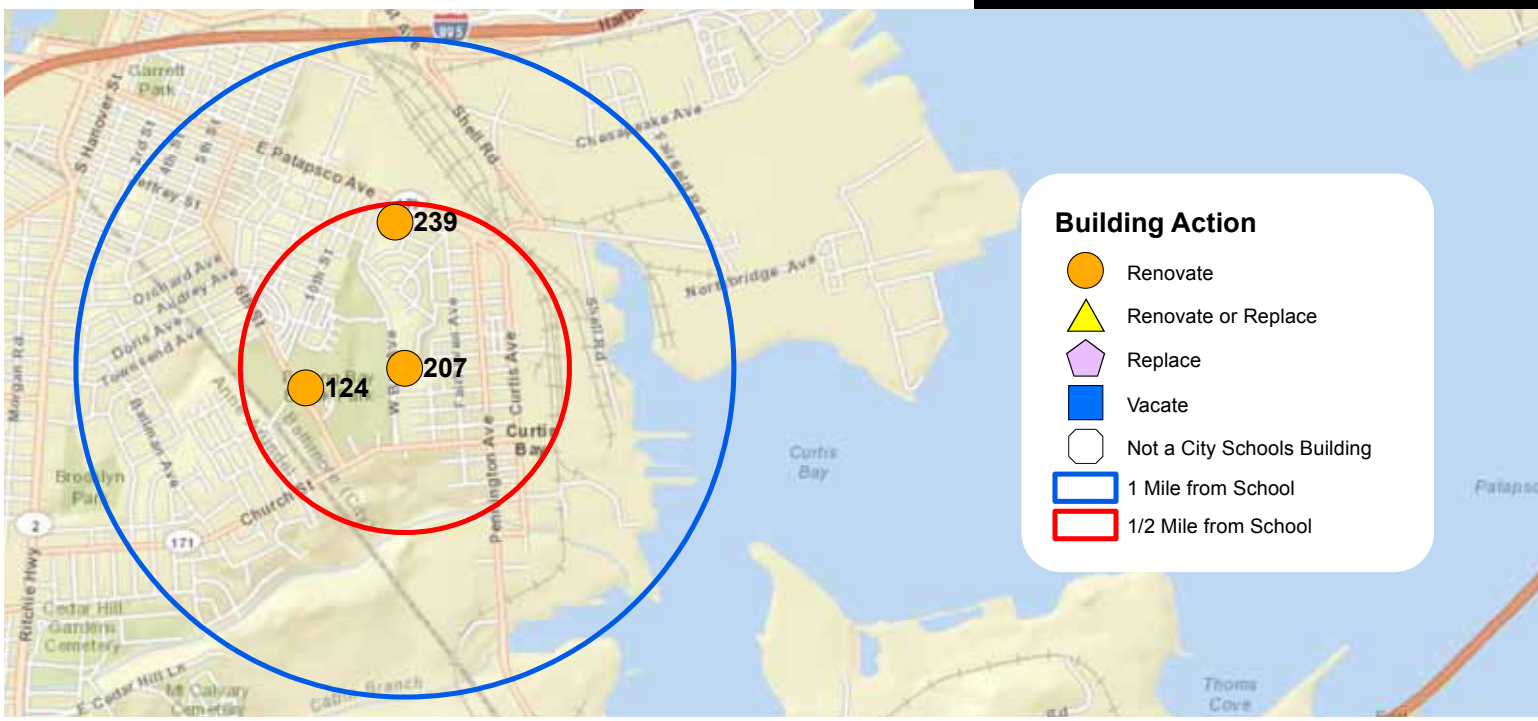
Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $13,926,149 to renovate the Cross Country building and $14,959,938 to replace it, giving an FCI of 93.1 percent. This FCI suggests that renovation or replacement should both be considered, and that replacement may be the more cost-effective option.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Cross Country building has an Educational Adequacy Score of 57.1, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 733 and a projected 2016 enrollment of 883, the Cross Country building is on track to be utilized at a rate of 120.5 percent. Although the high utilization rate points to the need for a larger building for this program, the limited size of this site does not lend itself either to new construction with increased capacity or to construction of an addition as part of renovation of the existing building.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 207 = Curtis Bay; 124 = Bay-Brook; 239 = Benjamin Franklin

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $9,289,986 to renovate the Curtis Bay building and $16,496,105 to replace it, giving an FCI of 56.3 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Curtis Bay building has an Educational Adequacy Score of 52.6, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 593 and a projected 2016 enrollment of 593, the Curtis Bay building is on track to be utilized at a rate of 100 percent.

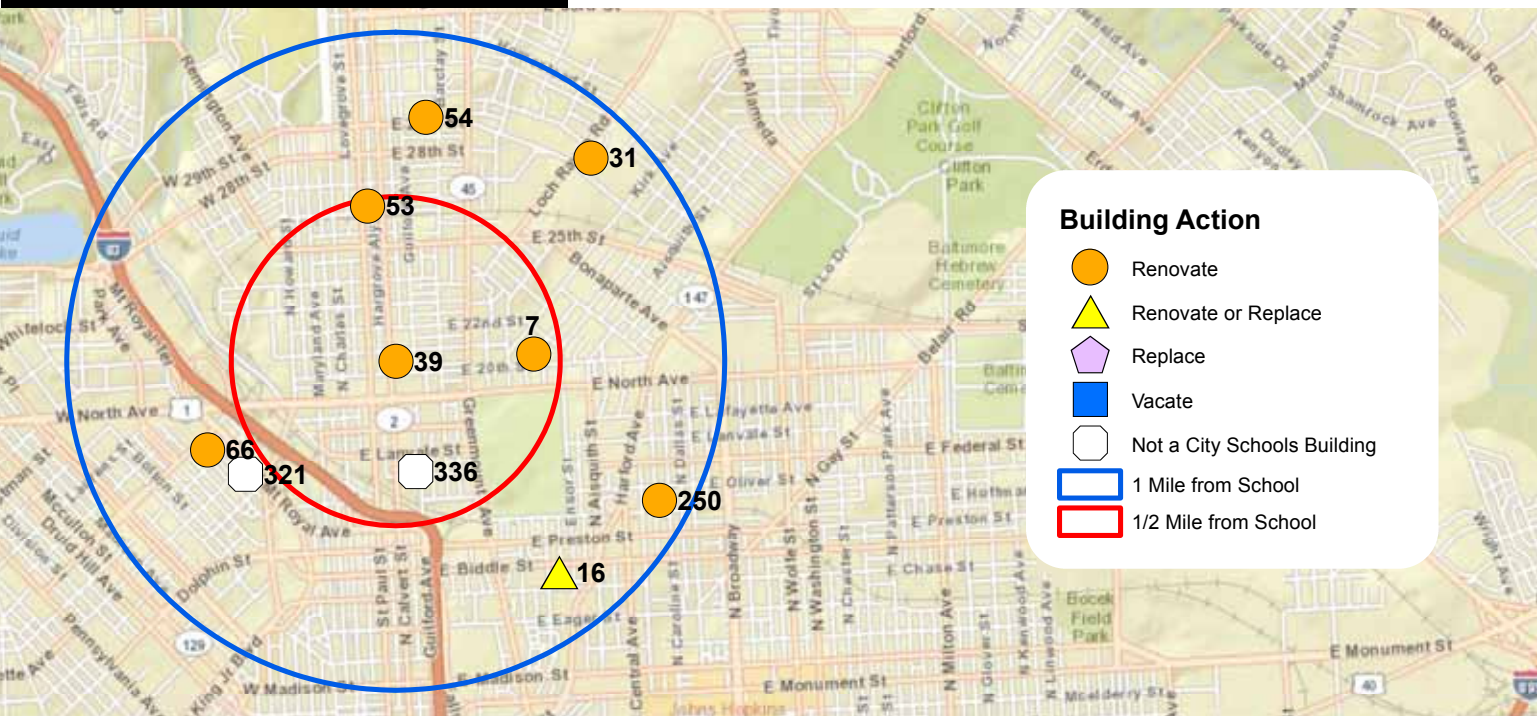
Curtis Bay Elementary/Middle School

School/building number: 207
Address: 4301 West Bay Avenue, 21225
Planning area: South

Recommendation: RENOVATE

Proposed Year: 4

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 39 = Dallas F. Nicholas; 7 = Cecil; 16 = Johnston Square; 31 = Coldstream Park; 53 = Margaret Brent; 54 = Barclay; 66 = Mount Royal; 250 = Dr. Bernard Harris; 321 = Midtown Academy; 336 = Baltimore Montessori

Dallas F. Nicholas, Sr., Elementary School

School/building number: 39
Address: 201 E. 21st Street, 21218
Planning area: North

Recommendation: RENOVATE

Proposed Year: 8

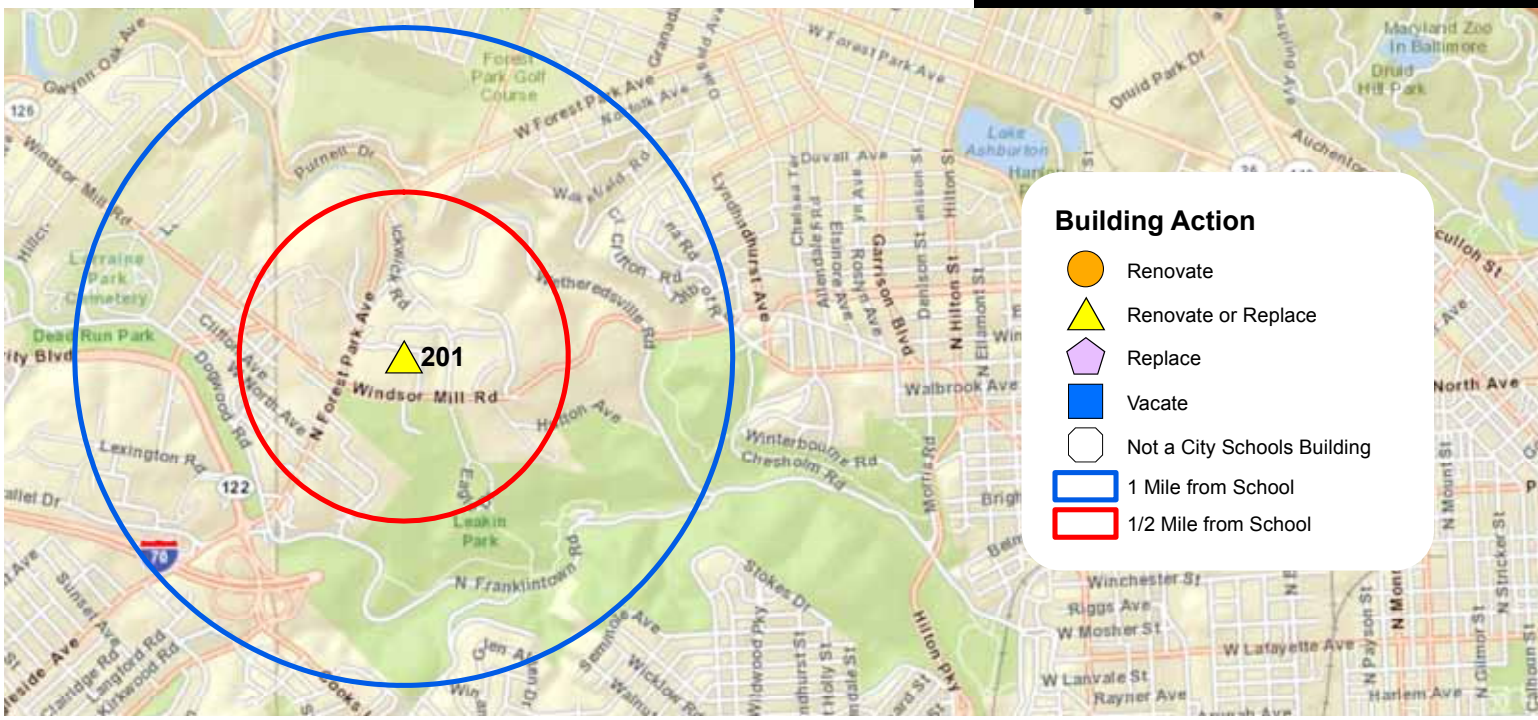
Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $9,152,760 to renovate the Dallas F. Nicholas building and $15,104,173 to replace it, giving an FCI of 60.6 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Dallas F. Nicholas building has an Educational Adequacy Score of 48.8, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 450 and a projected 2016 enrollment of 318, the Dallas F. Nicholas building is on track to be utilized at a rate of 70.7 percent.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 201 = Dickey Hill

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $15,127,021 to renovate the Dickey Hill building and $18,142,986 to replace it, giving an FCI of 83.4 percent. This FCI suggests that renovation or replacement should both be considered, and that replacement may be the more cost-effective option.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Dickey Hill building has an Educational Adequacy Score of 59, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 capacity of 628 and a projected 2016 enrollment of 358, the Dickey Hill building is on track to be utilized at a rate of 57 percent. The low utilization points to the need for a reduction in size, but this could be achieved only should replacement be pursued and a new, smaller building constructed with a target utilization rate of 75 to 90 percent; the existing building's architecture does not lend itself to reduction as part of a renovation.

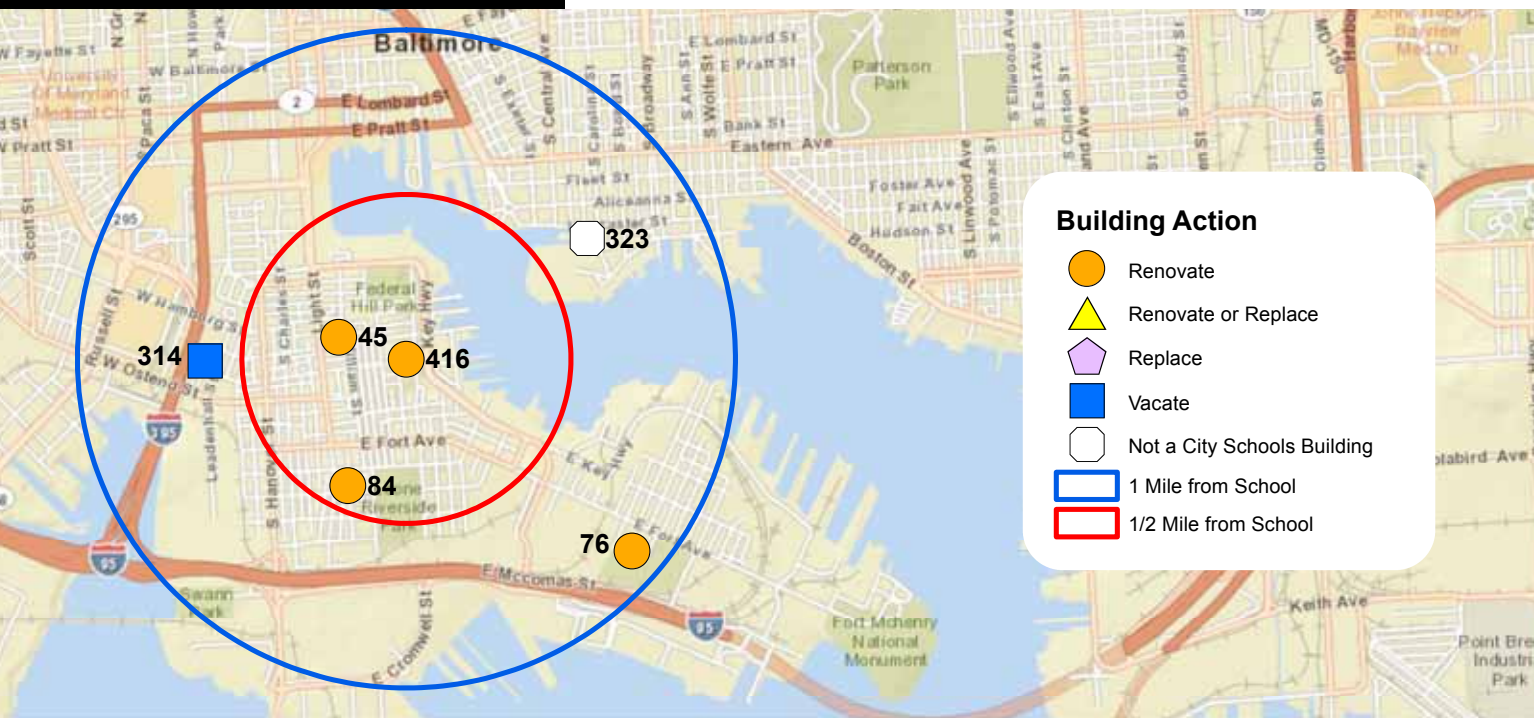
Dickey Hill Elementary/Middle School

School/building number: 201
Address: 5025 Dickey Hill Road, 21207
Planning area: Southwest

Recommendation: RENOVATE OR REPLACE

Proposed Year: 3

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 416 = Digital Harbor; 45 = Federal Hill Prep; 76 = Francis Scott Key; 84 = Thomas Johnson; 314 = Sharp-Leadenhall; 323 = Crossroads

Digital Harbor High School

School/building number: 416
Address: 1100 Covington Street, 21230
Planning area: South

Recommendation: RENOVATE

Proposed Year: 7

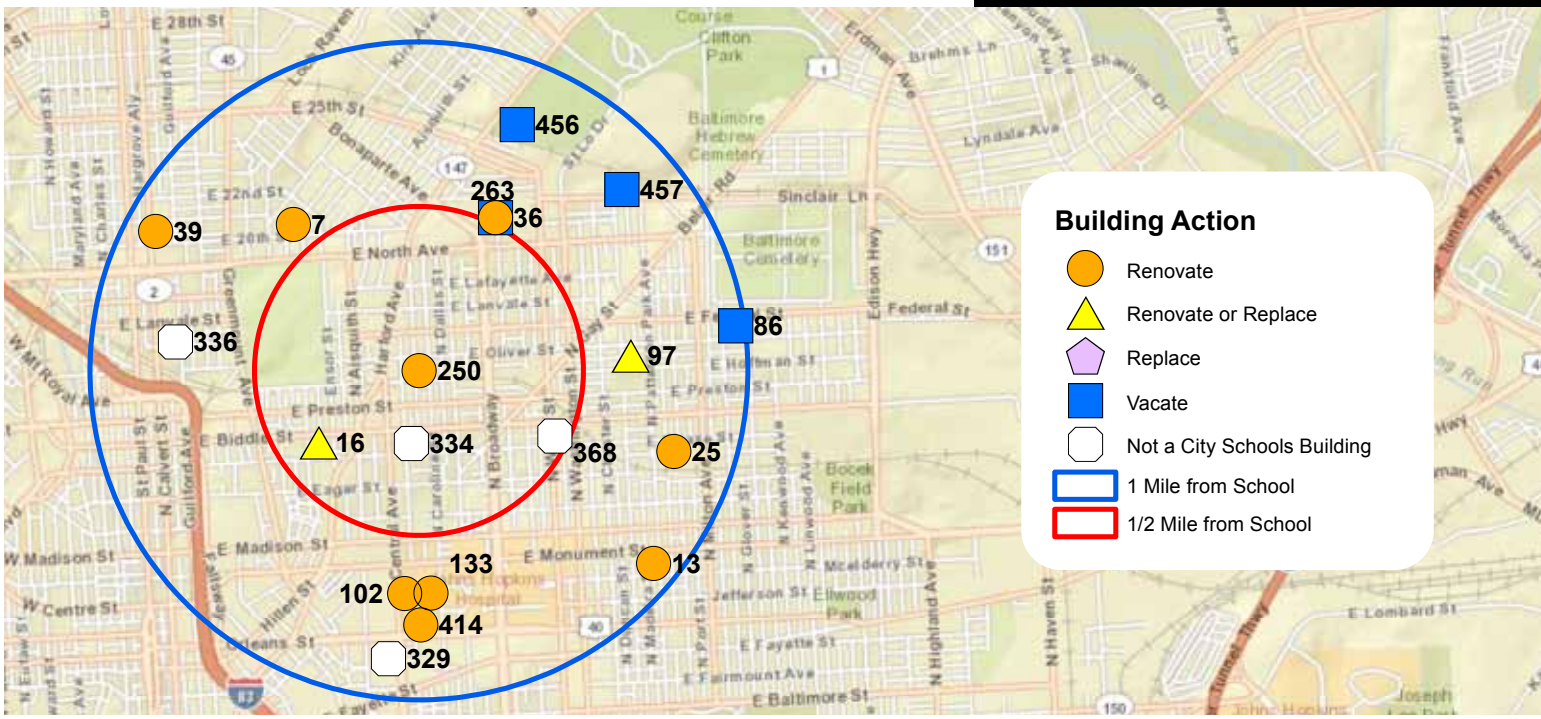
Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $15,714,966 to renovate the Digital Harbor building and $71,850,584 to replace it, giving an FCI of 21.9 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Digital Harbor building has an Educational Adequacy Score of 66.7, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 1,793 and a projected 2016 enrollment of 1,181, the Digital Harbor building is on track to be utilized at a rate of 65.9 percent.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 250 = Dr. Bernard Harris; 7 = Cecil; 13 = Tench Tilghman; 16 = Johnston Square; 25 = Dr. Rayner Browne; 36 = Harford Heights (Harford Heights Building); 39 = Dallas F. Nicholas; 86 = Lakewood; 97 = Collington Square; 102 = National Academy Foundation (Thomas Hayes Building); 133 = National Academy Foundation (Paul Laurence Dunbar Middle Building); 263 = William C. March; 329 = Inner Harbor East; 334 = Bluford Drew Jemison Middle; 336 = Baltimore Montessori; 368 = Elmer A. Henderson; 414 = Paul Laurence Dunbar; 456 = Achievement Academy, Baltimore Antioch Diploma Plus (Fairmount-Harford Building); 457 = Baltimore Rising Star (Laurence Paquin Building)

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $7,877,889 to renovate the Dr. Bernard Harris building and $16,729,894 to replace it, giving an FCI of 47.1 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Dr. Bernard Harris building has an Educational Adequacy Score of 56.2, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 585 and a projected 2016 enrollment of 508, the Dr. Bernard Harris building is on track to be utilized at a rate of 86.8 percent.

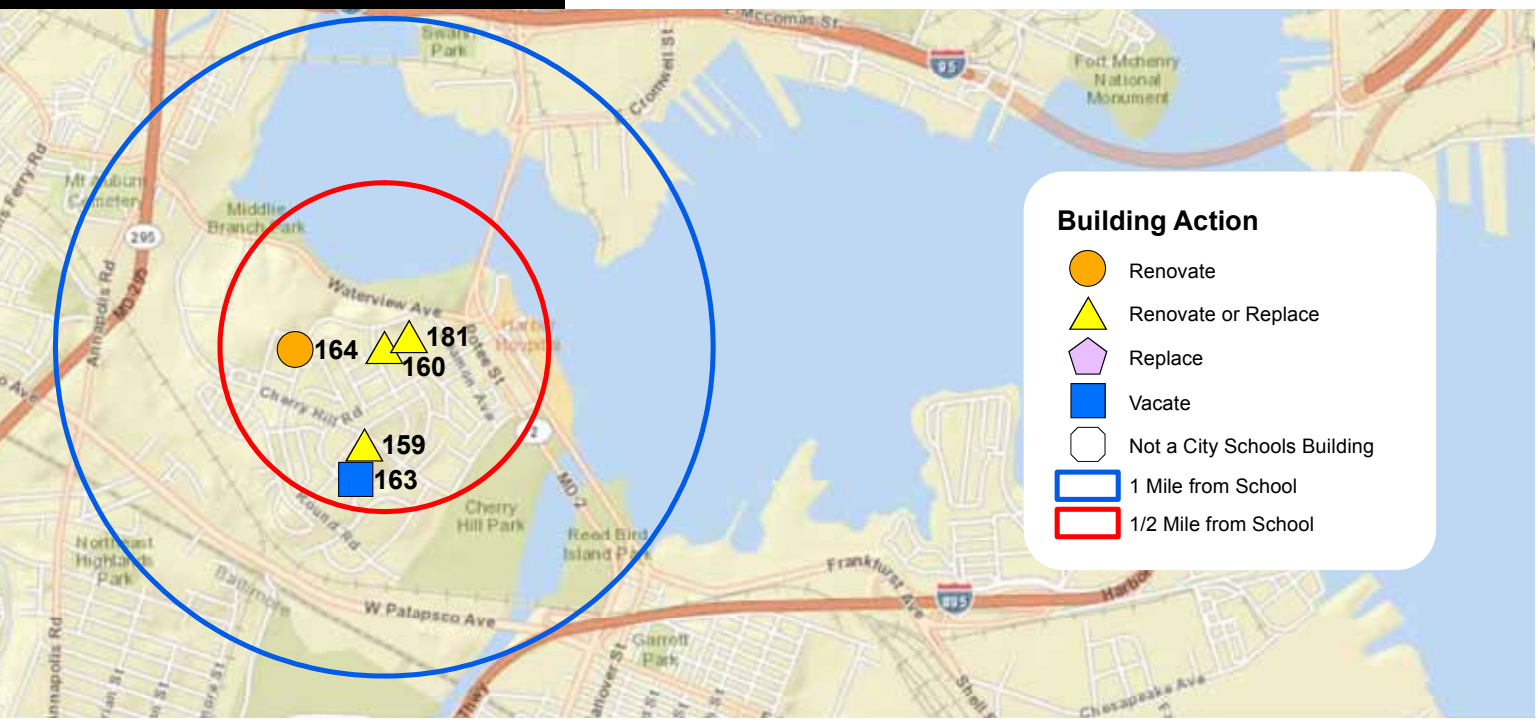
Dr. Bernard Harris, Sr., Elementary School

School/building number: 250
Address:1400 N. Caroline Street, 21213
Planning area: East

Recommendation: RENOVATE

Proposed Year: 6

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 160 = Dr. Carter Godwin Woodson; 159 = Cherry Hill; 163 = Patapsco; 164 = Arundel; 181 = New Era, Southside (Southside Building)

Dr. Carter Godwin Woodson Elementary/Middle School

School/building number: 160
Address: 2501 Seabury Road, 21225
Planning area: South

Recommendation: RENOVATE OR REPLACE

Proposed Year: 1

Rationale for Recommendation

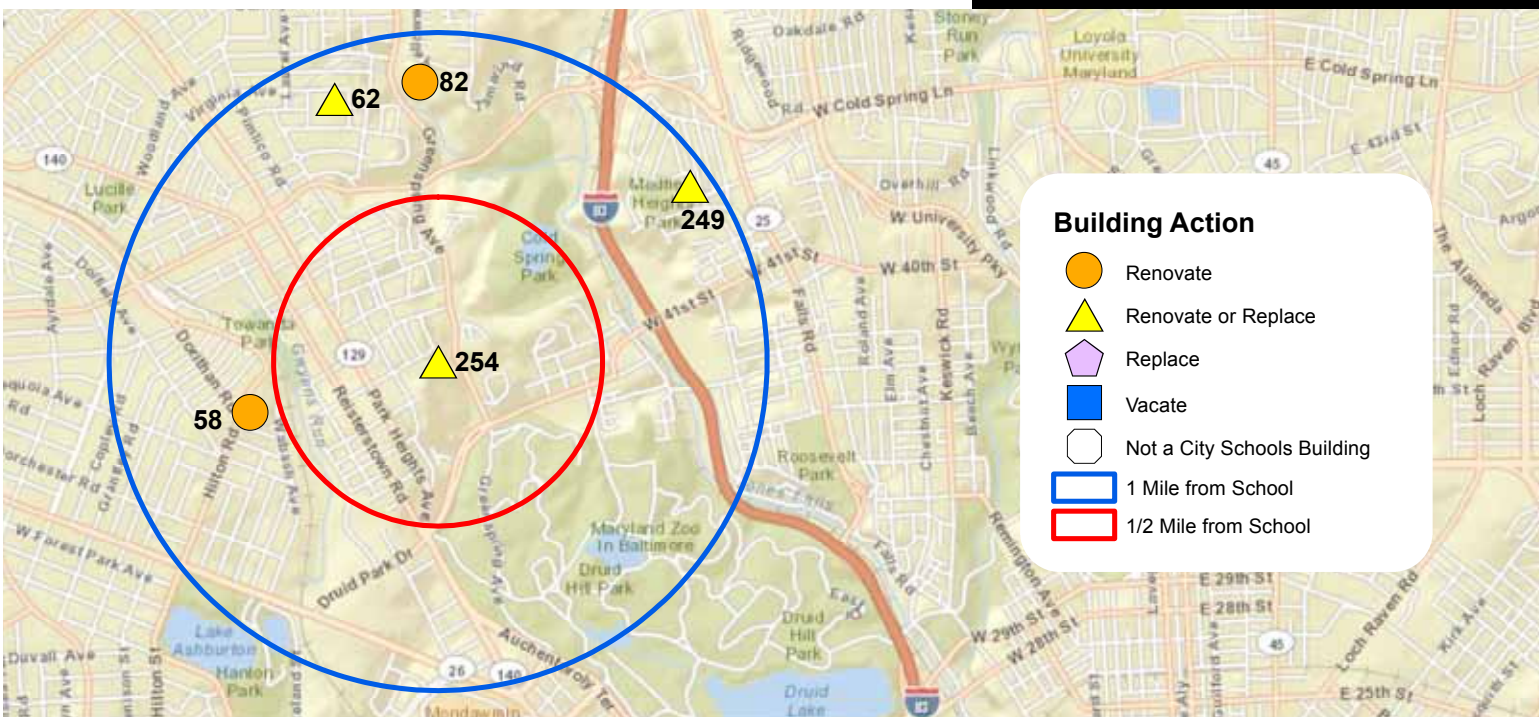
»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $12,342,348 to renovate the Dr. Carter Godwin Woodson building and $16,276,847 to replace it, giving an FCI of 75.8 percent. This FCI suggests that renovation or replacement should both be considered, and that replacement may be the more cost-effective option.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Dr. Carter Godwin Woodson building has an Educational Adequacy Score of 60.8, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 426 and a projected 2016 enrollment of 331, the Dr. Carter Godwin Woodson building is on track to be utilized at a rate of 77.7 percent.

»Enrollment trends in the community support the need for three schools to serve students in the elementary and middle grades, rather than the four that currently exist. As a result, Patapsco Elementary/Middle School is recommended for closure. It is anticipated that some students from Patapsco will attend Dr. Carter Godwin Woodson Elementary/Middle School in its new or newly renovated building.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 254 = Dr. Martin Luther King; 58 = Dr. Nathan A. Pitts-Ashburton; 62 = Edgecombe Circle; 82 = KIPP Harmony, KIPP Ujima Village (Roland Patterson Building); 249 = Medfield Heights

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $14,295,144 to renovate the Dr. Martin Luther King building and $21,123,900 to replace it, giving an FCI of 67.7 percent. While the FCI points to the need for renovation, factors described below suggest that replacement at a smaller size should also be considered. The cost of replacing this building at a smaller size would likely be lower than the estimated cost of renovating the existing building.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Dr. Martin Luther King building has an Educational Adequacy Score of 60, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 878 and a projected 2016 enrollment of 345, the Dr. Martin Luther King building is on track to be utilized at a rate of 39.3 percent. This utilization rate, together with an analysis of projected enrollment trends in the community, points to the need for a reduction in the size of this building; however, the building's architecture does not lend itself to reduction. A feasibility study will consider whether replacement at a smaller size is the most appropriate action.

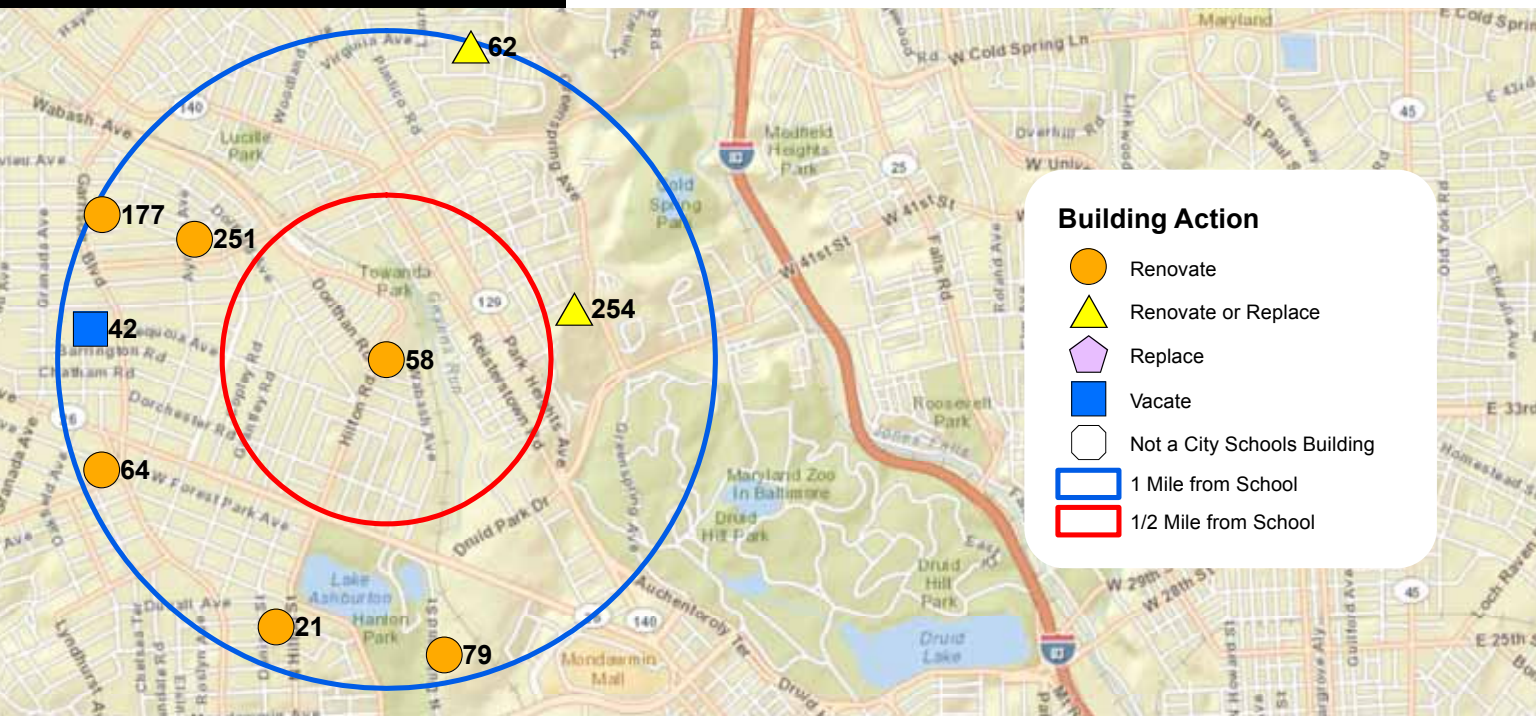
Dr. Martin Luther King, Jr., Elementary/Middle School

School/building number: 254
Address: 3750 Greenspring Avenue, 21211
Planning area: Northwest

Recommendation: RENOVATE OR REPLACE WITH POSSIBLE REDUCTION

Proposed Year: 3

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 58 = Dr. Nathan A. Pitts-Ashburton; 21 = Hilton; 42 = Garrison; 62 = Edgecombe Circle; 64 = Liberty; 79 = Baltimore Liberation Diploma Plus, ConneXions, Maryland Academy of Technology and Health Sciences (William Lemmel Building); 177 = George W.F. McMechen; 251 = Callaway; 254 = Dr. Martin Luther King

Dr. Nathan A. Pitts-Ashburton Elementary/Middle School

School/building number: 58
Address: 3935 Hilton Road, 21215
Planning area: Northwest

Recommendation: RENOVATE

Proposed Year: 10

Rationale for Recommendation

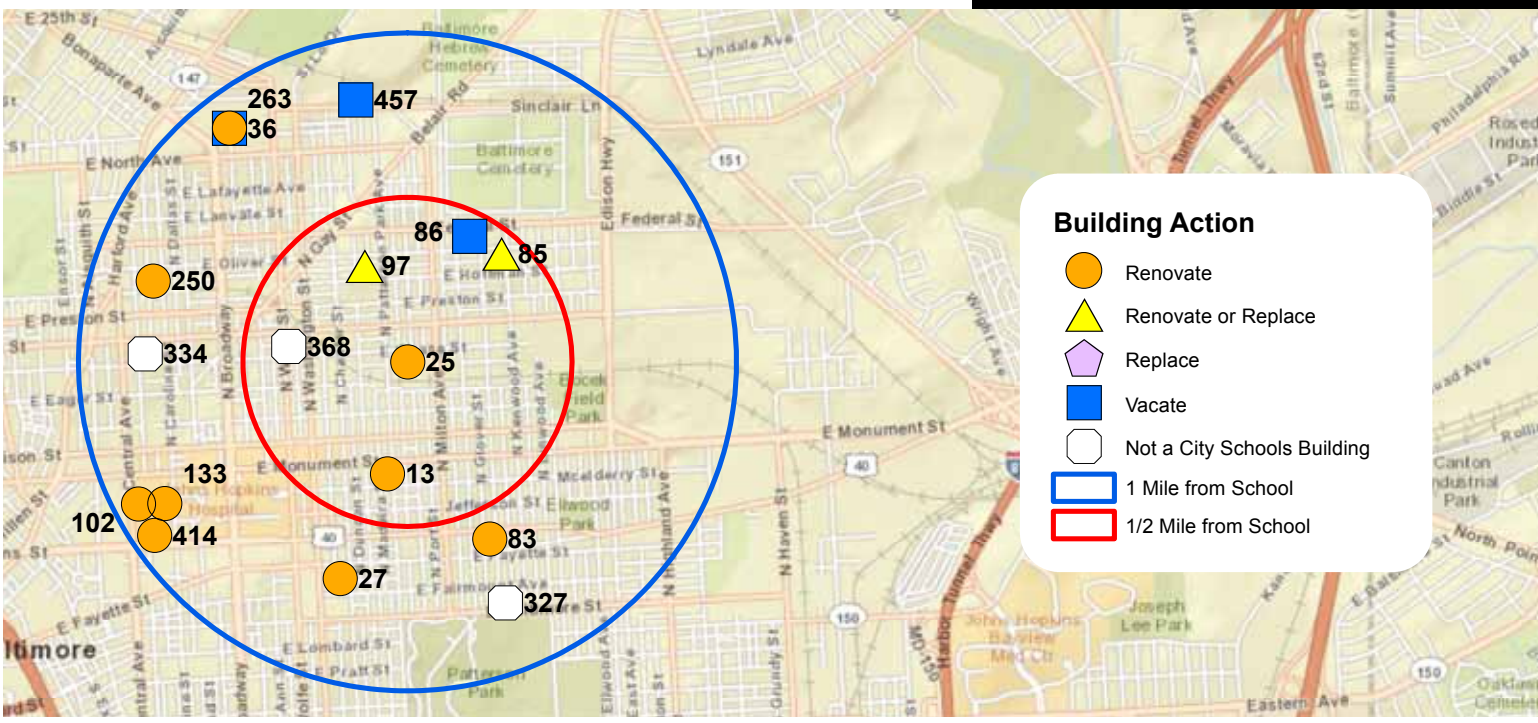
»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $5,362,483 to renovate the Dr. Nathan A. Pitts-Ashburton building and $18,131,612 to replace it, giving an FCI of 29.6 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Dr. Nathan A. Pitts-Ashburton building has an Educational Adequacy Score of 65.4, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 761 and a projected 2016 enrollment of 392, the Dr. Nathan A. Pitts-Ashburton building is on track to be utilized at a rate of 51.5 percent.

»Some students from Garrison Middle School, a program recommended for closure, are anticipated to choose Dr. Nathan A. Pitts-Ashburton as a middle grades option in the area. Enrollment gains will result, along with a corresponding increased utilization rate. The current size of this building is anticipated to be adequate.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 25 = Dr. Rayner Browne; 13 = Tench Tilghman; 27 = Commodore John Rodgers; 36 = Harford Heights (Harford Heights Building); 83 = William Paca; 85 = Fort Worthington; 86 = Lakewood; 97 = Collington Square; 102 = National Academy Foundation (Thomas Hayes Building); 133 = National Academy Foundation (Paul Laurence Dunbar Middle Buiding); 250 = Dr. Bernard Harris; 263 = William C. March; 327 = Patterson Park; 334 = Bluford Drew Jemison Middle; 368 = East Baltimore Community; 414 = Paul Laurence Dunbar; 457 = Baltimore Rising Star (Laurence Paquin Building)

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $6,486,517 to renovate the Dr. Rayner Browne building and $9,641,025 to replace it, giving an FCI of 67.3 percent. While this FCI indicates that both renovation and replacement should be considered with replacement perhaps the more cost-effective option, additional factors (described below) lead to a recommendation to close this program and renovate the building to meet the needs of a different program.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Dr. Rayner Browne building has an Educational Adequacy Score of 62.5 indicating it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 246 and a projected 2016 enrollment of 204, the Dr. Rayner Browne building is on track to be utilized at a rate of 82.9 percent. This rate, together with an analysis of projected enrollment in the area, points to excess capacity for these grades in this region.

»The small capacity of the Dr. Rayner Browne building does not support a full elementary/middle school program. These factors, combined with other available school data, lead to a recommendation of closure for this program.

»A renovated Dr. Rayner Browne building will house a new early learning program for children from age 3 to 2nd grade. Depending on age, students from the current Dr. Rayner Browne program will attend either this new early learning program or the expanded Fort Worthington program that will serve grades 1 to 8.

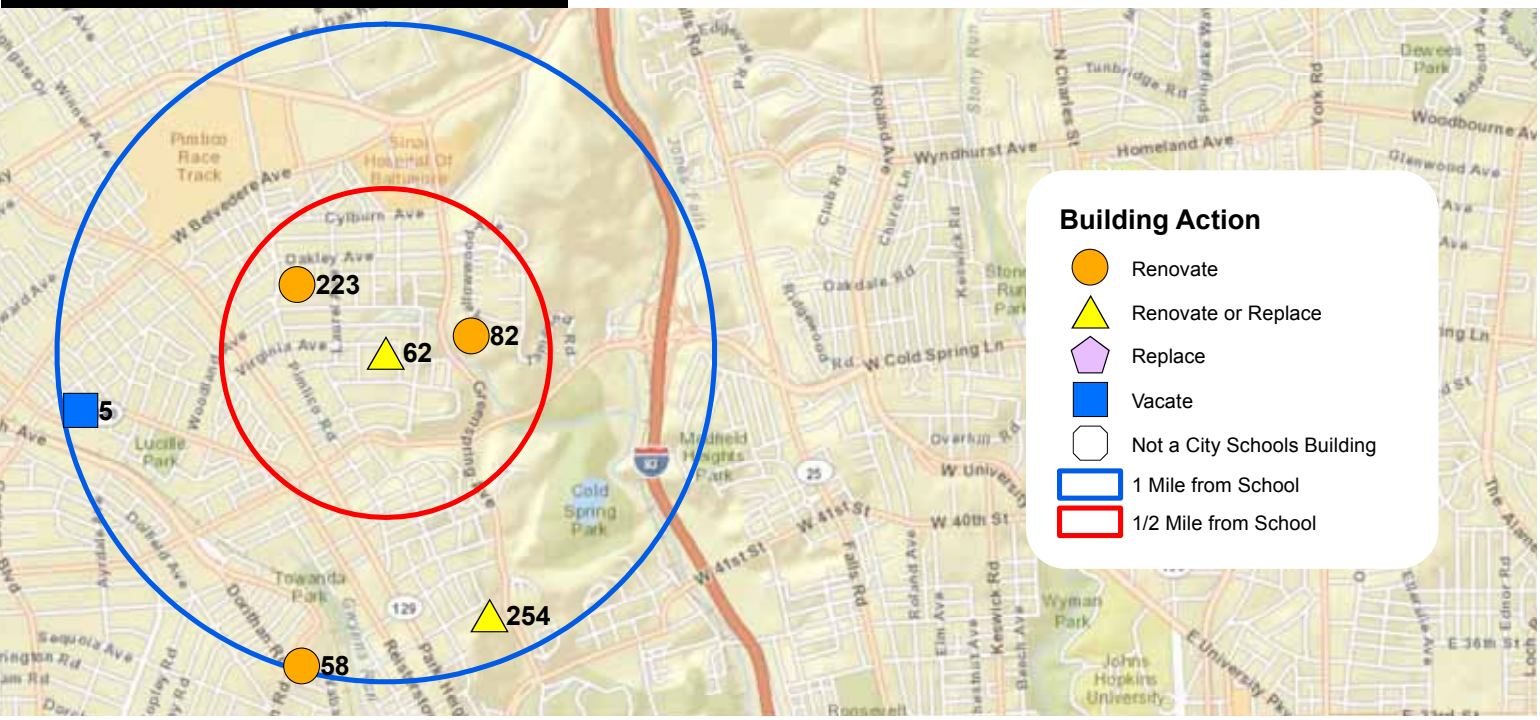
Dr. Rayner Browne Elementary/Middle School

School/building number: 25
Address: 1000 N. Montford Avenue, 21213
Planning area: East

Recommendation: RENOVATE; CLOSE PROGRAM

Proposed Year: 3

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 62 = Edgecombe Circle; 5 = Langston Hughes; 58 = Dr. Nathan A. Pitts-Ashburton; 82 = KIPP Harmony, KIPP Ujima Village (Roland Patterson Building); 223 = Pimlico; 254 = Dr. Martin Luther King

Edgecombe Circle Elementary/Middle School

School/building number: 62
Address: 2835 Virginia Avenue, 21215
Planning area: Northwest

Recommendation: RENOVATE OR REPLACE

Proposed Year: 3

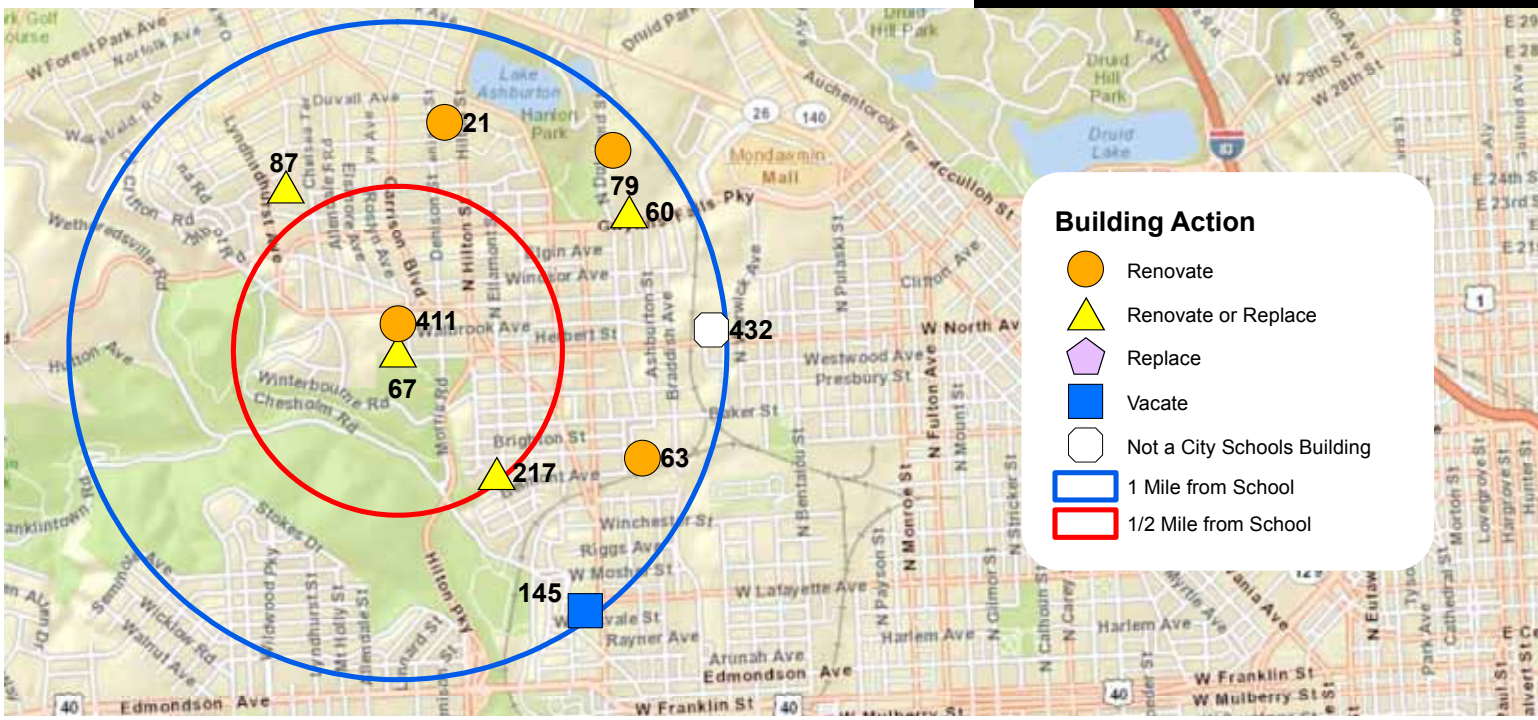
Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $16,752,244 to renovate the Edgecombe Circle building and $18,996,848 to replace it, giving an FCI of 88.2 percent. This FCI suggests that renovation or replacement should both be considered, and that replacement may be the more cost-effective option.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Edgecombe Circle building has an Educational Adequacy Score of 55.8, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 758 and a projected 2016 enrollment of 626, the Edgecombe Circle building is on track to be utilized at a rate of 82.6 percent.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 67 = Edgewood; 21 = Hilton; 60 = Gwynns Falls; 63 = Rosemont; 79 = Baltimore Liberation Diploma Plus, ConneXions, Maryland Academy of Technology and Health Sciences (William Lemmel Building); 87 = Windsor Hills; 145 = Alexander Hamilton; 217 = Belmont; 411 = Baltimore Civitas, Bluford Drew Jemison West (Walbrook Building); 432 = Coppin Academy

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $12,530,420 to renovate the Edgewood building and $14,329,918 to replace it, giving an FCI of 87.4 percent. This FCI suggests that renovation or replacement should both be considered, and that replacement may be the more cost-effective option.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Edgewood building has an Educational Adequacy Score of 58.2, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 466 and a projected 2016 enrollment of 256, the Edgewood building is on track to be utilized at a rate 54.9 percent. While the low utilization points to the need for a reduction in size, this could be achieved only with construction of a new, smaller building with a target utilization rate of 75 to 90 percent; the existing building's architecture does not lend itself to plans for a reduction as part of a renovation.

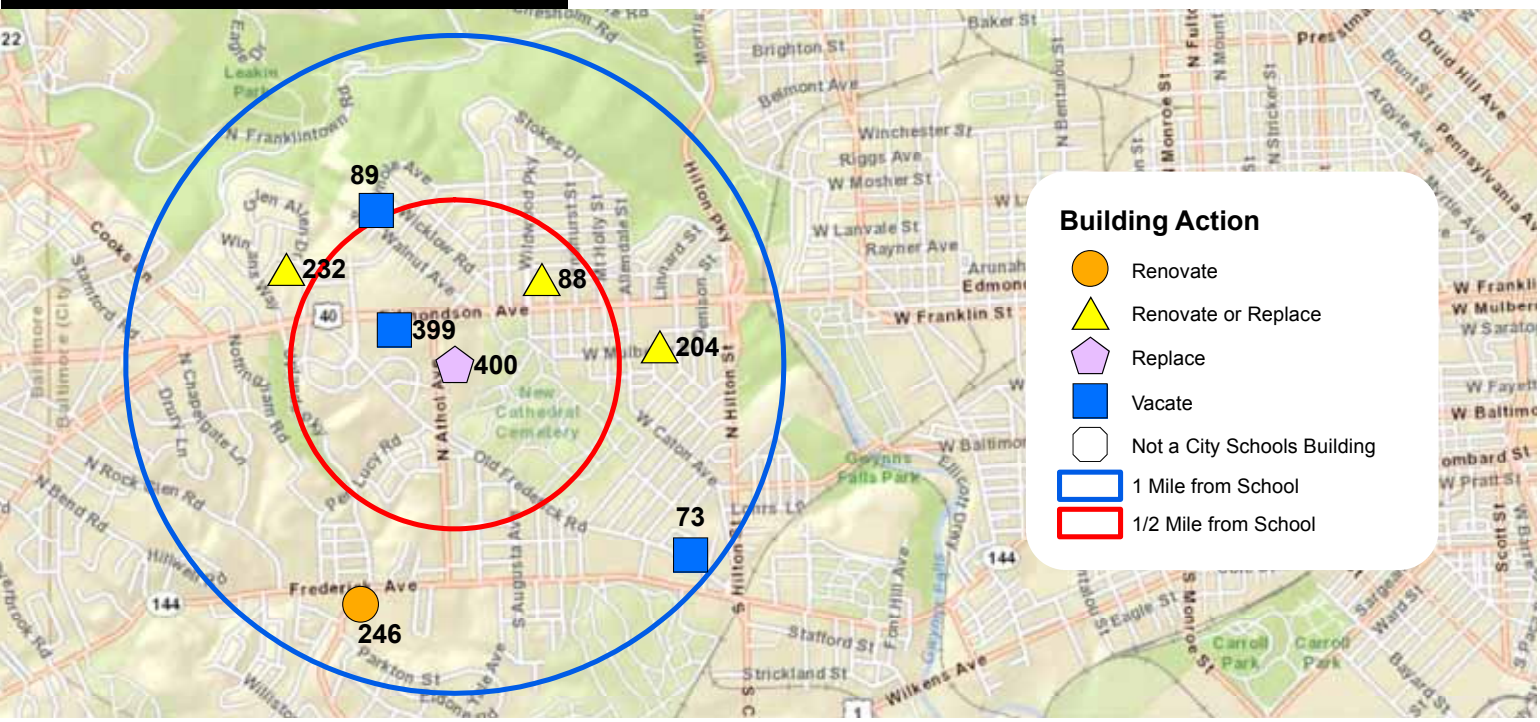
Edgewood Elementary School

School/building number: 67
Address: 1900 Edgewood Street, 21216
Planning area: West

Recommendation: RENOVATE OR REPLACE

Proposed Year: 4

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 400 = Edmondson-Westside (Edmondson Building); 399 = Edmondson-Westside (Edmondson-Westside Skill Center); 73 = Sarah M. Roach; 88 = Lyndhurst; 89 = Rognel Heights; 204 = Mary E. Rodman; 232 = Thomas Jefferson; 246 = Beechfield

Edmondson-Westside High School

(Edmondson Building; Edmondson-Westside Skill Center)

School/building number: 400/400; 399
Address: 501 N. Athol Avenue, 21229; 4501 Edmondson Avenue, 21229
Planning area: Southwest

Recommendation: REPLACE WITH REDUCTION

Proposed Year: 5

Rationale for Recommendation

»*The Edmondson-Westside High School program uses two buildings: the Edmondson Building and the Edmondson-Westside Skill Center.*

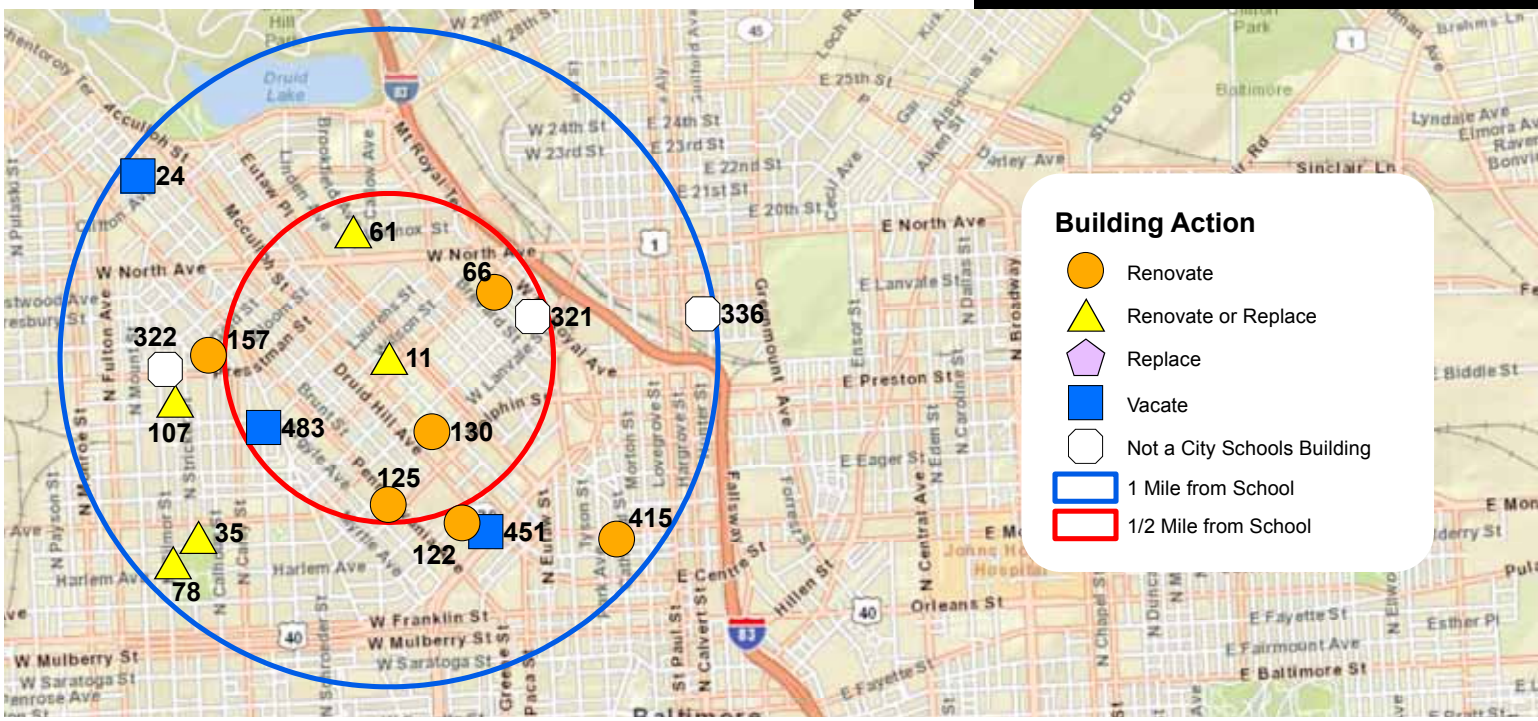
»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an index greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $37,075,669 to renovate the Edmondson Building and $44,528,928 to replace it, giving an FCI of 83.3 percent; for the Skill Center, estimates are $23,214,826 to renovate and $47,913,184 to replace, giving an FCI of 48.5 percent. Although these divergent FCIs indicate that both renovation and replacement should be considered, additional factors (described below) point to construction of a new, smaller building to house this program.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Edmondson Building has an Educational Adequacy score of 52.3, and the Skill Center Building has an Educational Adequacy Score of 48.7, indicating that neither meets the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 2,830 for the Edmondson and Skill Center buildings combined and a projected 2016 enrollment for Edmondson-Westside High School of 848, the buildings are on track to be utilized at a rate of 30 percent.

»A feasibility study has already been completed to determine the most appropriate action for these buildings to address the school's program and size needs, with the outcome indicating reduction in capacity and construction of a single, smaller building. The Skill Center will be vacated, and Skill Center programming will move to a newly constructed Edmondson Building.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 11 = Eutaw-Marshburn; 24 = Westside; 35 = Harlem Park; 61 = John Eager Howard; 66 = Mount Royal; 78 = Augusta Fells Savage, Baltimore Talent Development (Harlem Park Building); 107 = Gilmor; 122= Historic Samuel Coleridge-Taylor; 125 = Furman L. Templeton; 130 = Booker T. Washington, Renaissance Academy (Booker T. Washington Building); 157 = William Pinderhughes (George Kelson Building); 321 = Midtown Academy; 322 = New Song Academy; 336 = Baltimore Montessori; 415 = Baltimore School for the Arts; 451 = New Hope Academy (Joseph Briscoe Building); 483 = Monarch Academy (William Pinderhughes Building)

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $19,945,450 to renovate the Eutaw-Marshburn building and $22,179,706 to replace it, giving an FCI of 89.9 percent. This FCI suggests that renovation or replacement should both be considered, and that replacement may be the more cost-effective option.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Eutaw-Marshburn building has an Educational Adequacy Score of 59.8, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 494 and a projected 2016 enrollment of 305, the Eutaw-Marshburn building is on track to be utilized at a rate of 61.7 percent. The low utilization rate, together with projected enrollment trends, points to the need for a smaller building on this site.

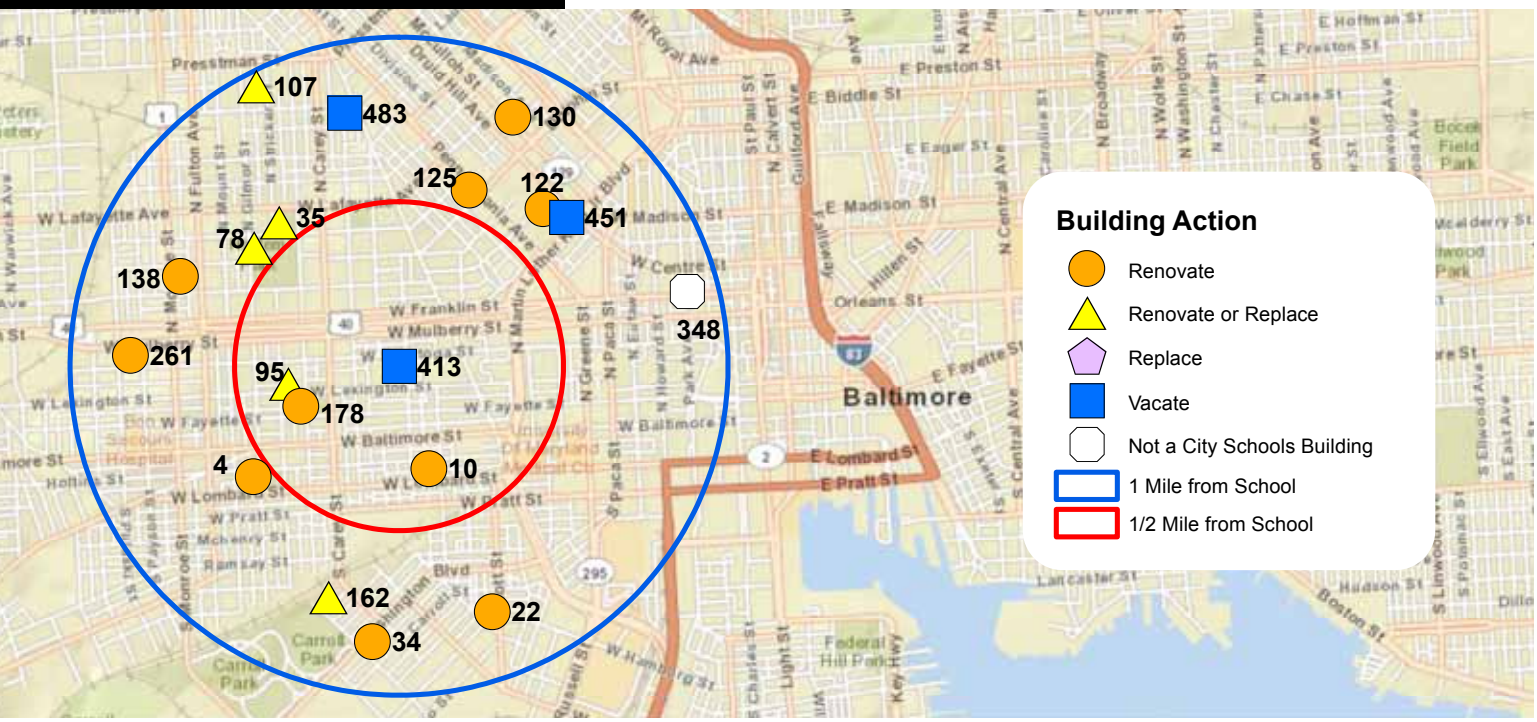
Eutaw-Marshburn Elementary School

School/building number: 11
Address: 1624 Eutaw Place, 21217
Planning area: West

Recommendation: RENOVATE OR REPLACE WITH POSSIBLE REDUCTION

Proposed Year: 3

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 413 = Excel Academy (Harbor City Building); 4 = Steuart Hill; 10 = James McHenry; 22 = George Washington; 34 = Charles Carroll Barrister; 35 = Harlem Park; 78 = Augusta Fells Savage, Baltimore Talent Development (Harlem Park Building); 95 = Franklin Square; 107 = Gilmor; 122 = Historic Samuel Coleridge-Taylor; 125 = Furman L. Templeton; 130 = Booker T. Washington, Renaissance Academy (Booker T. Washington Building); 138 = Roots and Branches (Harriet Tubman Building); 162 = Southwest Baltimore Charter; 178 = Viven T. Thomas (Francis Wood Building); 261 = Lockerman Bundy; 348 = Baltimore Leadership School; 451 = New Hope Academy (Josesph Briscoe Building); 483 = Monarch Academy (William Pinderhughes Building)

Excel Academy at Francis M. Wood High School

(Harbor City 413 West Building)

School/building number: 178/413
Address: 1001 W. Saratoga Street, 21223
Planning area: South

Recommendation: VACATE; CLOSE PROGRAM

Proposed Year: 1

Rationale for Recommendation

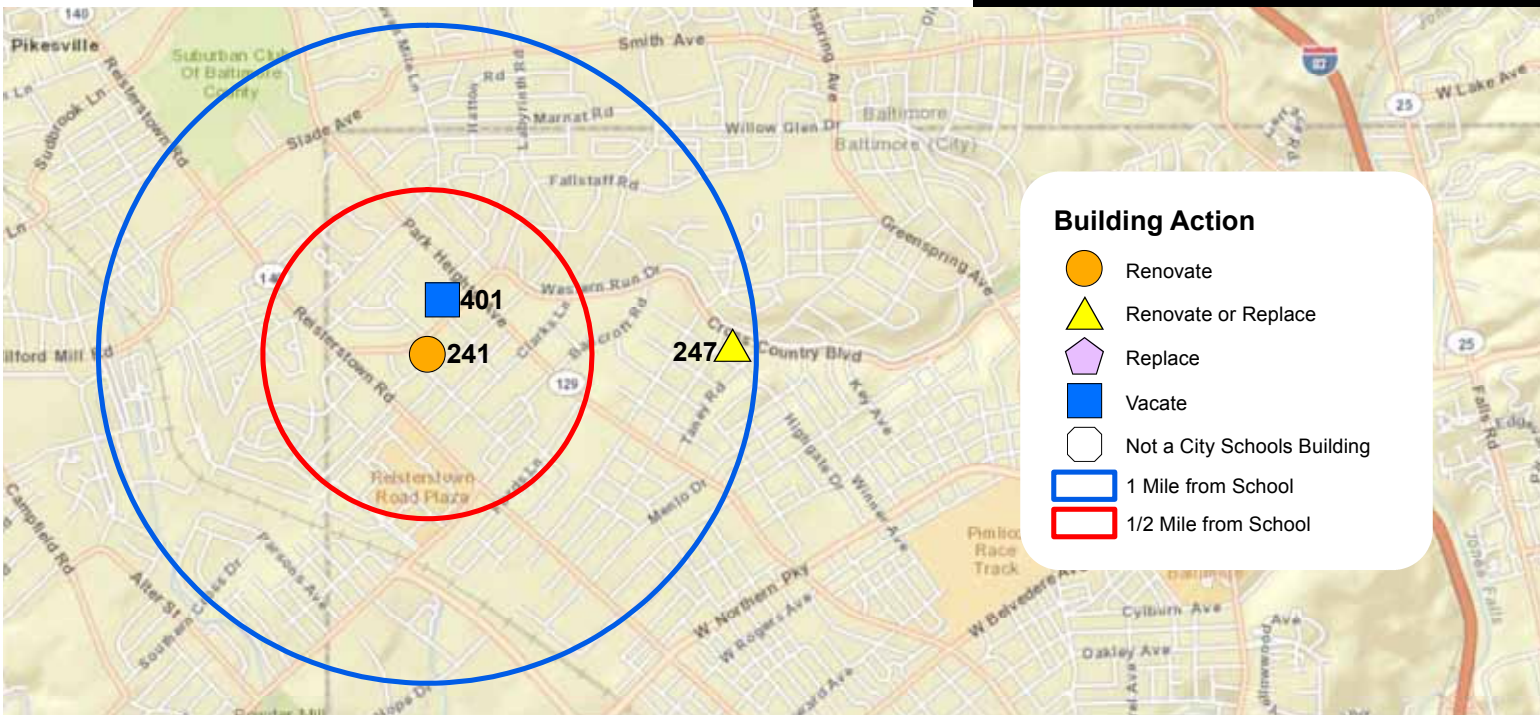
»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $6,277,255 to renovate the Harbor City Building and $17,358,056 to replace it, giving an FCI of 36.2 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Harbor City 413 West Building has an Educational Adequacy Score of 68.6, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 604 and a projected 2016 enrollment of 305, the Harbor City Building is on track to be utilized at a rate of 50.5 percent.

»The low utilization rate, combined with school performance data, leads to a recommendation for closure. Students from Excel Academy will attend a school selected through the High School Choice process or be referred to a different alternative options program that best meets their needs.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 241 = Fallstaff; 247 = Cross Country; 401 = Northwestern

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $10,875,687 to renovate the Fallstaff building and $16,286,887 to replace it, giving an FCI of 66.8 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Fallstaff building has an Educational Adequacy Score of 63.5, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 564 and a projected 2016 enrollment of 432, the Fallstaff building is on track to be utilized at a rate of 76.6 percent.

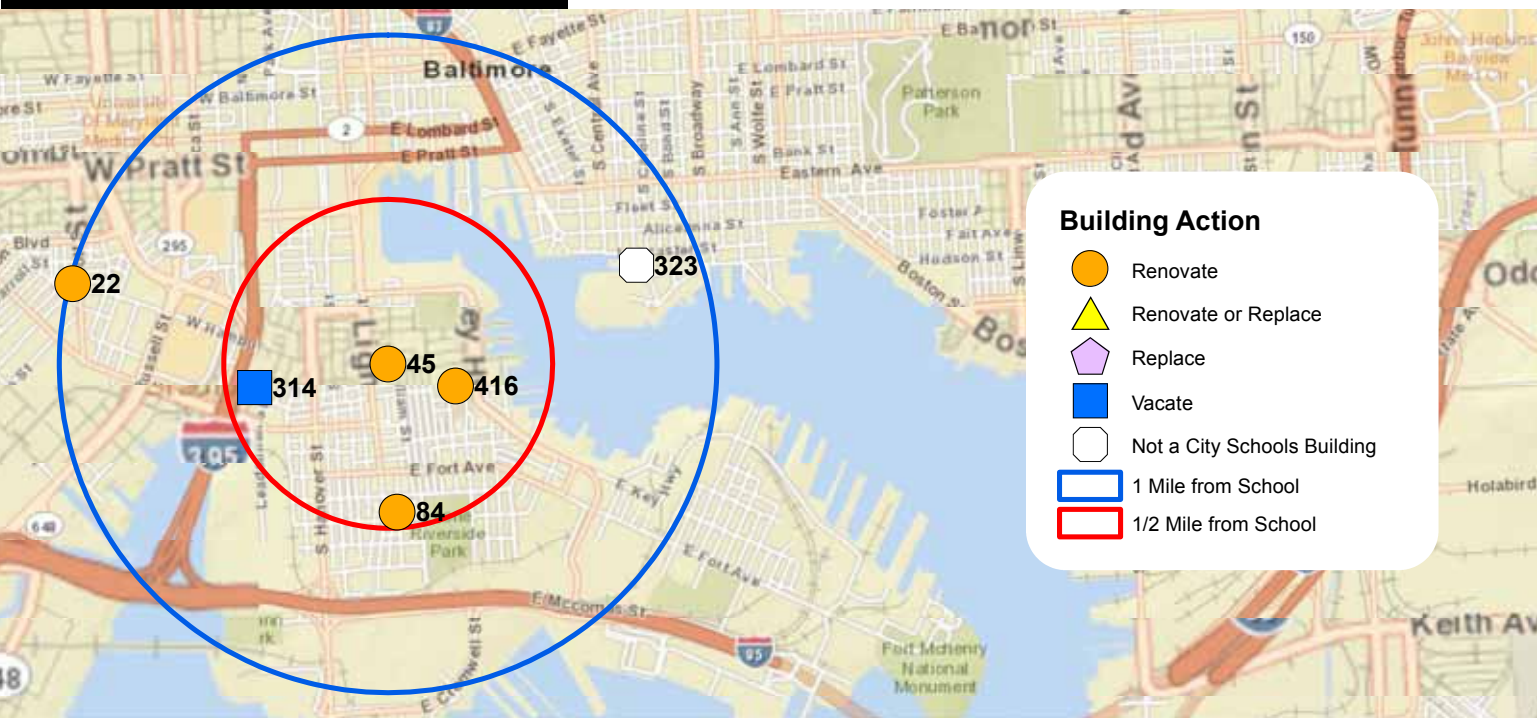
Fallstaff Elementary/Middle School

School/building number: 241
Address: 3801 Fallstaff Road, 21215
Planning area: Northwest

Recommendation: RENOVATE

Proposed Year: 8

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 45 = Federal Hill Prep; 22 = George Washington; 84 = Thomas Johnson; 314 = Sharp-Leadenhall; 323 = Crossroads; 416 = Digital Harbor

Federal Hill Prep Elementary School

School/building number: 45
Address: 1040 William Street, 21230
Planning area: South

Recommendation: RENOVATE

Proposed Year: 9

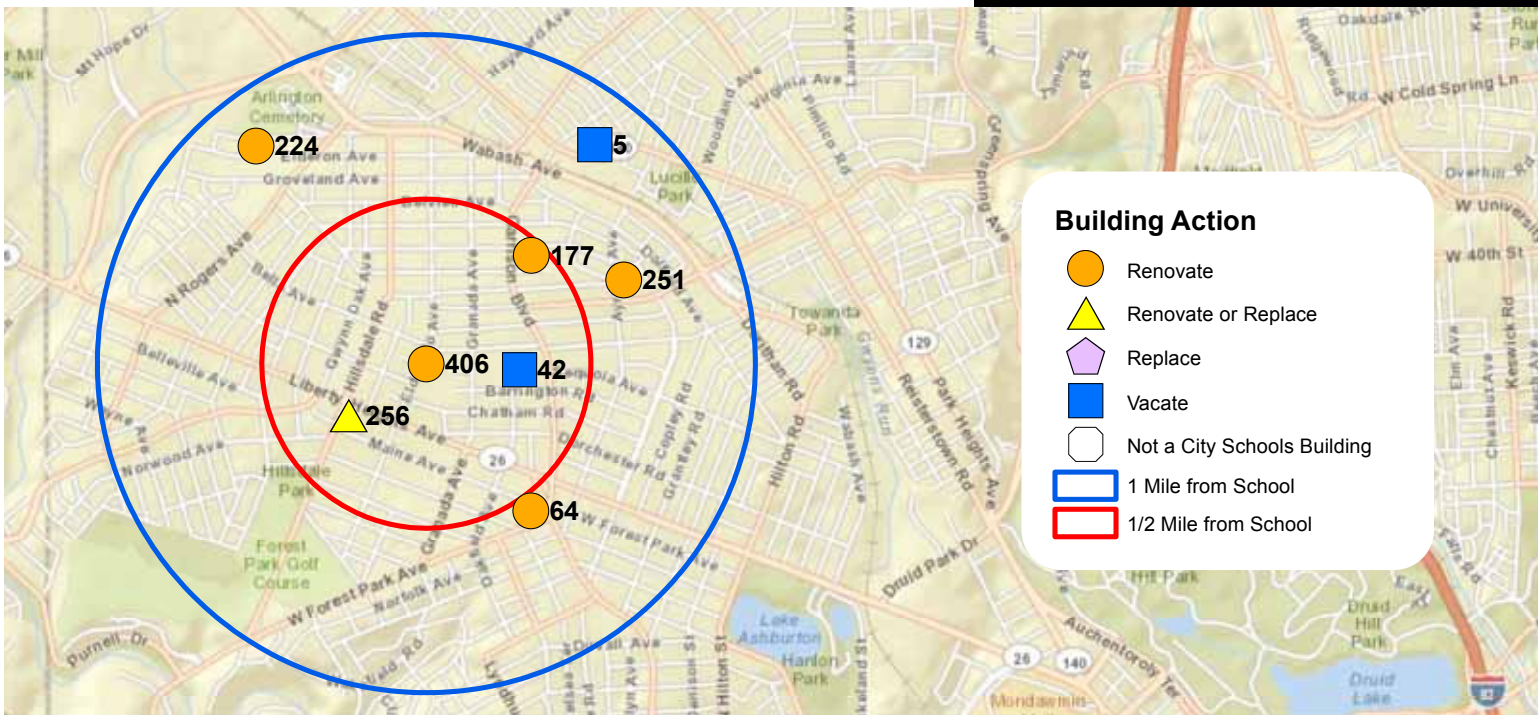
Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $7,950,149 to renovate the Federal Hill building and $16,856,486 to replace it, giving an FCI of 47.2 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Federal Hill building has an Educational Adequacy Score of 53.9, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 452 and a projected 2016 enrollment of 282, the Federal Hill building is on track to be utilized at a rate of 62.4 percent. Potential for growth in the number of families with school-aged children living in this community exists, which would lead to increased enrollment and a higher utilization rate. The size of the current building is therefore considered adequate, despite the slightly low utilization rate.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 406 = Forest Park; 5 = Langston Hughes; 42 = Garrison; 64 = Liberty; 177 = George W.F. McMechen; 224 = Grove Park; 251 = Callaway; 256 = Calvin M. Rodwell

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $13,087,813 to renovate the Forest Park building and $43,451,568 to replace it, giving an FCI of 30.1 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Forest Park building has an Educational Adequacy Score of 62.6, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 1,283 and a projected 2016 enrollment of 433, the Forest Park building is on track to be utilized at a rate of 33.7 percent.

»In the northwest part of the city, the Northwestern High School and Forest Park buildings both have large capacity and low utilization, demonstrating that the community can support only one of these high schools.

»Northwestern High School is recommended for closure; its students will participate in the High School Choice process to select a new school to attend. It is anticipated that a significant number of Northwestern students will choose Forest Park, given its proximity, thereby raising Forest Park's enrollment and the building utilization rate.

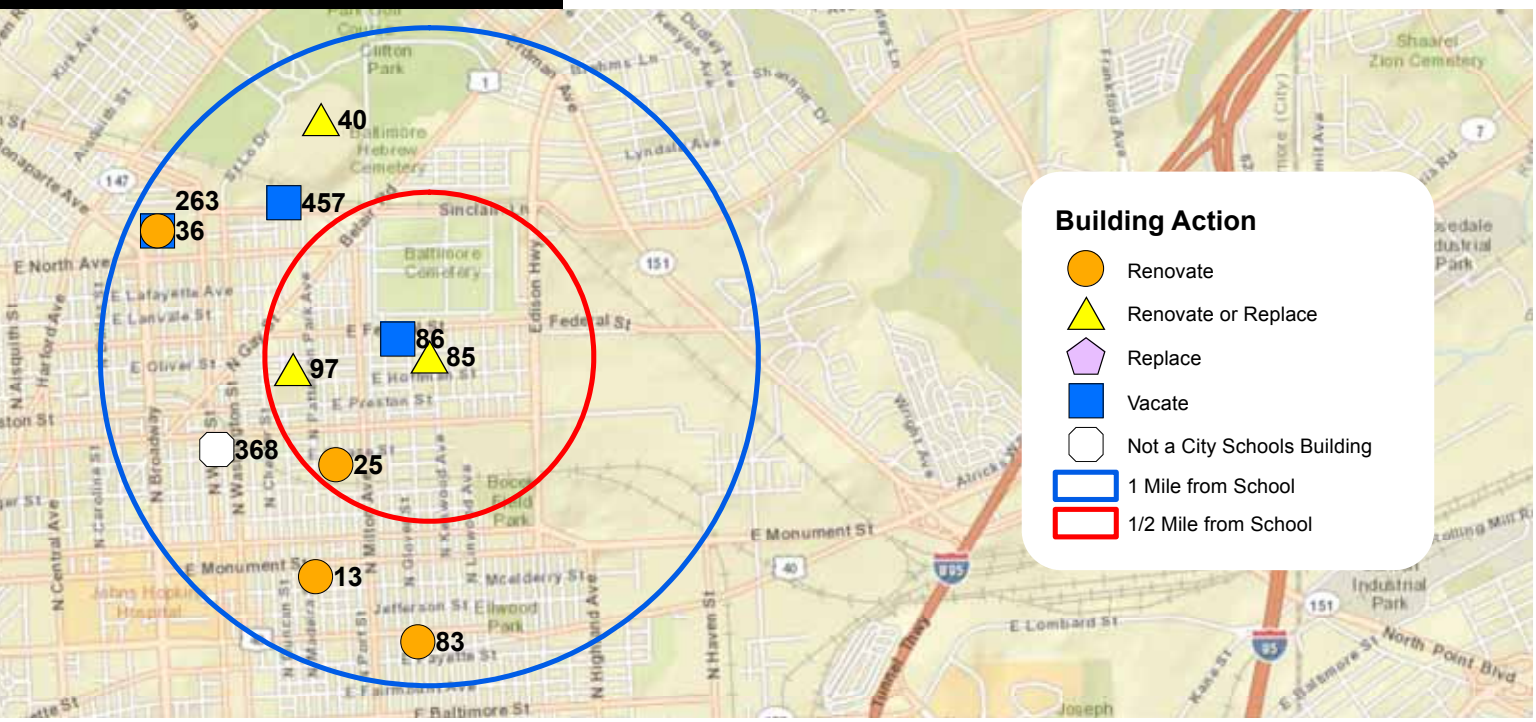
Forest Park High School

School/building number: 406
Address: 3701 Eldorado Avenue, 21207
Planning area: Northwest

Recommendation: RENOVATE

Proposed Year: 1

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 85 = Fort Worthington; 13 = Tench Tilghman; 25 = Dr. Rayner Browne; 36 = Harford Heights (Harford Heights Building); 40 = Heritage, REACH! (Lake Clifton Building); 83 = William Paca; 86 = Lakewood; 97 = Collington Square; 263 = William C. March; 368 = Elmer A. Henderson; 457 = Baltimore Rising Star (Laurence Paquin Building)

Fort Worthington Elementary School

School/building number: 85
Address: 2701 E. Oliver Street, 21213
Planning area: East

Recommendation: RENOVATE WITH POSSIBLE ADDITION OR REPLACE; EXPAND PROGRAM

Proposed Year: 1

Rationale for Recommendation

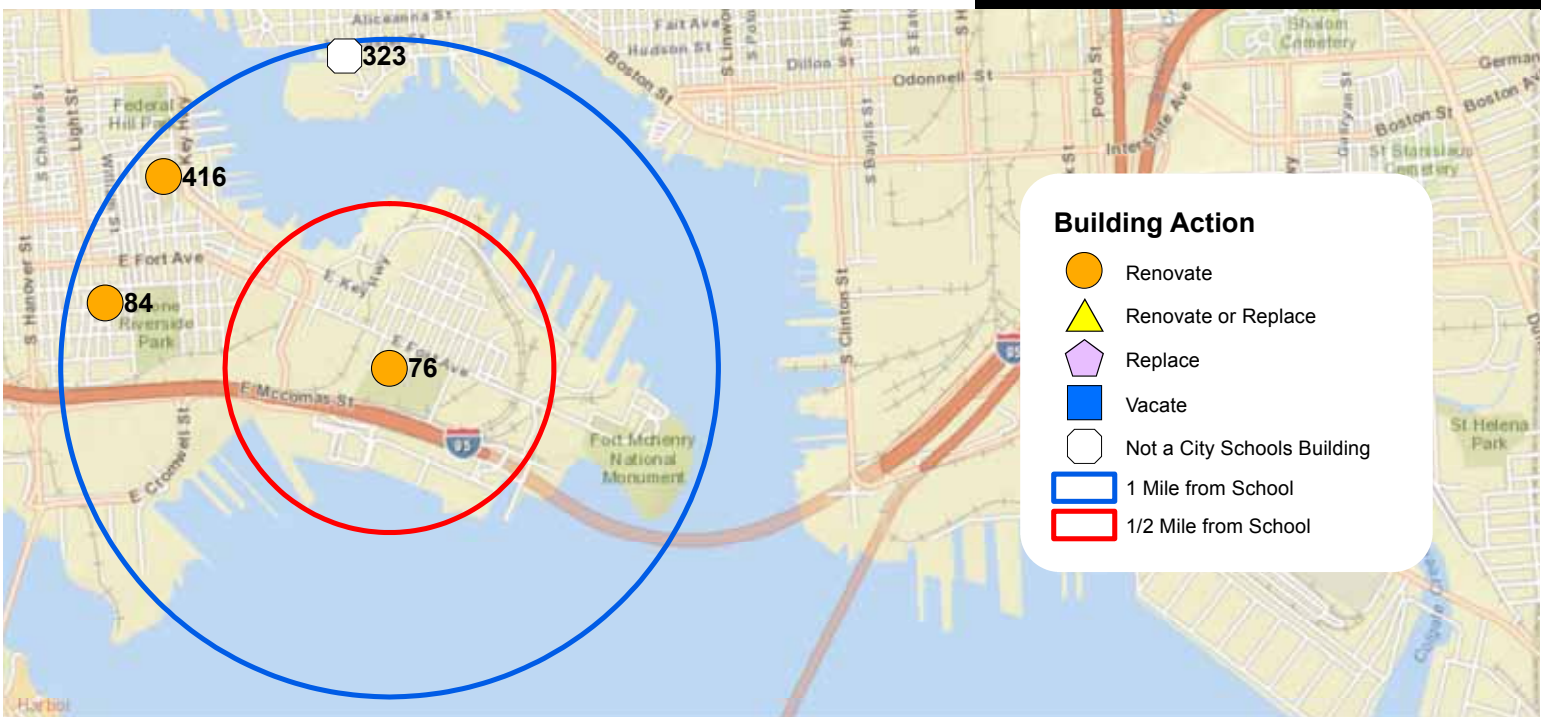
»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $16,873,182 to renovate the Fort Worthington building and $16,170,164 to replace it, giving an FCI of 104.3 percent. This FCI suggests that renovation or replacement should both be considered, and that replacement may be the more cost-effective option.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Fort Worthington building has an Educational Adequacy Score of 60.9, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 526 and a projected 2016 enrollment of 347, the Fort Worthington building is on track to be utilized at a rate of 66 percent.

»Analysis of projected enrollment trends in the community and plans for the surrounding schools (including the recommended closure of the Lakewood building and the conversion of Dr. Rayner Browne Elementary/Middle School to house a new early learning program for 3-year-olds to 2nd graders) point to the need for an expanded program to serve grades 1 to 8 at Fort Worthington. Depending on the size of this expanded program, a new, larger building or an addition as part of renvoation of the existing building may be necessary to add capacity to meet a target 75 to 90 percent utilization rate.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 76 = Francis Scott Key; 84 = Thomas Johnson; 323 = Crossroads; 416 = Digital Harbor

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $5,801,902 to renovate the Francis Scott Key building and $19,872,912 to replace it, giving an FCI of 29.2 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Francis Scott Key building has an Educational Adequacy Score of 65.2, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 858 and a projected 2016 enrollment of 429, the Francis Scott Key building is on track to be utilized at a rate of 50 percent.

»With a strengthening academic program and growing need for capacity in the pre-k to middle school grades in this area as a result of grade reconfigurations in other nearby schools, City Schools anticipates increased enrollment at Francis Scott Key, which will increase the utilization rate toward a target of 75 to 90 percent.

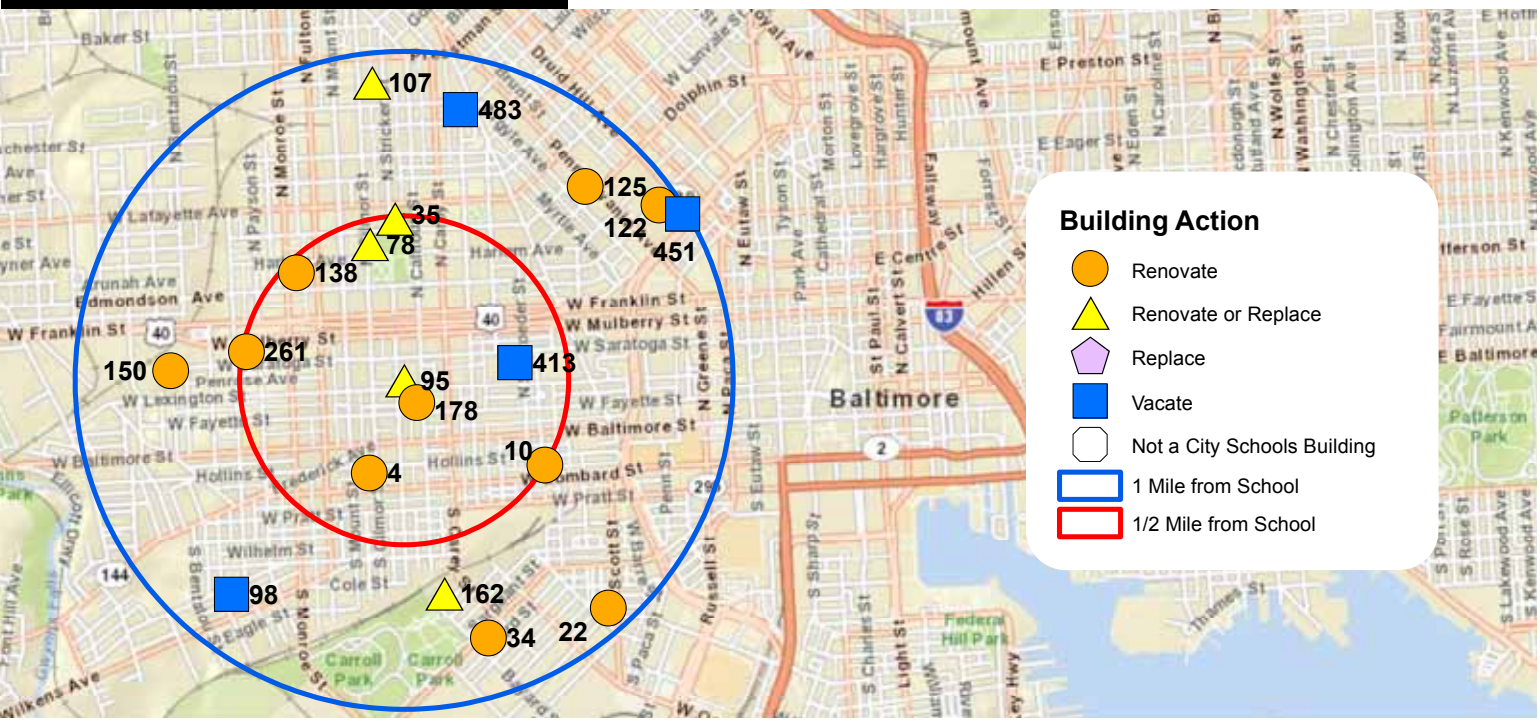
Francis Scott Key Elementary/Middle School

School/building number: 76
Address: 1425 E. Fort Avenue, 21230
Planning area: South

Recommendation: RENOVATE

Proposed Year: 9

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 95 = Franklin Square; 4 = Steuart Hill; 10 = James McHenry; 22 = George Washington; 34 = Charles Carroll Barrister; 35 = Harlem Park; 78 = Augusta Fells Savage, Baltimore Talent Development (Harlem Park Building); 98 = Samuel F.B. Morse; 107 = Gilmor; 122 = Historic Samuel Coleridge-Taylor; 125 = Furman L. Templeton; 138 = Roots and Branches (Harriet Tubman Building); 150 = Mary Ann Winterling; 162 = Southwest Baltimore Charter; 178 = Viven T. Thomas (Francis Wood Building); 261 = Lockerman Bundy; 413 = Excel Academy (Harbor City Building); 451 = New Hope Academy (Josesph Briscoe Building); 483 = Monarch Academy (William Pinderhughes Building)

Franklin Square Elementary/Middle School

School/building number: 95
Address: 1400 W. Lexington Street, 21223
Planning area: West

Recommendation: RENOVATE OR REPLACE

Proposed Year: 6

Rationale for Recommendation

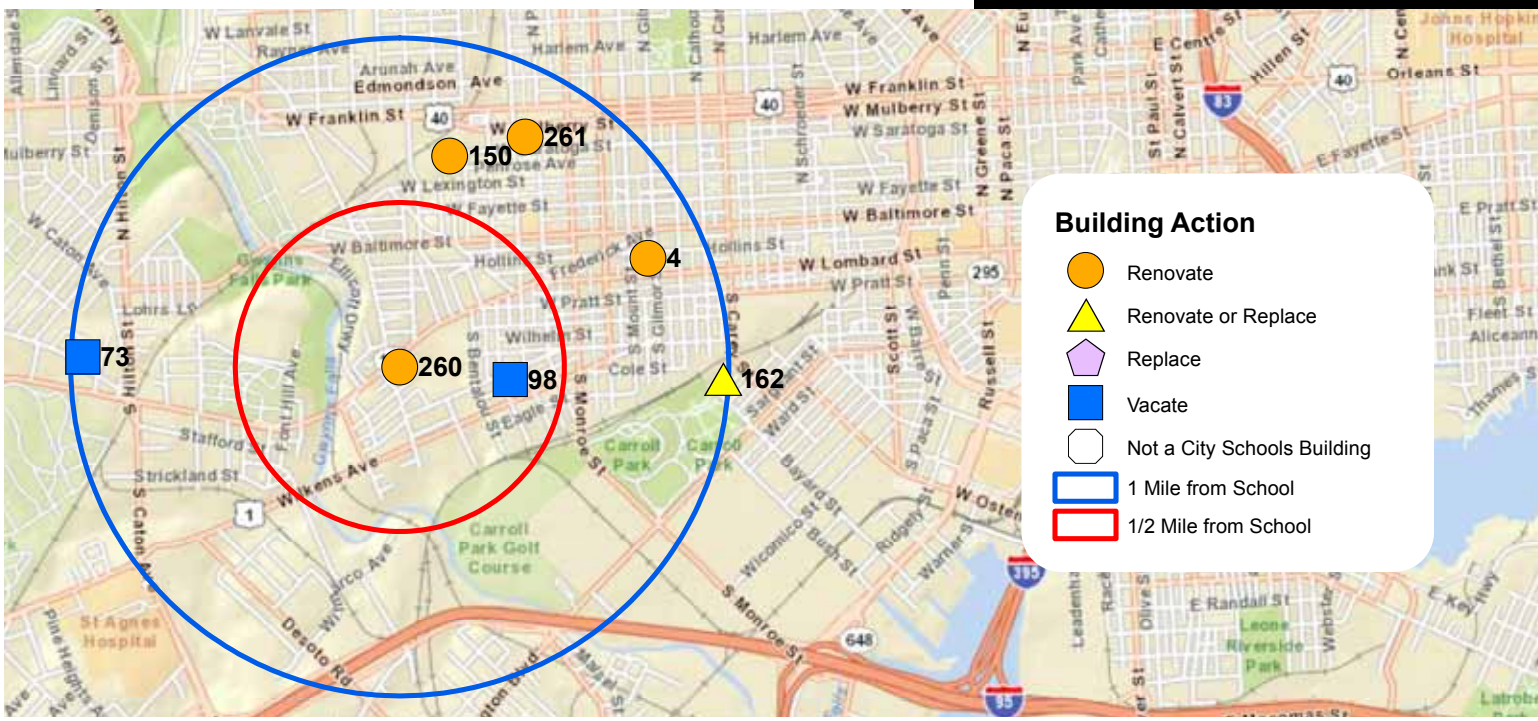
»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $14,782,394 to renovate the Franklin Square building and $15,920,966 to replace it, giving an FCI of 92.8 percent. This FCI suggests that renovation or replacement should both be considered, and that replacement may be the more cost-effective option.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Franklin Square building has an Educational Adequacy Score of 54.2, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 602 and a projected 2016 enrollment of 329, the Franklin Square building is on track to be utilized at a rate of 54.7 percent.

»While the low utilization points to the need for a reduction in size, this could be achieved only with construction of a new, smaller building with a target utilization rate of 75 to 90 percent; the existing building's architecture does not lend itself to plans for a reduction as part of a renovation.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 260 = Frederick; 4 = Steuart Hill; 73 = Sarah M. Roach; 98 = Samuel F.B. Morse; 150 = Mary Ann Winterling; 162 = Southwest Baltimore (Diggs-Johnson Building); 261 = Lockerman-Bundy

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $5,879,902 to renovate the Frederick building and $10,019,115 to replace it, giving an FCI of 58.7 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Frederick building has an Educational Adequacy Score of 57.2, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 298 and a projected 2016 enrollment of 373, the Frederick building is on track to be utilized at a rate of 125.2 percent.

»Although Frederick has a high utilization rate, an analysis of projected enrollment trends in the community points to excess capacity for these grades in this area. This contributes to a recommendation for closure of nearby Samuel F.B. Morse Elementary School.

»Students from Samuel F.B. Morse will attend Frederick Elementary School. The Frederick site, at 3.8 acres, has the space necessary for possible expansion; the Morse site, at 1.4 acres, is too small to allow appropriate construction.

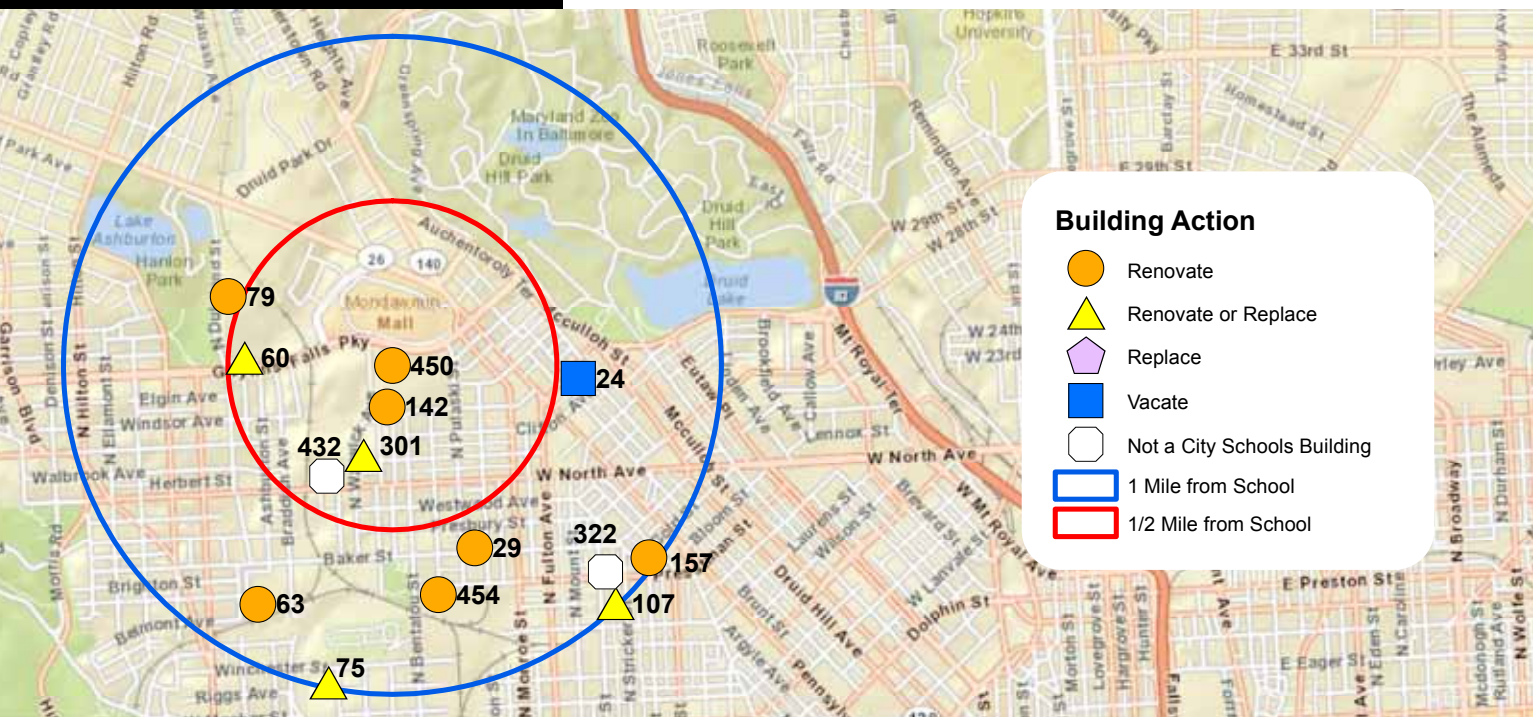
Frederick Elementary School

School/building number: 260
Address: 2501 Frederick Avenue, 21223
Planning area: Southwest

Recommendation: RENOVATE WITH POSSIBLE ADDITION

Proposed Year: 1

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 450 = Frederick Douglass; 24 = Westside; 29 = Matthew A. Henson; 60 = John Eager Howard; 63 = Rosemont; 75 = Friendship Preparatory Academy at Calverton; 79 = Baltimore Liberation Diploma Plus, ConneXions, Maryland Academy of Technology and Health Sciences (William Lemmel Building); 107 = Gilmor; 142 = Robert W. Coleman; 157 = William Pinderhughes (George Kelson Building); 301 = William S. Baer; 322 = New Song Academy; 432 = Coppin Academy; 454 = Carver

Frederick Douglass High School

School/building number: 450
Address: 2301 Gwynns Falls Parkway, 21217
Planning area: West

Recommendation: RENOVATE

Proposed Year: 6

Rationale for Recommendation

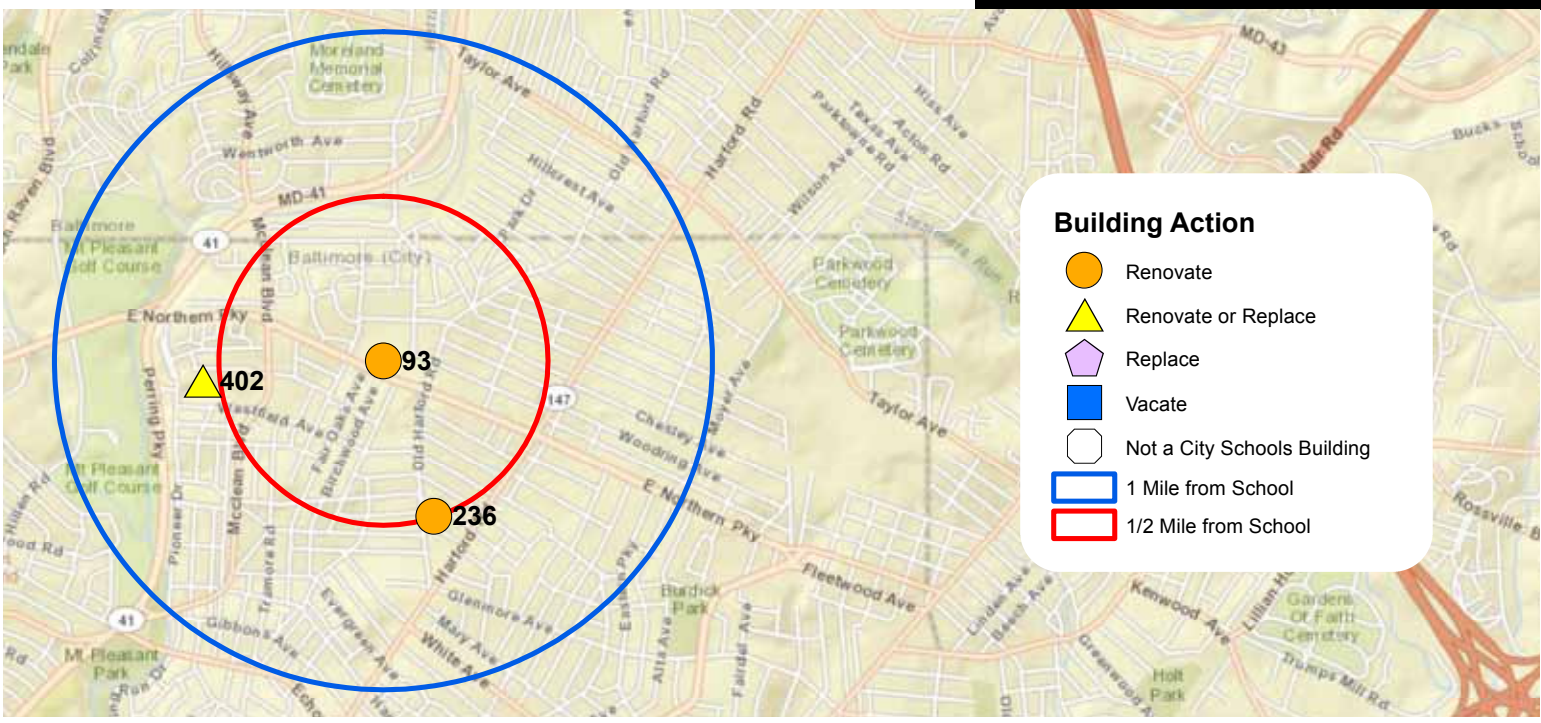
»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $29,652,894 to renovate the Frederick Douglass building and $45,200,008 to replace it, giving an FCI of 65.6 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Frederick Douglass building has an Educational Adequacy Score of 53.6, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 1,349 and a projected 2016 enrollment of 540, the Frederick Douglass building is on track to be utilized at a rate of 40 percent.

»With a strengthening academic program and a need for high school seats as a result of other school closures, City Schools anticipates increased enrollment at Frederick Douglass, which will increase the building's utilization rate toward a target of 75 to 90 percent.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 93 = Friendship Academy of Engineering and Technology, Northwood Appold Community Academy (NACA) Freedom and Democracy II (Professional Development Building); 236 = Hamilton; 402 = Reginald F. Lewis, W.E.B. DuBois (Northern Building)

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $34,105,227 to renovate the Professional Development Building and $72,151,920 to replace it, giving an FCI of 47.3 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Professional Development Building has an Educational Adequacy Score of 60.1, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 2,345 and a projected 2016 enrollment of 1,366 for the two schools that occupy this building (Friendship Academy of Engineering and Technology and the Northwood Appold Community Academy [NACA] Freedom and Democracy II) combined, the Professional Development Building is on track to be utilized at a rate of 58.3 percent.

»Some space in this building is used for districtwide administrative purposes. The current size of this building is anticipated to be adequate, based on analysis of projected enrollment in the two school programs and ongoing plans by the district to use the building.

»Friendship Academy of Engineering and Technology and NACA Freedom and Democracy II are transformation schools with outside operators whose contracts are up for renewal in 2012–13 and 2013–14, respectively. Final plans for this building will take into account the outcome of those renewal processes.

Friendship Academy of Engineering and Technology Middle/High School

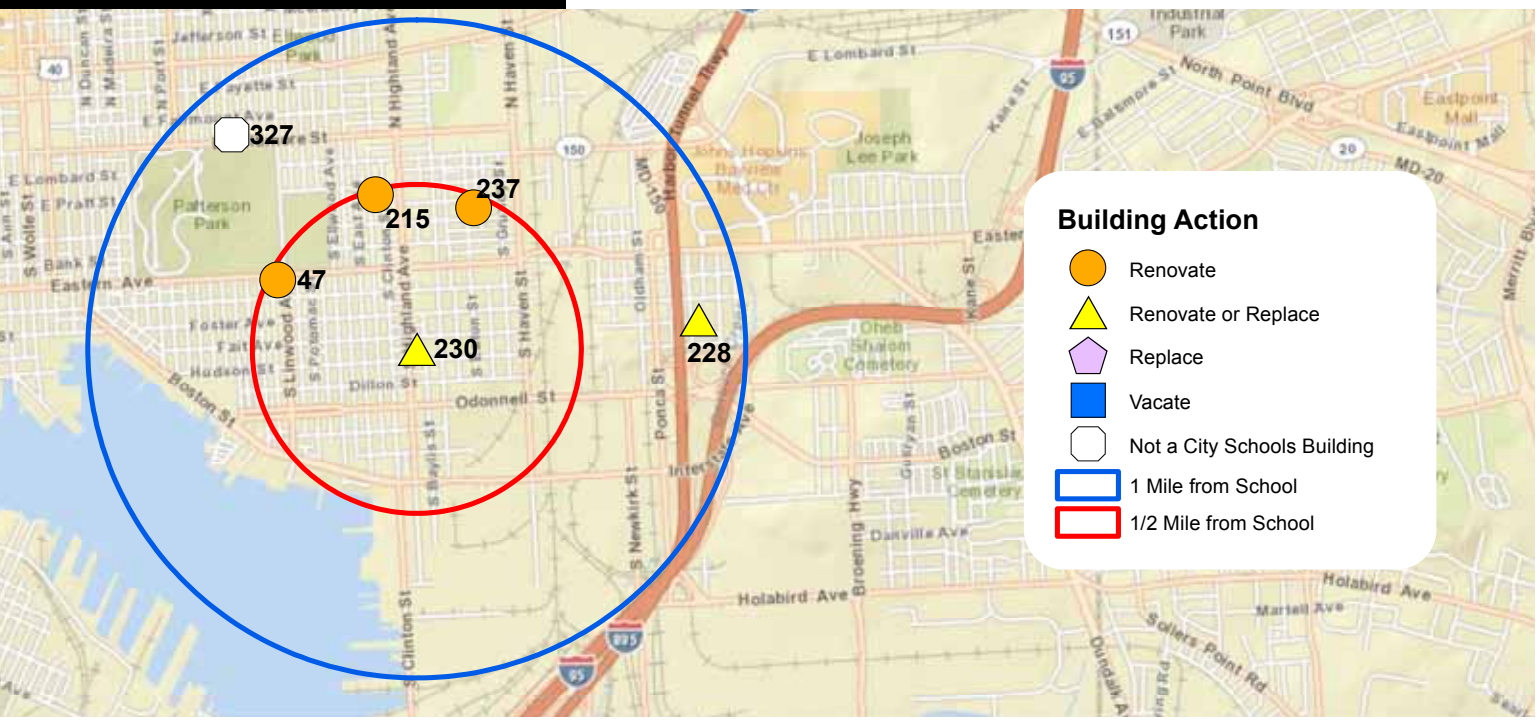
(Professional Development Building)

School/building number: 339/93
Address: 2500 E. Nothern Parkway, 21214
Planning area: Northeast

Recommendation: RENOVATE

Proposed Year: 6

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 230 = Friendship Academy of Science and Technology (Canton Building); 47 = Hampstead Hill; 215 = Highlandtown #215; 228 = John Ruhrah; 237 = Highlandtown #237; 327 = Patterson Park

Friendship Academy of Science and Technology Middle/High School

(Canton Building)

School/building number: 338/230
Address: 801 S. Highland Avenue, 21202
Planning area: South

Recommendation: RENOVATE OR REPLACE

Proposed Year: 3

Rationale for Recommendation

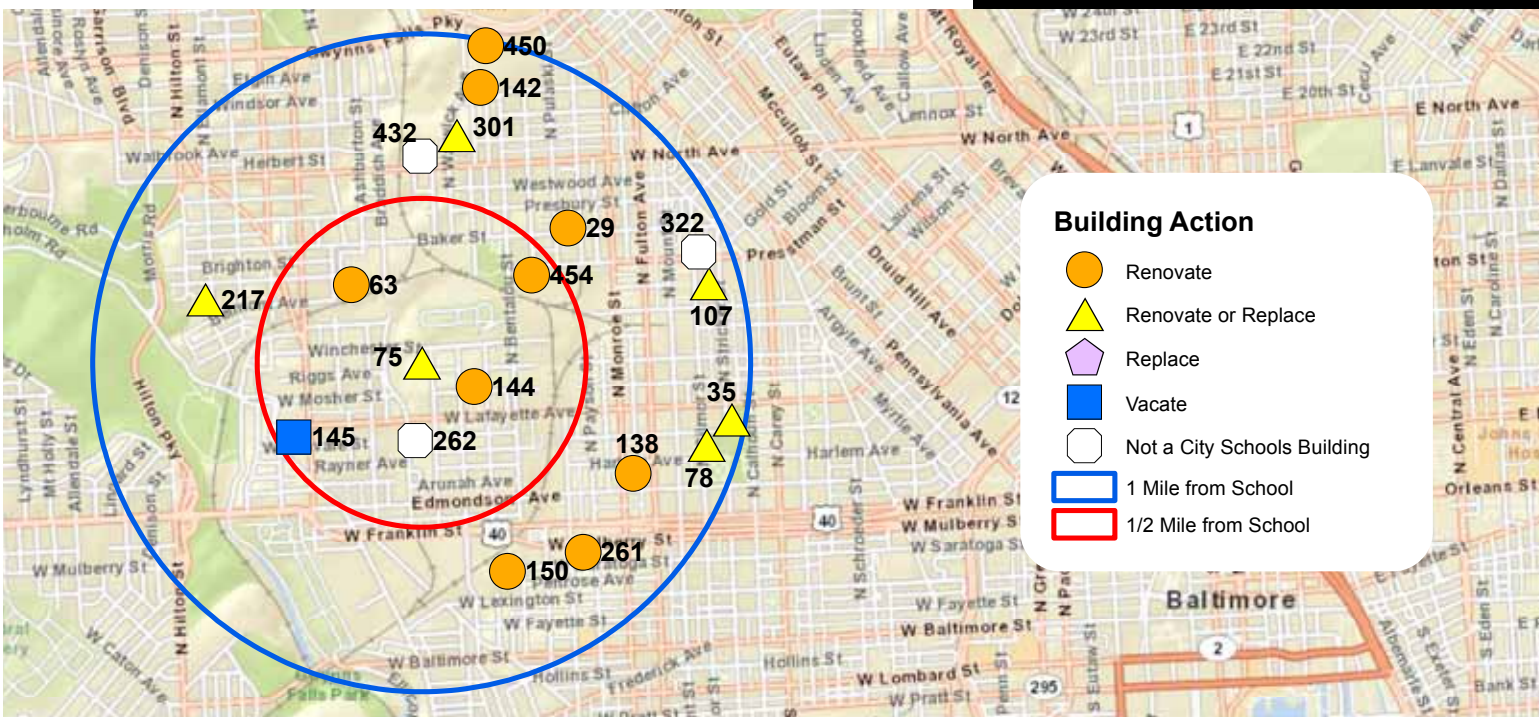
»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $18,804,813 to renovate the Canton Building and $24,209,412 to replace it, giving an FCI of 77.7 percent. This FCI suggests that renovation or replacement should both be considered. The historic significance of the building will be taken into account in determining the appropriate action.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Canton Building has an Educational Adequacy Score of 54.4, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 916 and a projected 2016 enrollment of 835, the Canton Building is on track to be utilized at a rate of 91.2 percent.

»Friendship Academy of Science and Technology is a transformation school with an outside operator whose contract is up for renewal in 2012–13. Final plans for this building will take into account the outcome of that renewal process.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 75 = Friendship Preparatory Academy at Calverton; 29 = Matthew A. Henson; 35 = Harlem Park; 63= Rosemont; 78 = Augusta Fells Savage, Baltimore Talent Development (Harlem Park Building); 107 = Gilmor; 138 = Roots and Branches (Harriet Tubman Building); 142 = Robert W. Coleman; 144 = James Mosher; 145 = Alexander Hamilton; 150 = Mary Ann Winterling; 217 = Belmont; 261 = Lockerman Bundy; 262= Empowerment Academy; 301 = William S. Baer; 322 = New Song Academy; 432 = Coppin Academy; 450 = Frederick Douglass; 454 = Carver

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an index greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $43,471,965 to renovate the Calverton building and $59,774,948 to replace it, giving an FCI of 72.7 percent. While this FCI suggests it is more cost effective to renovate than to replace this building, additional factors (described below) indicate that replacement should also be considered.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Calverton building has an Educational Adequacy Score of 58.7, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The ideal utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 1,883 and a projected 2016 enrollment of 682, the Calverton building is on track to be utilized at a rate of 36.2 percent. Although Calverton is anticipated to receive students from Alexander Hamilton, a program recommended for closure, its building utilization rate is anticipated to remain low.

»While there remains a need for the Calverton program, the projected enrollment trends and low utilization of the Calverton building suggest that reduction in capacity is appropriate. The Calverton building is very large, and it is anticipated that new construction at a smaller size may be more cost effective than renovation of the existing building.

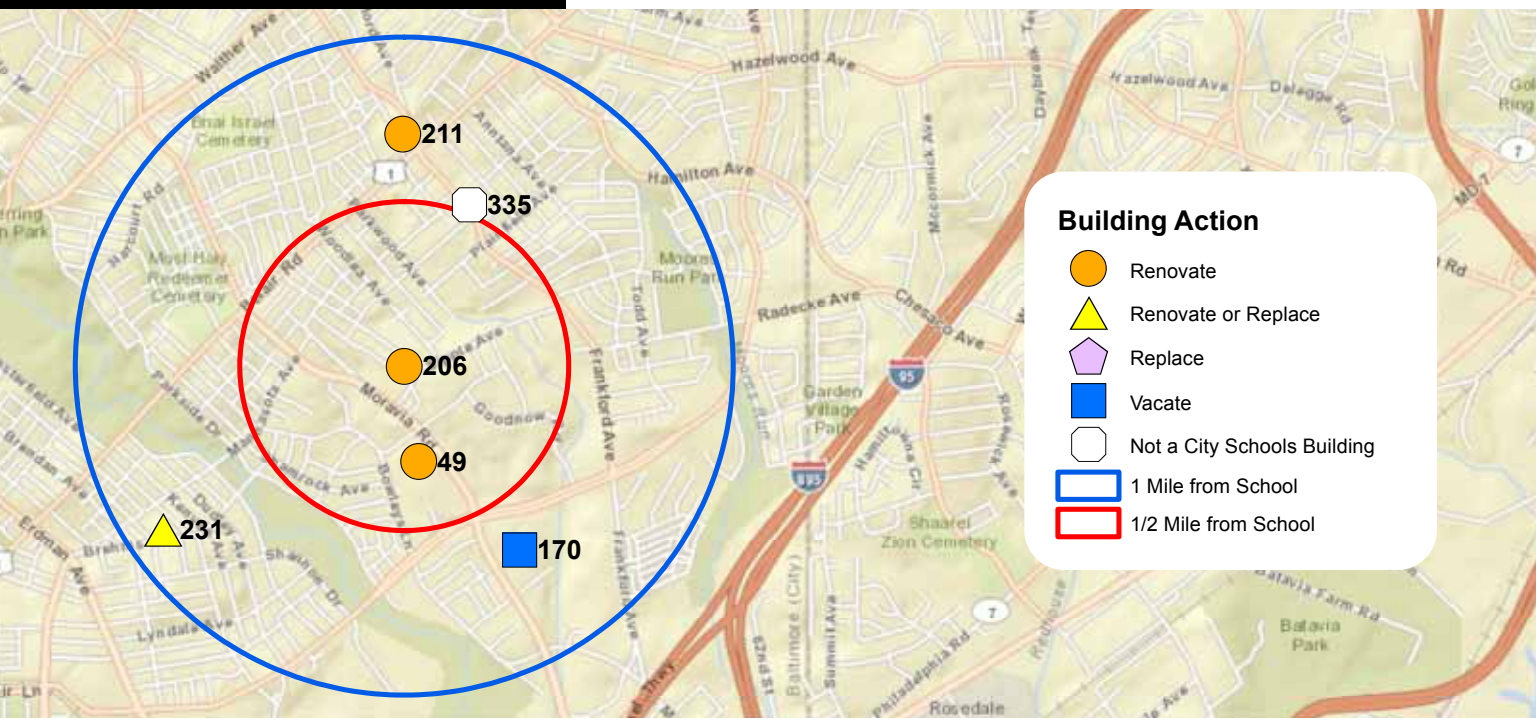
Friendship Preparatory Academy at Calverton

School/building number: 75
Address: 1100 Whitmore Avenue, 21216
Planning area: Southwest

Recommendation: RENOVATE OR REPLACE WITH POSSIBLE REDUCTION

Proposed Year: 2

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 206 = Furley; 49 = Northeast; 170 = Maritime Industries Academy, Vanguard (Thurgood Marshall Building); 211 = Gardenville; 231 = Brehms Lane; 335 = Baltimore International Academy

Furley Elementary School

School/building number: 206
Address: 4633 Furley Avenue, 21206
Planning area: Northeast

Recommendation: RENOVATE; EXPAND AND MOVE PROGRAM

Proposed Year: 4

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an index greater than 75 percent indicates that constructing a new building should be considered. It would cost $12,524,597 to renovate the Furley building and $16,594,721 to replace it, giving an FCI of 75.5 percent. While this FCI suggests that both renovation and replacement of the building should be considered, additional factors (described below) lead to a recommendation to renovate the Furley building and relocate and expand its program.

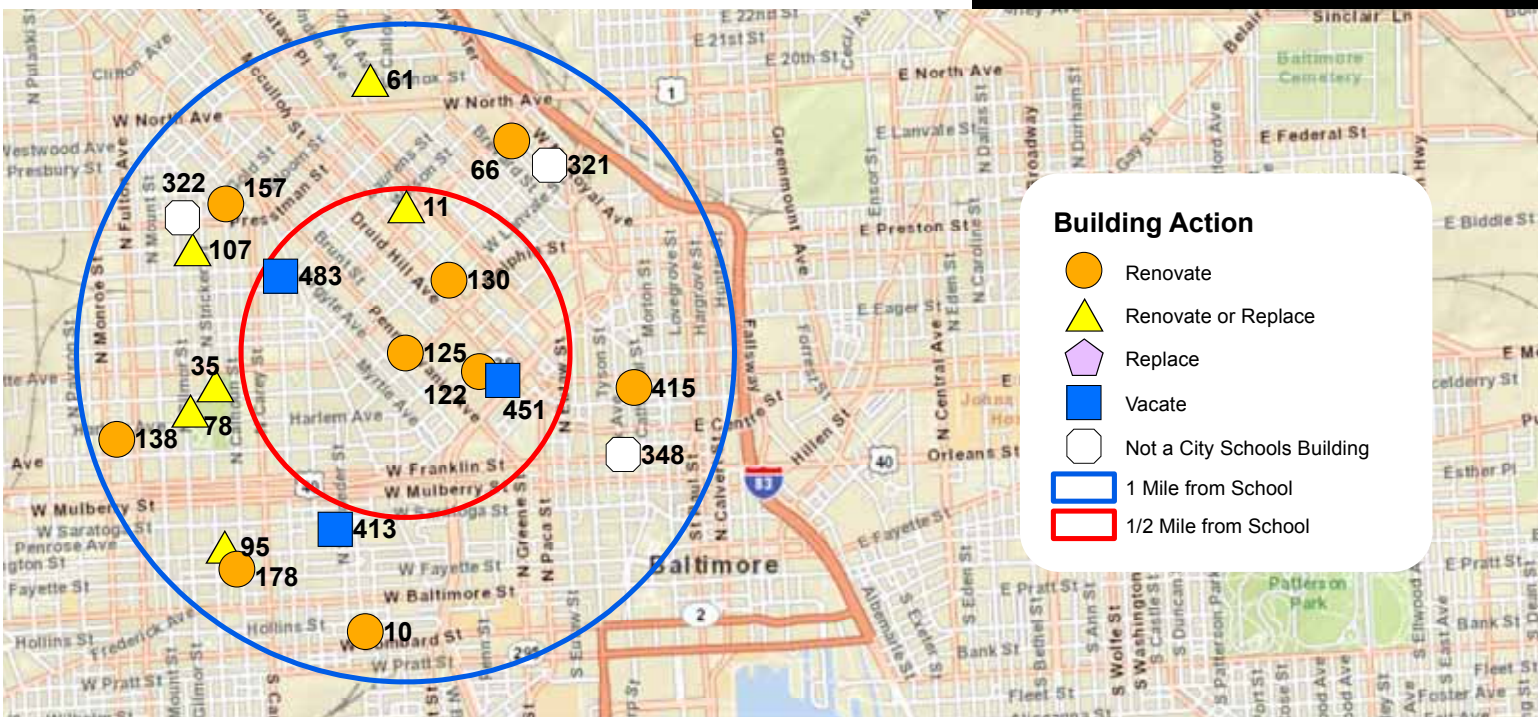
»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Furley building has an Educational Adequacy Score of 56.7, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 percent to 100 percent. With a 2011-12 capacity of 655 and a projected 2016 enrollment of 356, the Furley building would be utilized at a rate of 54.4 percent.

»While there remains a need for the Furley program, the low utilization and high FCI suggest that the program could be housed in a more cost-effective manner in a different location. Accordingly, the current Furley building will be vacated and the Furley program will move to Northeast Middle School, a program recommended for closure, after that building is renovated. The Furley program will expand to serve students up to grade 8 to accommodate students who might formerly have chosen to attend Northeast. With this relocation and grade expansion, Furley's enrollment will increase, resulting in a target building utilization rate of 75 to 90 percent at the new location.

»Vanguard Collegiate Middle School will move to the Furley building, once renovations have been completed.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 125 = Furman L. Templeton; 10 = James McHenry; 11 = Eutaw-Marshburn; 35 = Harlem Park; 61 = John Eager Howard; 66 = Mount Royal; 78 = Augusta Fells Savage, Baltimore Talent Development (Harlem Park Building); 95 = Franklin Square; 107 = Gilmor; 122 = Historic Samuel Coleridge-Taylor; 130 = Booker T. Washington, Renaissance Academy (Booker T. Washington Building); 138 = Roots and Branches (Harriet Tubman Building); 157 = William Pinderhughes (George Kelson Building); 178 = Vivien T. Thomas (Francis Wood Building); 321 = Midtown Academy; 322 = New Song Academy; 348 = Baltimore Leadership School; 413 = Excel Academy (Harbor City Building); 415 = Baltimore School for the Arts; 451 = New Hope Academy (Joseph Briscoe Building); 483 = Monarch Academy (William Pinderhughes Building)

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $12,121,633 to renovate the Furman L. Templeton building and $18,221,084 to replace it, giving an FCI of 66.5 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Furman L. Templeton building has an Educational Adequacy Score of 58.1, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 697 and a projected 2016 enrollment of 448, the Furman L. Templeton building is on track to be utilized at a rate of 64.3 percent. This utilization is less than one percentage point from entering the acceptable range, and though it may point to a possible need for a reduction in size, the building's architecture does not lend itself to reduction.

»Furman L. Templeton is a charter school whose charter is up for renewal in 2015–16. Final plans for this building will take into account the outcome of that renewal process.

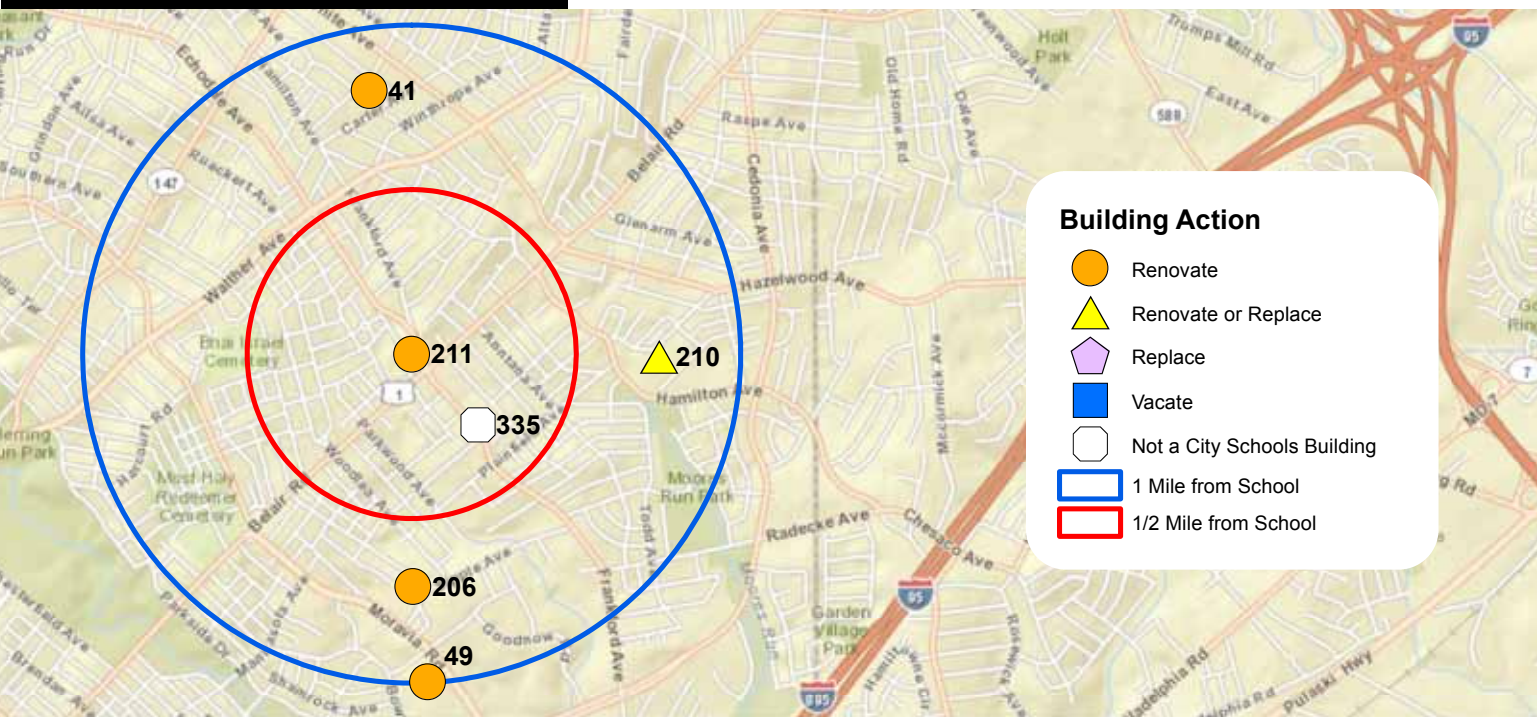
Furman L. Templeton Elementary School

School/building number: 125
Address: 1200 N. Pennsylvania Avenue, 21217
Planning area: West

Recommendation: RENOVATE

Proposed Year: 4

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 211 = Gardenville; 41 = City Neighbors High, City Neighbors Hamilton (Hamilton Building); 49 = Northeast; 206 = Furley; 210 = Hazelwood; 335 = Baltimore International Academy

Gardenville Elementary School

School/building number: 211
Address: 5300 Belair Road, 21206
Planning area: Northeast

Recommendation: RENOVATE WITH POSSIBLE ADDITION

Proposed Year: 9

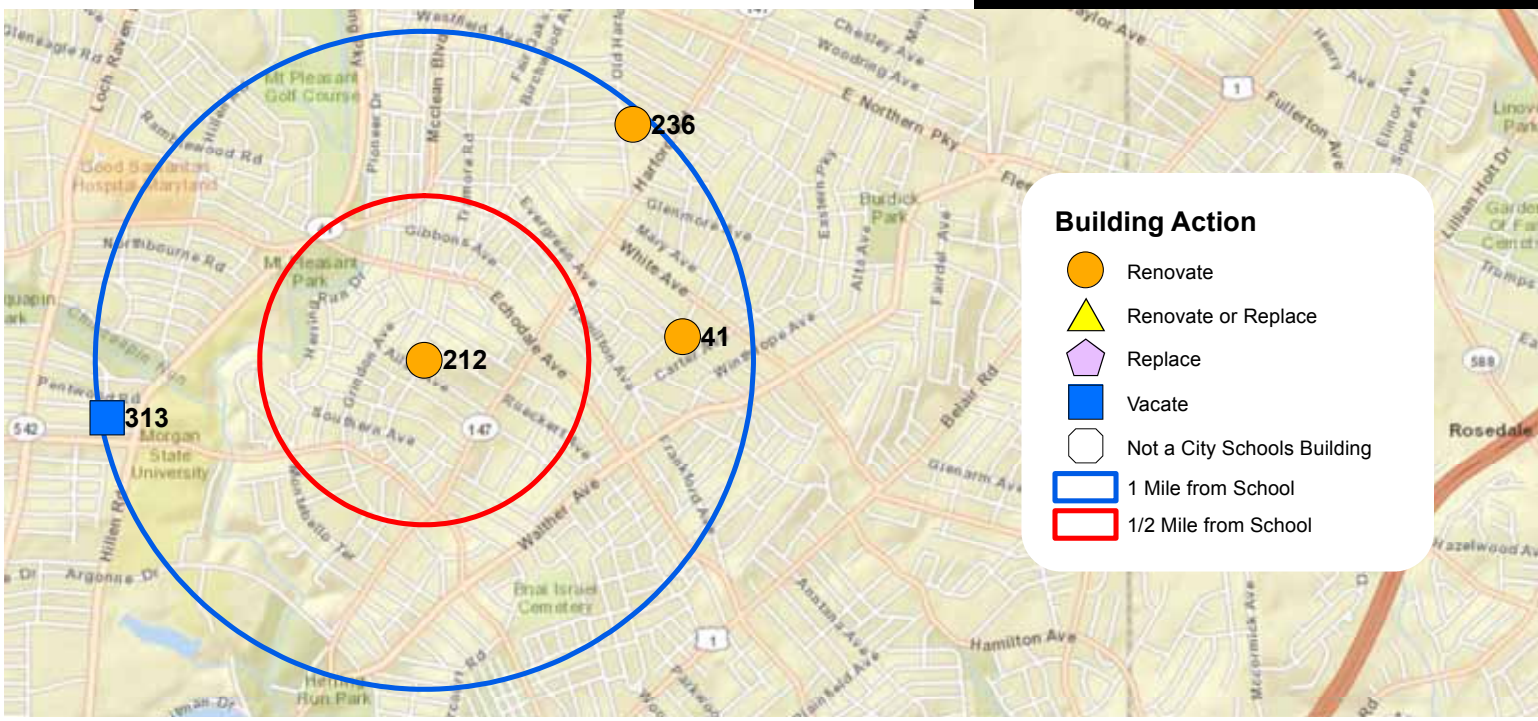
Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $6,057,439 to renovate the Gardenville building and $8,754,751 to replace it, giving an FCI of 69.2 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Gardenville building has an Educational Adequacy Score of 53.6, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 302 and a projected 2016 enrollment of 412, the Gardenville building is on track to be utilized at a rate of 136.4 percent. This utilization rate, together with an analysis of projected enrollment trends in the community, points to the need to construct an addition to this building as part of its renovation to lower its utilization rate to a target of 75 to 90 percent.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 212 = Garrett Heights; 41 = City Neighbors High, City Neighbors Hamilton (Hamilton Building); 236 = Hamilton; 313 = Lois T. Murray

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $7,012,642 to renovate the Garrett Heights building and $13,537,923 to replace it, giving an FCI of 51.8 percent. This FCI suggest that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Garrett Heights building has an Educational Adequacy Score of 63.7, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 430 and a projected 2016 enrollment of 438, the Garrett Heights building is on track to be utilized at a rate of 101.9 percent. This utilization rate, together with an analysis of projected enrollment trends in the community, points to the need to construct an addition to this building as part of its renovation to lower its utilization rate to a target of 75 to 90 percent.

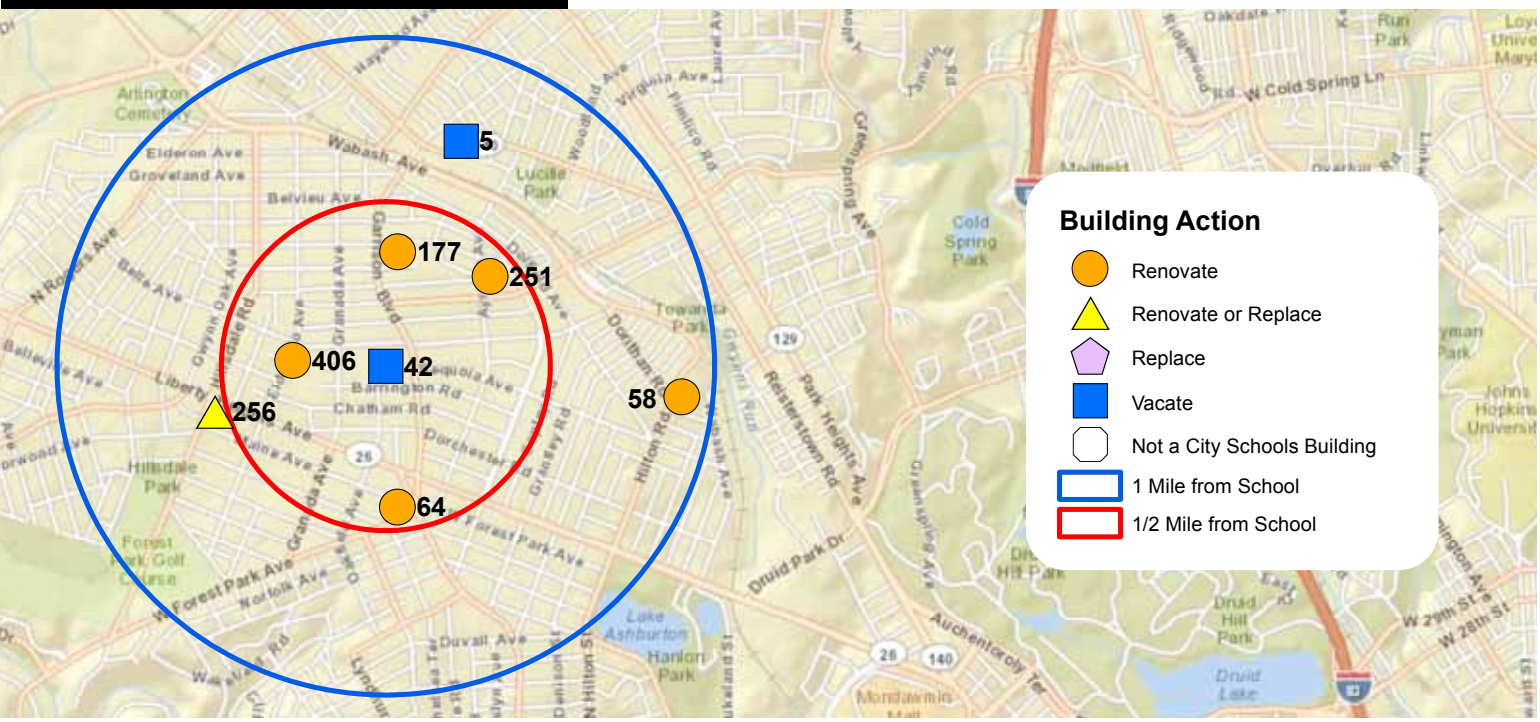
Garrett Heights Elementary/Middle School

School/building number: 212
Address: 2800 Ailsa Avenue, 21214
Planning area: Northeast

Recommendation: RENOVATE WITH POSSIBLE ADDITION

Proposed Year: 6

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 42 = Garrison; 5 = Langston Hughes; 58 = Dr. Nathan A. Pitts-Ashburton; 64 = Liberty; 177 = George W.F. McMechen; 251 = Callaway; 256 = Calvin M. Rodwell; 406 = Forest Park

Garrison Middle School

School/building number: 42
Address: 3910 Barrington Road, 21207
Planning area: Northwest

Recommendation: VACATE; CLOSE PROGRAM

Proposed Year: CURRENT

Rationale for Recommendation

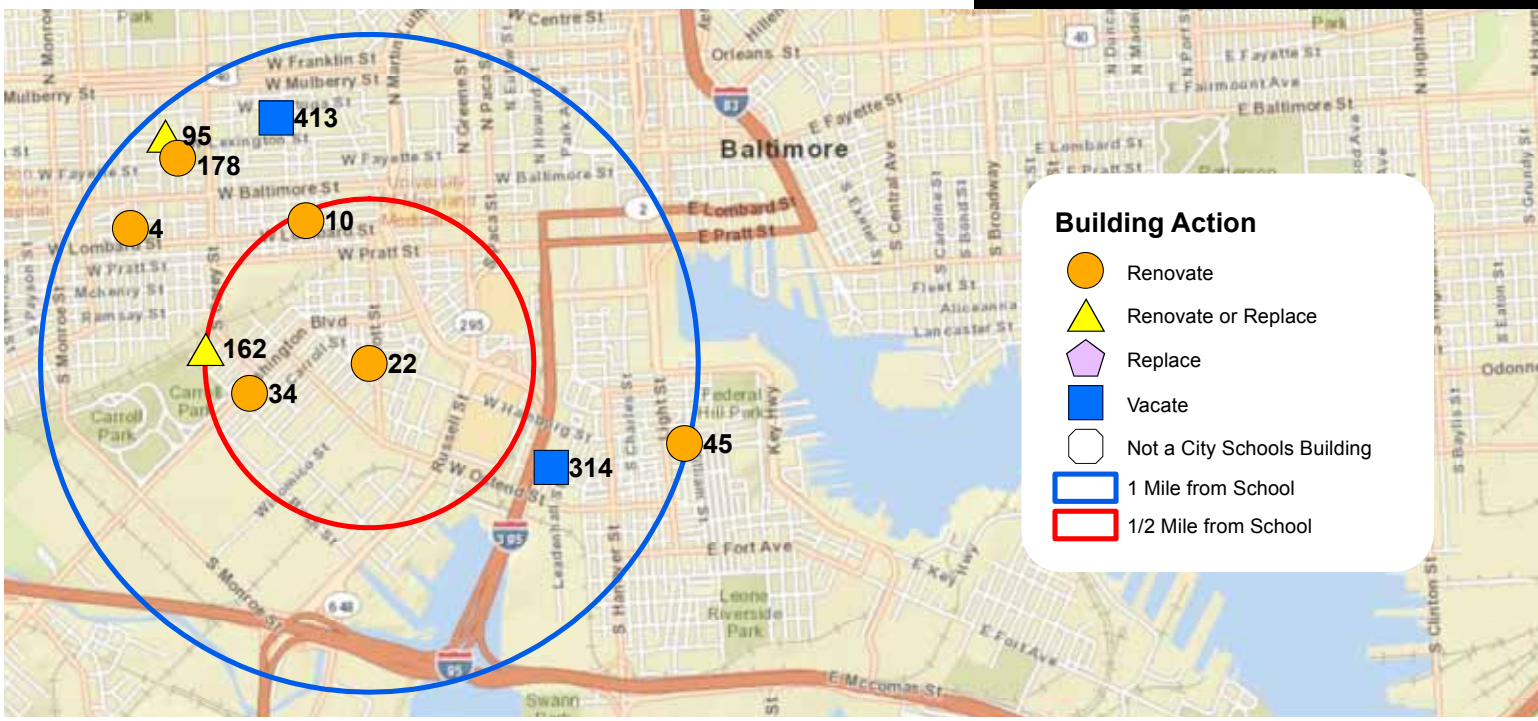
»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an index greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $20,364,392 to renovate the Garrison building and $36,219,392 to replace it, giving an FCI of 56.2 percent. While this FCI suggests it is more cost effective to renovate than to replace this building, other factors (described below) lead to a recommendation to vacate the Garrison building and close its program at the end of the 2012–13 school year.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Garrison building has an Educational Adequacy Score of 64.9, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 721 and a projected 2016 enrollment of 202, the Garrison building is on track to be utilized at a rate of 28 percent. This utilization rate, together with an analysis of projected enrollment trends in the community, points to excess capacity in this region for the middle grades.

»This low utilization and excess capacity, combined with other available school data, lead to a recommendation for closure. Students from Garrison will participate in the Middle School Choice process to select which school they will attend.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 22 = George Washington; 4 = Steuart Hill; 10 = James McHenry; 34 = Charles Carroll Barrister; 45 = Federal Hill Prep; 95 = Franklin Square; 162 = Southwest Baltimore (Diggs-Johnson Building); 178 = Vivien T. Thomas (Francis Wood Building); 314 = Sharp-Leadenhall; 413 = Excel Academy (Harbor City Building)

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $4,774,676 to renovate the George Washington building and $8,513,382 to replace it, giving an FCI of 56.1 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The George Washington building has an Educational Adequacy Score of 54.4, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 325 and a projected 2016 enrollment of 310, the George Washington building is on track to be utilized at a rate of 95.4 percent.

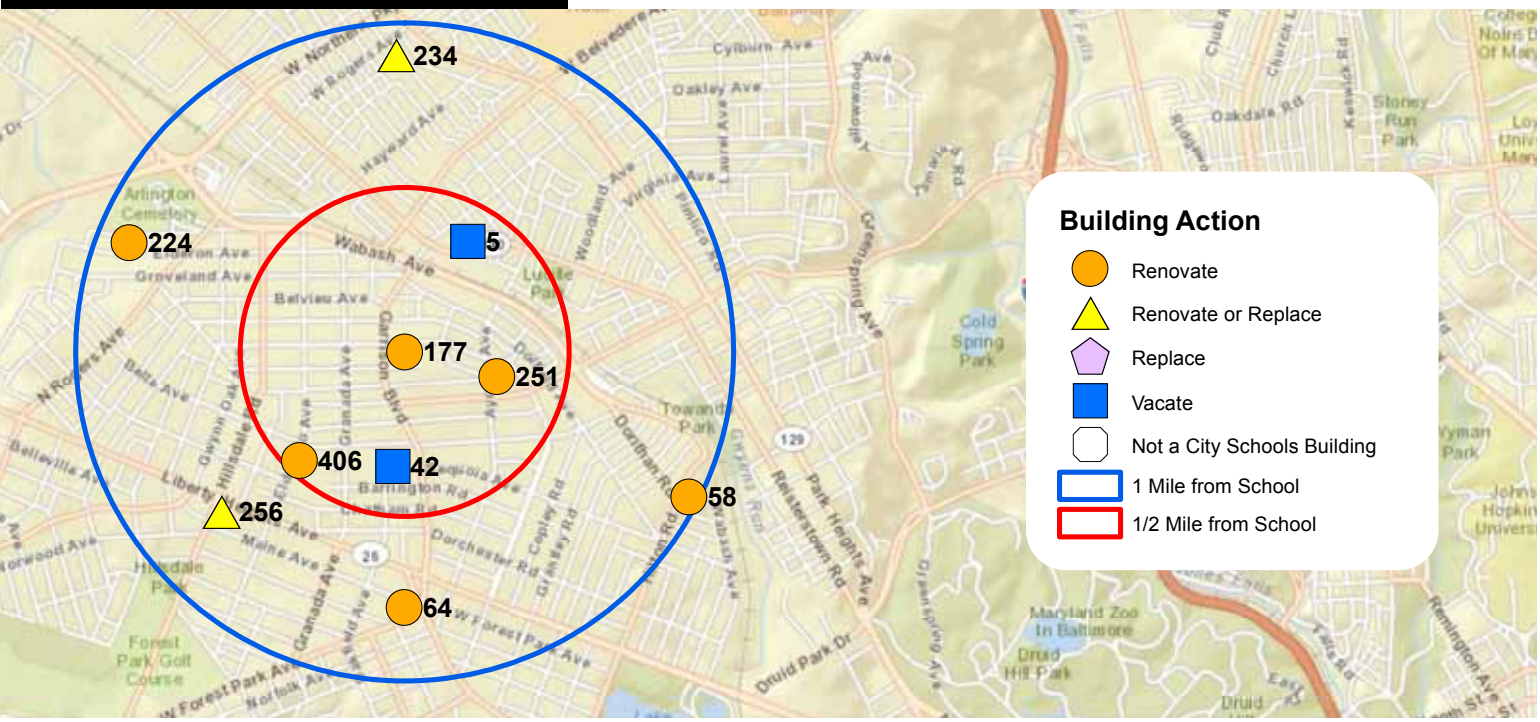
George Washington Elementary School

School/building number: 22
Address: 800 Scott Street, 21230
Planning area: South

Recommendation: RENOVATE

Proposed Year: 10

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 177 = George W.F. McMechen; 5 = Langston Hughes; 42 = Garrison; 58 = Dr. Nathan A. Pitts-Ashburton; 64 = Liberty; 224 = Grove Park; 234 = Arlington; 251 = Callaway; 256 = Calvin M. Rodwell; 406 = Forest Park

George W. F. McMechen Middle/High School

School/building number: 177
Address: 4411 Garrison Boulevard, 21215
Planning area: Northwest

Recommendation: RENOVATE

Proposed Year: 5

Rationale for Recommendation

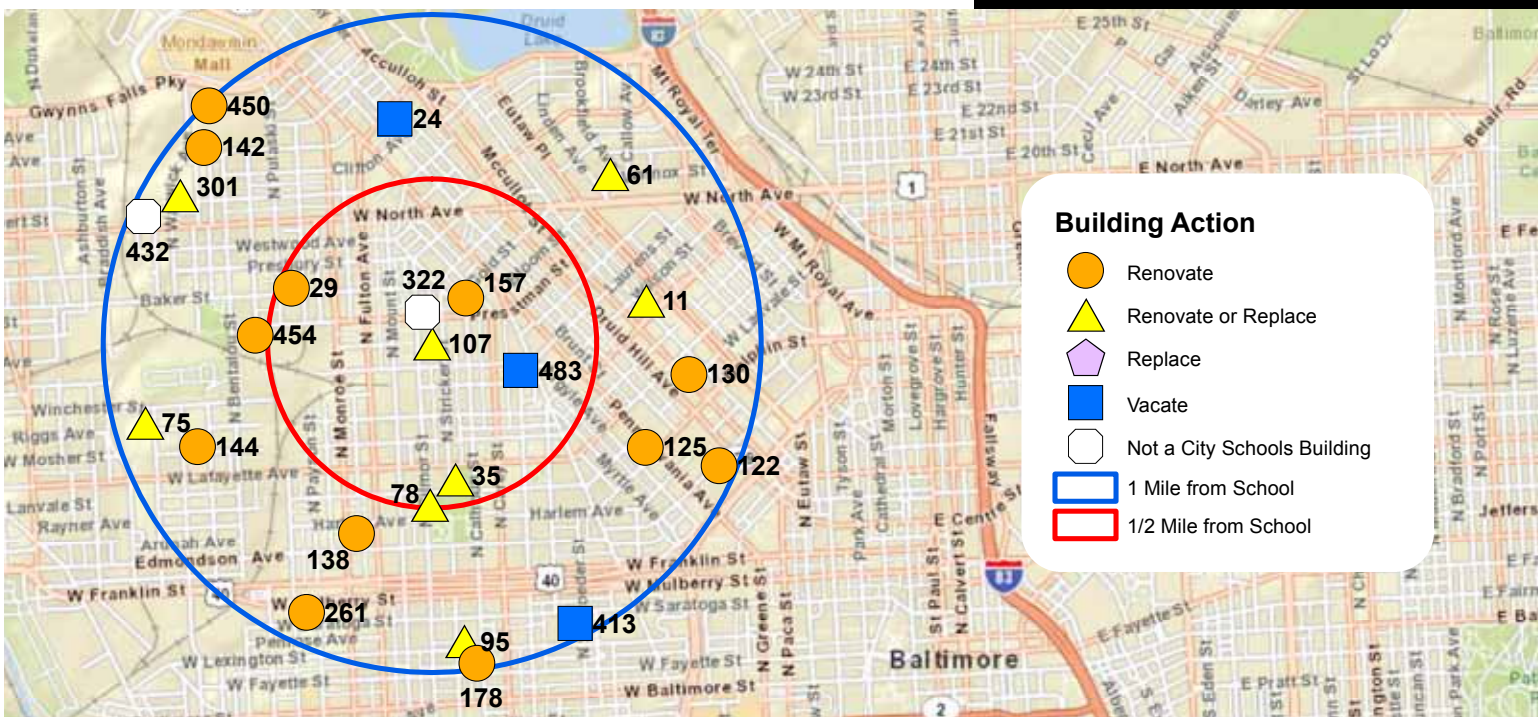
»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $12,722,580 to renovate the George W.F. McMechen building and $22,013,274 to replace it, giving an FCI of 57.8 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The George W.F. McMechen building has an Educational Adequacy Score of 55, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 327 and a projected 2016 enrollment of 103, the George W.F. McMechen building is on track to be utilized at a rate of 31.5 percent.

»The specialized nature of the George W.F. McMechen program requires additional space, which lowers the building's target utilization rate below that of traditional schools. The current size of this building is anticipated to be adequate, based on programmatic needs and analysis of projected enrollment trends.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 107 = Gilmor; 11 = Eutaw-Marshburn; 24 = Westside; 29 = Matthew A. Henson; 35 = Harlem Park; 61 = John Eager Howard; 75 = Friendship Academy at Calverton; 78 = Augusta Fells Savage, Baltimore Talent Development (Harlem Park Building); 95 = Franklin Square; 122 = Historic Samuel Coleridge-Taylor; 125 = Furman L. Templeton; 130 = Booker T. Washington, Renaissance Academy (Booker T. Washington Building); 138 = Roots and Branches (Harriet Tubman Building); 142 = Robert W. Coleman; 144 = James Mosher; 157 = William Pinderhughes (George Kelson Building); 178 = Vivien T. Thomas (Francis Wood Building); 261 = Lockerman Bundy; 301 = William S. Baer; 322 = New Song Academy; 413 = Excel Academy (Harbor City Building); 432 = Coppin Academy; 450 = Frederick Douglass; 454 = Carver; 483 = Monarch Academy (William Pinderhughes Building)

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $16,199,217 to renovate the Gilmor building and $16,739,305 to replace it, giving an FCI of 96.8 percent. This FCI suggests that renovation or replacement should both be considered, and that replacement may be the more cost-effective option.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Gilmor building has an Educational Adequacy Score of 64.9, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 458 and a projected 2016 enrollment of 274, the Gilmor building is on track to be utilized at a rate of 59.8 percent.

»There is a need for seats in the elementary grades in this part of the city, and recent indictors of improved performance at the Gilmor program suggest the school may attract more students than projections indicate—which would, in turn, raise the utilization rate toward a target of 75 to 90 percent.

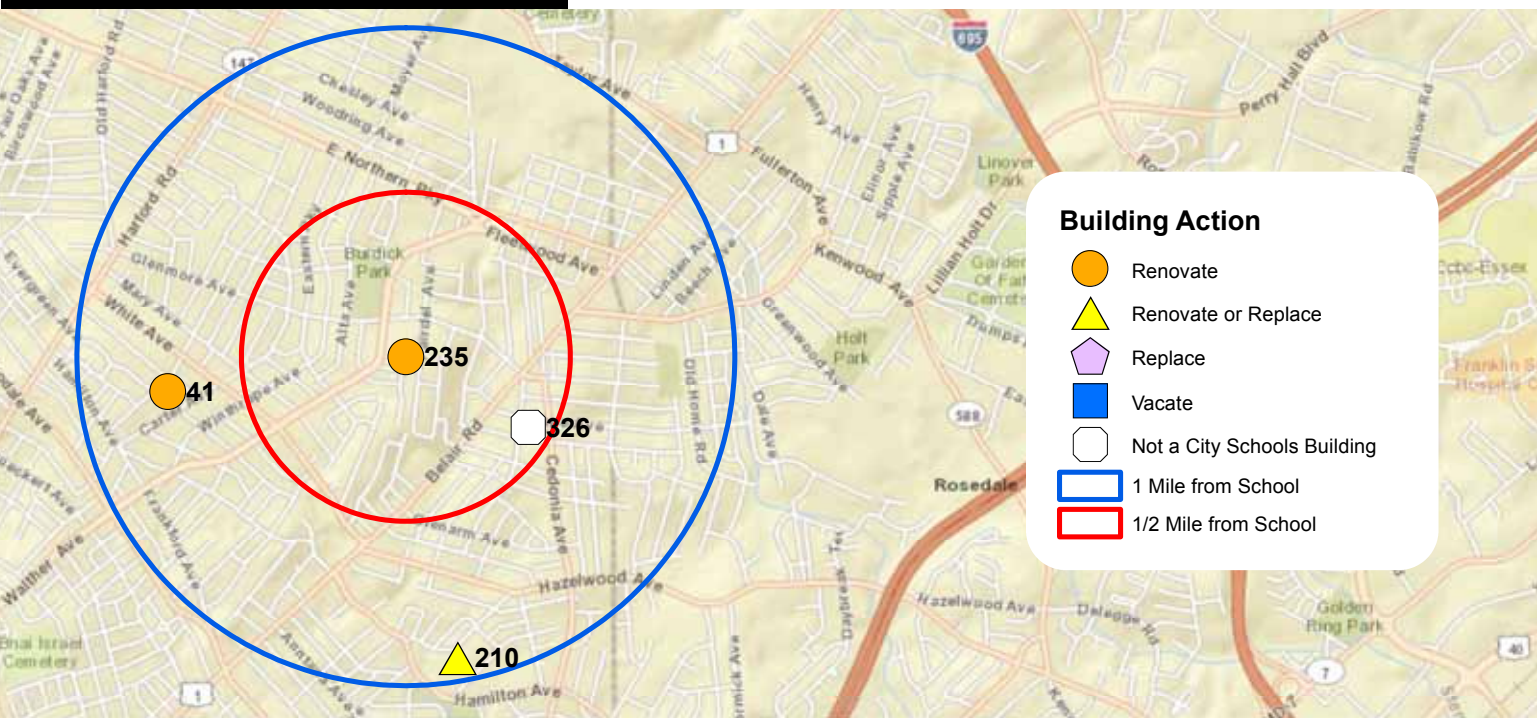
Gilmor Elementary School

School/building number: 107
Address: 1311 N. Gilmor Street, 21217
Planning area: West

Recommendation: RENOVATE OR REPLACE

Proposed Year: 3

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 235 = Glenmount; 41 = City Neighbors High, City Neighbors Hamilton (Hamilton Building); 210 = Hazelwood; 326 = City Neighbors Charter

Glenmount Elementary/Middle School

School/building number: 235
Address: 6211 Walther Avenue, 21206
Planning area: Northeast

Recommendation: RENOVATE

Proposed Year: 8

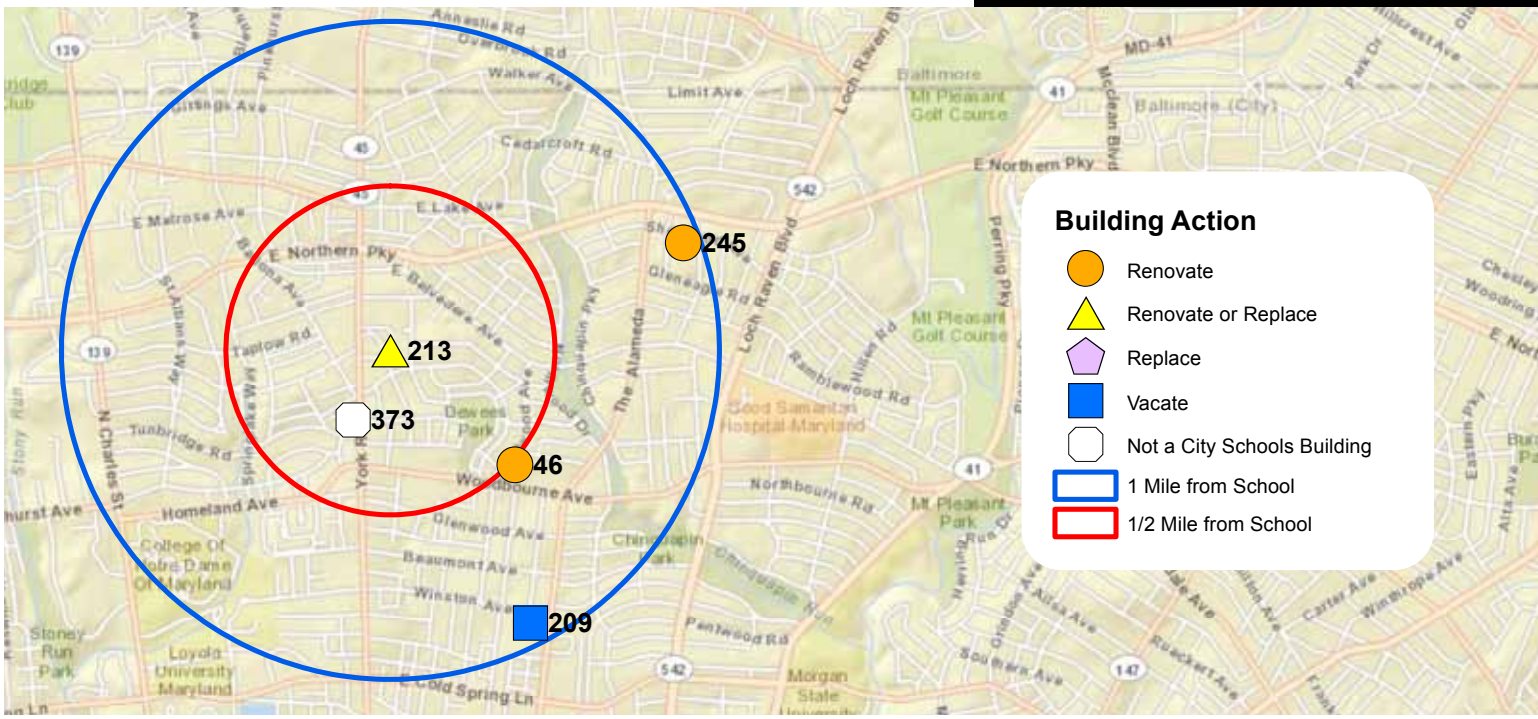
Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $9,089,321 to renovate the Glenmount building and $18,880,489 to replace it, giving an FCI of 48.1 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Glenmount building has an Educational Adequacy Score of 60.9, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 726 and a projected 2016 enrollment of 417, the Glenmount building is on track to be utilized at a rate of 57.4 percent. Because other schools in this part of the city are highly utilized, extra capacity at Glenmount is needed to help alleviate crowding; the size of this school is therefore anticipated to be adequate, despite its currently low utilization rate.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 213 = Govans; 46 = Baltimore IT Academy (Chinquapin Building); 209 = Baltimore Design School (Winston Building); 245 = Leith Walk; 373 = Tunbridge

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $13,422,352 to renovate the Govans building and $10,959,865 to replace it, giving an FCI of 122.5 percent. This FCI suggests that renovation or replacement should both be considered, and that replacement may be the more cost-effective option.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Govans building has an Educational Adequacy Score of 57.1, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 304 and a projected 2016 enrollment of 351, the Govans building is on track to be utilized at a rate of 115.5 percent. This utilization rate, together with an analysis of projected enrollment trends in the community, points to the need to increase the capacity of this building (either with an addition as part of renovation of the existing building or with a new, larger building) to lower its utilization rate to a target of 75 to 90 percent.

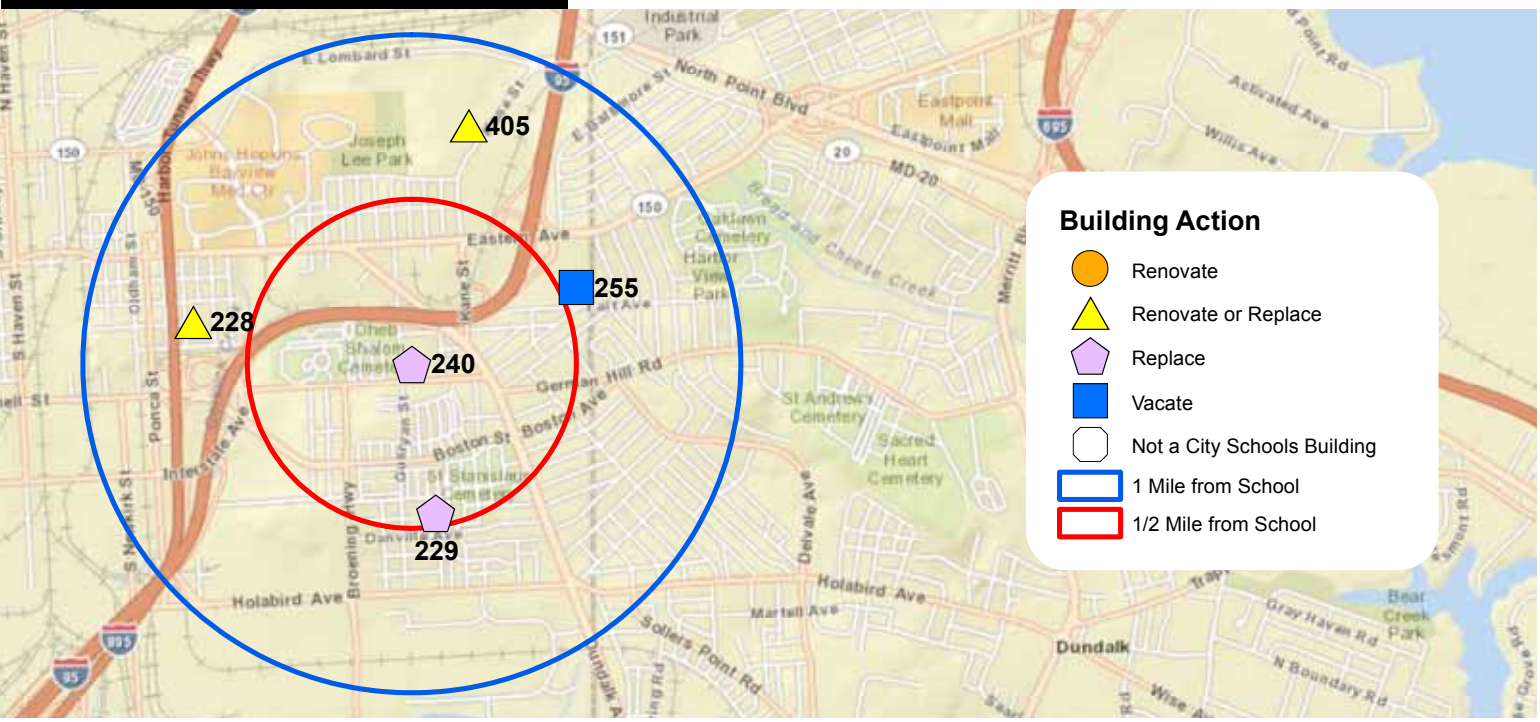
Govans Elementary School

School/building number: 213
Address: 5801 York Road, 21212
Planning area: North

Recommendation: RENOVATE WITH POSSIBLE ADDITION OR REPLACE

Proposed Year: 2

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 240 = Graceland Park/O'Donnell Heights; 228 = John Ruhrah; 229 = Holabird; 255 = Baltimore Community (Southeast Building); 405 = Patterson

Graceland Park/O'Donnell Heights Elementary/Middle School

School/building number: 240
Address: 6300 O'Donnell Street, 21224
Planning area: Southeast

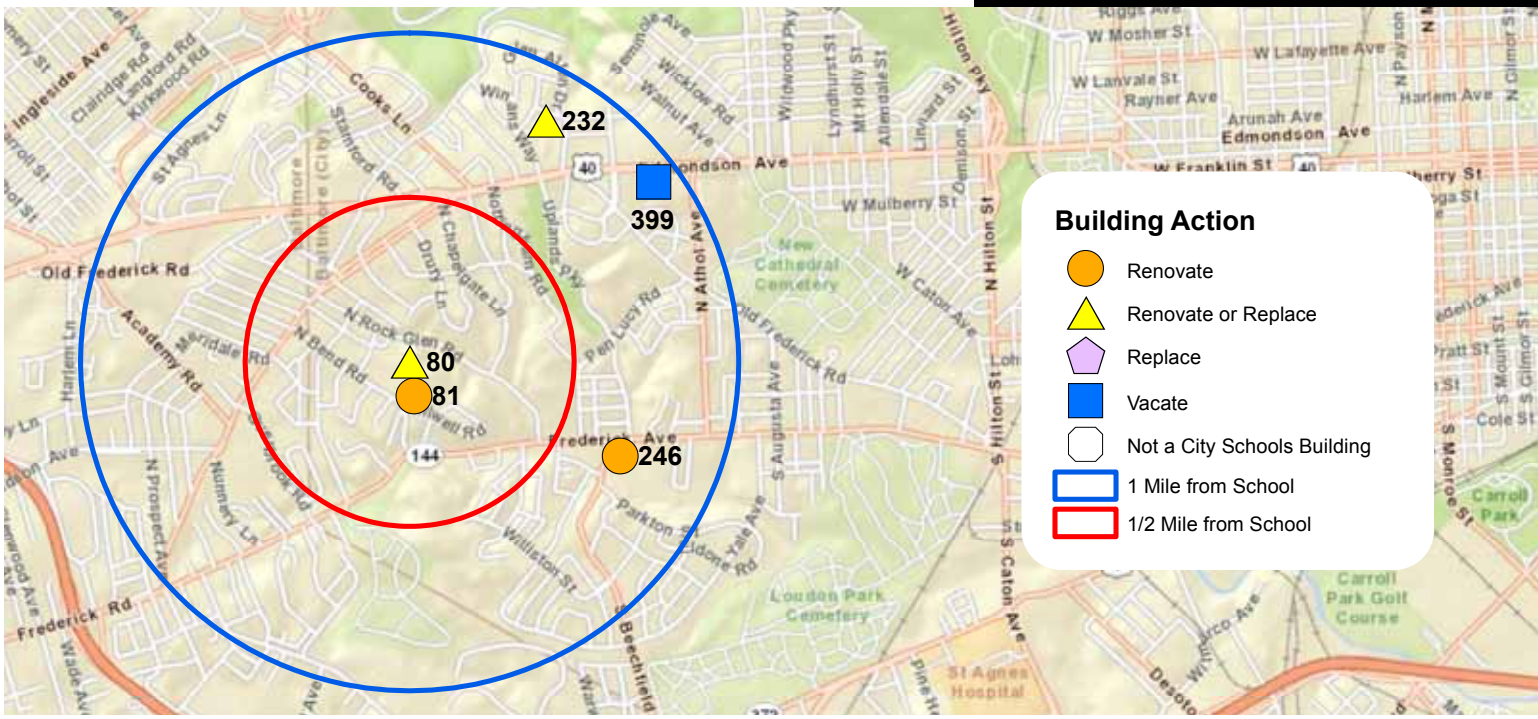
Recommendation: REPLACE

Proposed Year: CURRENT

Rationale for Recommendation

»Following the outcome of a feasibility study, a proposal is already in place to replace the Graceland Park/O'Donnell Heights building. Funding is pending approval through the Capital Improvement Program. If approved, construction would begin in 2013-14.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 80 = Green Street Academy, KASA (West Baltimore Building); 81 = North Bend; 232 = Thomas Jefferson; 246 = Beechfield; 399 = Edmondson-Westside (Edmondson-Westside Skill Center)

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $55,857,248 to renovate the West Baltimore Building and $58,305,400 to replace it, giving an FCI of 95.8 percent. This FCI suggests that renovation or replacement should both be considered, and that replacement may be the more cost-effective option.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The West Baltimore Building has an Educational Adequacy Score of 47.6, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 1,808 and a projected 2016 enrollment of 693 for the two schools sharing this building (Green Street and KASA Middle/High School) combined, the West Baltimore Building is on track to be utilized at a rate of 38.3 percent. According to provisions of its contract, Green Street Academy anticipates expanding the grades it serves, which will increase enrollment in the program and raise the building's utilization rate.

»Green Street Academy and KASA are transformation schools with outside operators whose contracts are up for renewal in 2014–15 and 2012–13, respectively. Final plans for this building will take into account the outcome of those renewal processes.

Green Street Academy

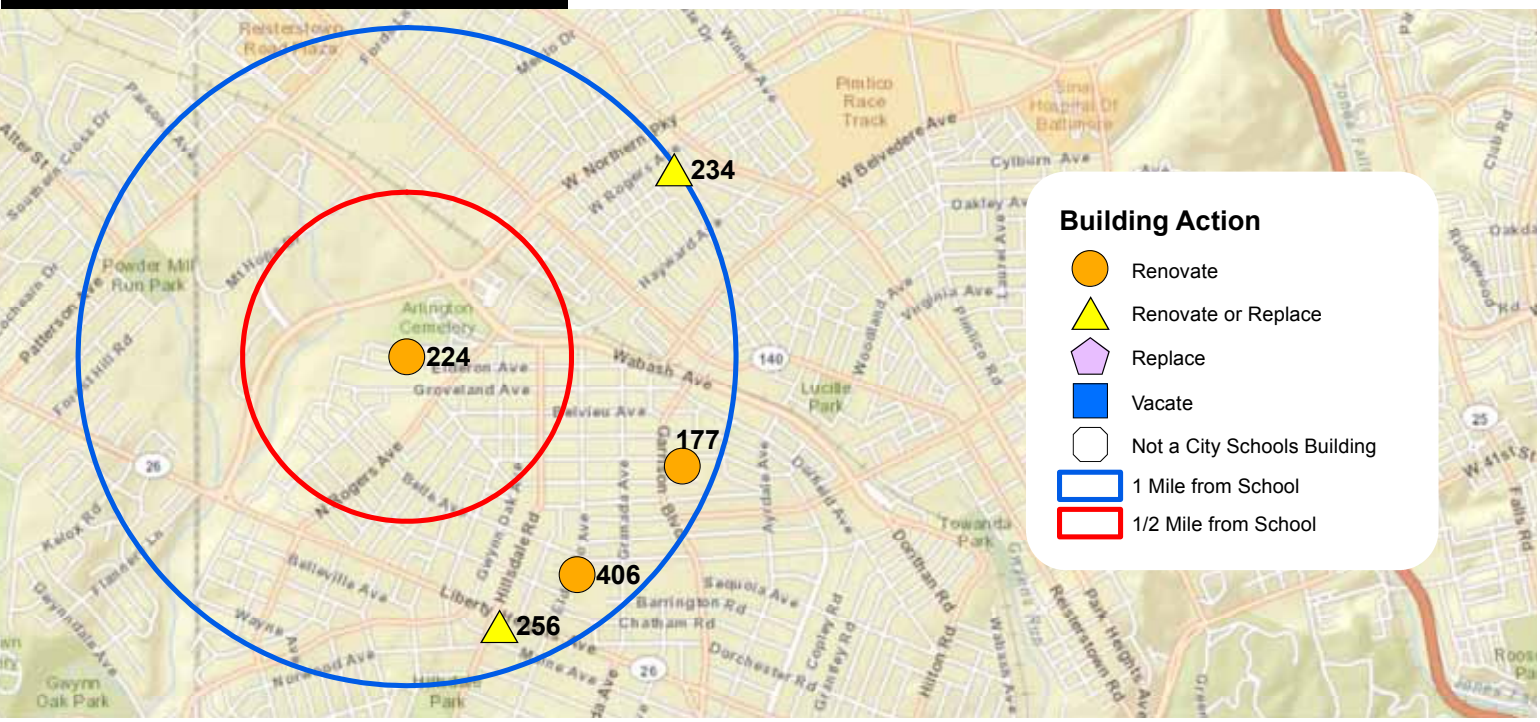
(West Baltimore Building)

School/building number: 377/80
Address: 201 North Bend Road, 21229
Planning area: Southwest

Recommendation: RENOVATE OR REPLACE

Proposed Year: 3

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 224 = Grove Park; 177 = George W.F. McMechen; 234 = Arlington; 256 = Calvin M. Rodwell; 406 = Forest Park

Grove Park Elementary/Middle School

School/building number: 224
Address: 5545 Kennison Avenue, 21215
Planning area: Northwest

Recommendation: RENOVATE WITH POSSIBLE ADDITION

Proposed Year: 5

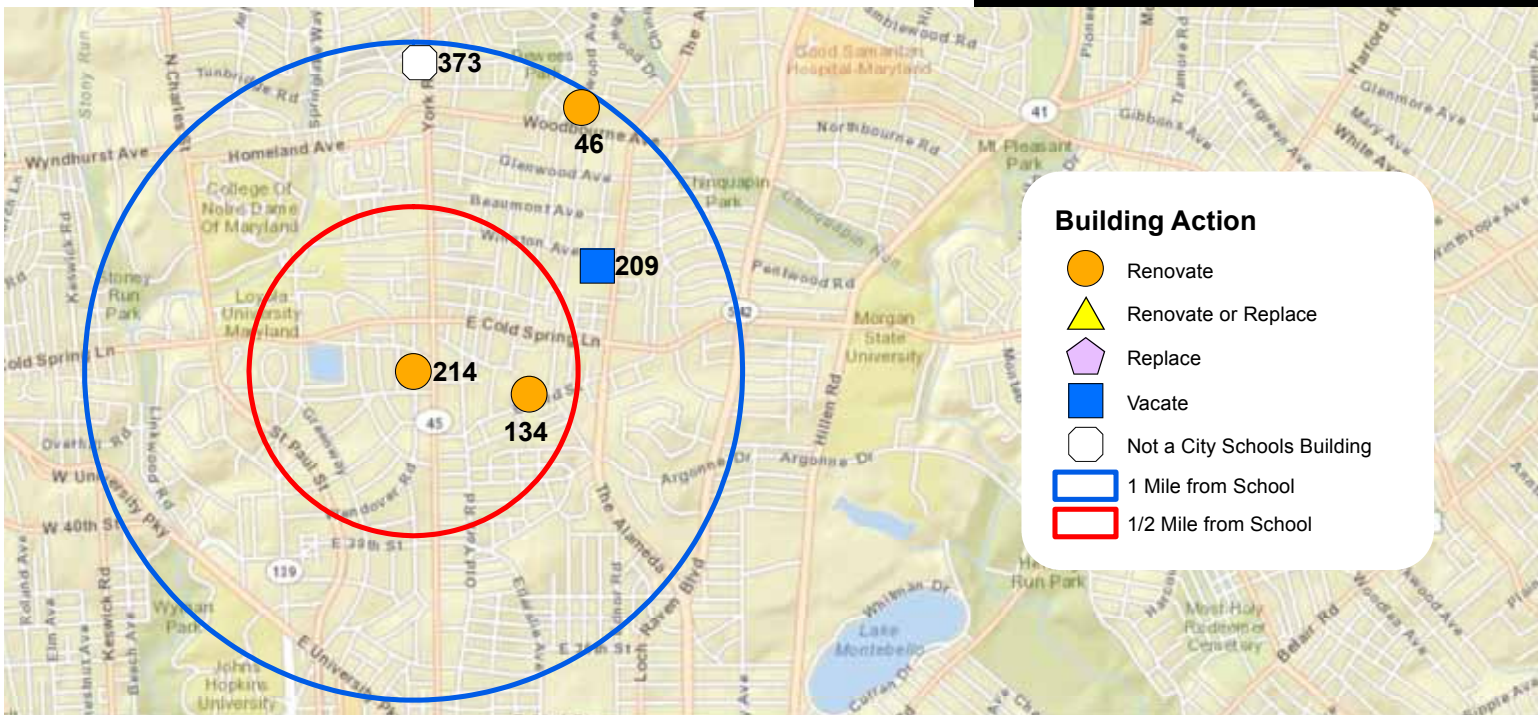
Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $9,013,455 to renovate the Grove Park building and $12,695,479 to replace it, giving an FCI of 71 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Grove Park building has an Educational Adequacy Score of 51.8, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 319 and a projected 2016 enrollment of 327, the Grove Park building is on track to be utilized at a rate of 102.5 percent. This utilization rate, together with an analysis of projected enrollment trends in the community, points to the need to construct an addition to this building as part of its renovation to lower its utilization rate to a target of 75 to 90 percent.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 214 = Guilford; 46 = Baltimore IT Academy (Chinquapin Building); 134 = Walter P. Carter; 209 = Baltimore Design School (Winston Building); 373 = Tunbridge

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $7,922,592 to renovate the Guilford building and $13,172,276 to replace it, giving an FCI of 60.1 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Guilford building has an Educational Adequacy Score of 57.9, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 364 and a projected 2016 enrollment of 379, the Guilford building is on track to be utilized at a rate of 104.1 percent. This utilization rate, together with an analysis of projected enrollment trends in the community, points to the need to construct an addition to this building as part of its renovation to lower its utilization rate to a target of 75 to 90 percent.

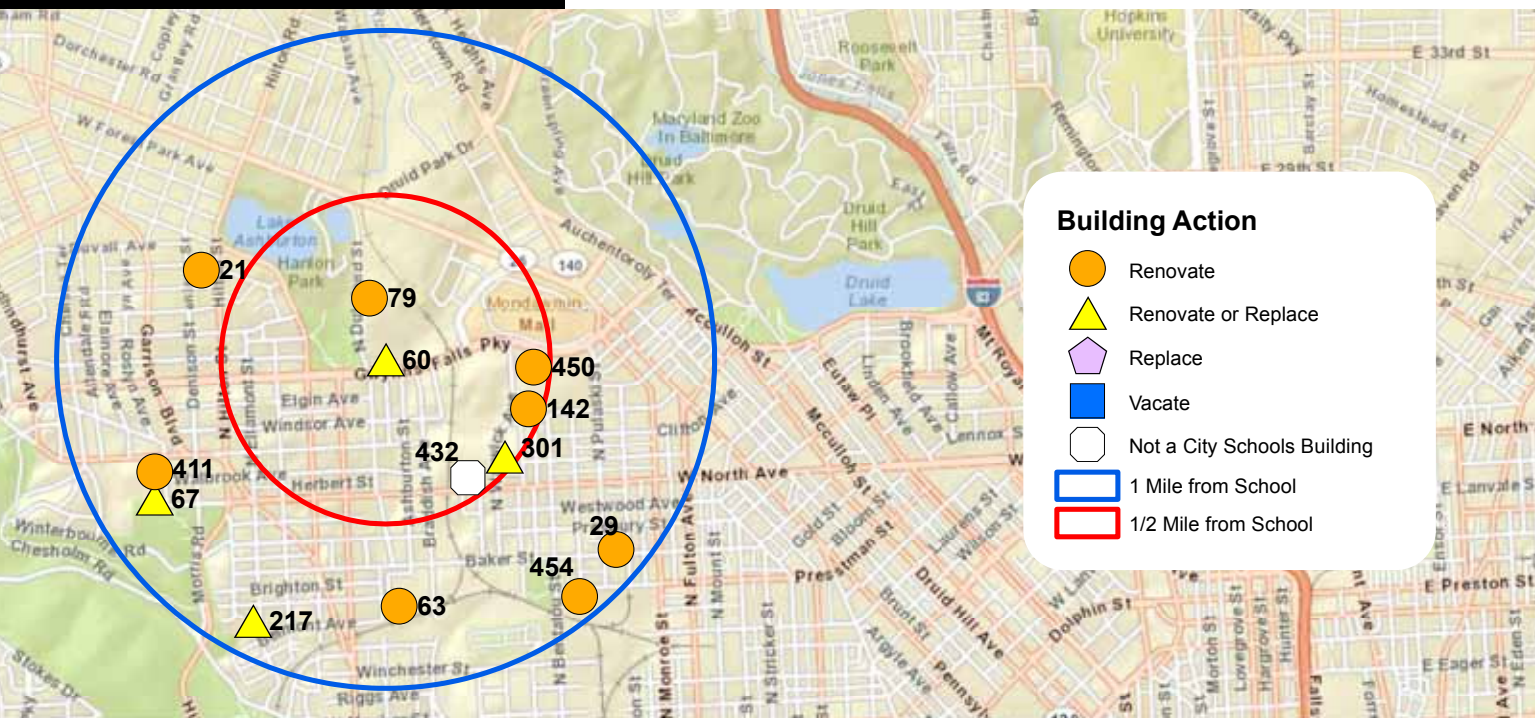
Guilford Elementary/Middle School

School/building number: 214
Address: 4520 York Road, 21212
Planning area: North

Recommendation: RENOVATE WITH POSSIBLE ADDITION

Proposed Year: 8

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 60 = Gwynns Falls; 21 = Hilton; 29 = Matthew A. Henson; 63 = Rosemont; 67 = Edgewood; 79 = Baltimore Liberation Diploma Plus, ConneXions, Maryland Academy of Technology and Health Sciences (William Lemmel Building); 142 = Robert W. Coleman; 217 = Belmont; 301 = William S. Baer; 411 = Baltimore Civitas, Bluford Drew Jemison West (Walbrook Building); 432 = Coppin Academy; 450 = Frederick Douglass; 454 = Carver

Gwynns Falls Elementary School

School/building number: 60
Address: 2700 Gwynns Falls Parkway, 21216
Planning area: West

Recommendation: RENOVATE OR REPLACE

Proposed Year: 3

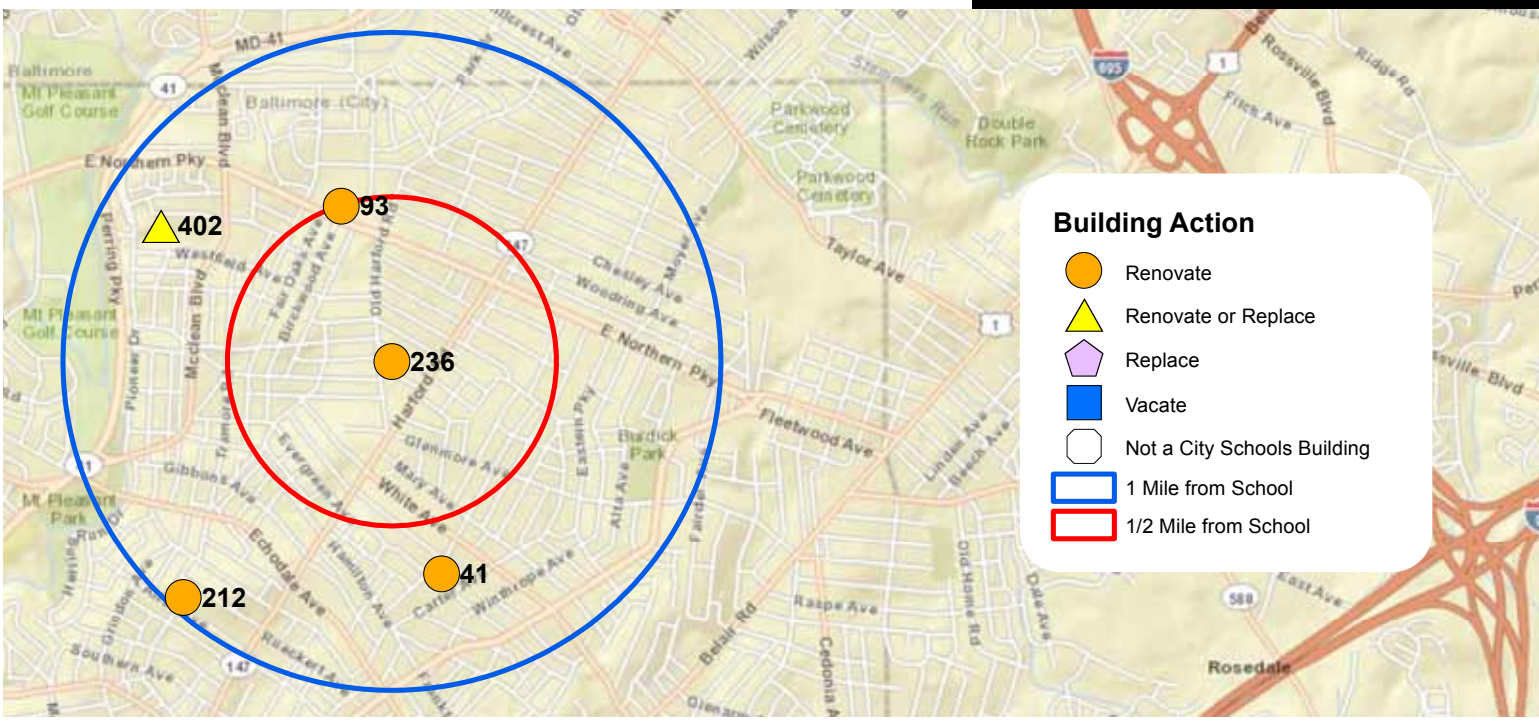
Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $12,900,133 to renovate the Gwynns Falls building and $13,535,131 to replace it, giving an FCI of 95.3 percent. This FCI suggests that renovation or replacement should both be considered, and that replacement may be the more cost-effective option.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Gwynns Falls building has an Educational Adequacy Score of 61.1, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 542 and a projected 2016 enrollment of 498, the Gwynns Falls building is on track to be utilized at a rate of 91.9 percent.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 236 = Hamilton; 41 = City Neighbors High, City Neighbors Hamilton (Hamilton Building); 93= Friendship Academy of Engineering and Technology, Northwood Appold Community Academy (NACA) Freedom and Democracy II (Professional Development Building); 212= Garrett Heights; 402 = Reginald F. Lewis, W.E.B. DuBois (Northern Building)

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $5,737,829 to renovate the Hamilton building and $17,490,240 to replace it, giving an FCI of 32.8 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Hamilton building has an Educational Adequacy Score of 55.8, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 770 and a projected 2016 enrollment of 792, the Hamilton building is on track to be utilized at a rate of 102.9 percent. With extra capacity and available seats at neighboring schools, the current size of this building is anticipated to be adequate, based on analysis of projected enrollment trends in the community.

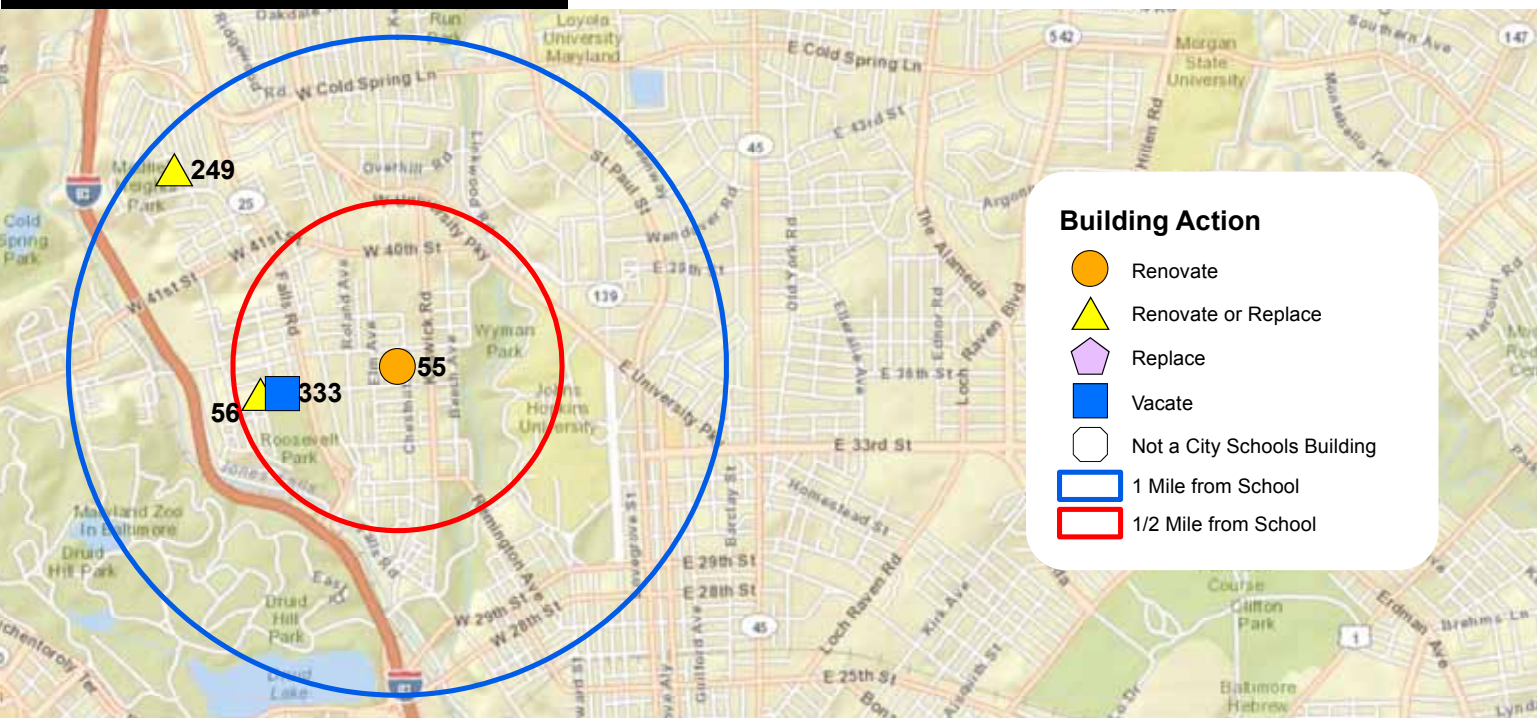
Hamilton Elementary/Middle School

School/building number: 236
Address: 6101 Old Harford Road, 21214
Planning area: Northeast

Recommendation: RENOVATE

Proposed Year: 9

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 55 = Hampden; 56 = Academy for College and Career Exploration (Robert Poole Building); 249 = Medfield Heights; 333 = Independence School Local I

Hampden Elementary/Middle School

School/building number: 55
Address: 3608 Chestnut Avenue, 21211
Planning area: North

Recommendation: RENOVATE

Proposed Year: 9

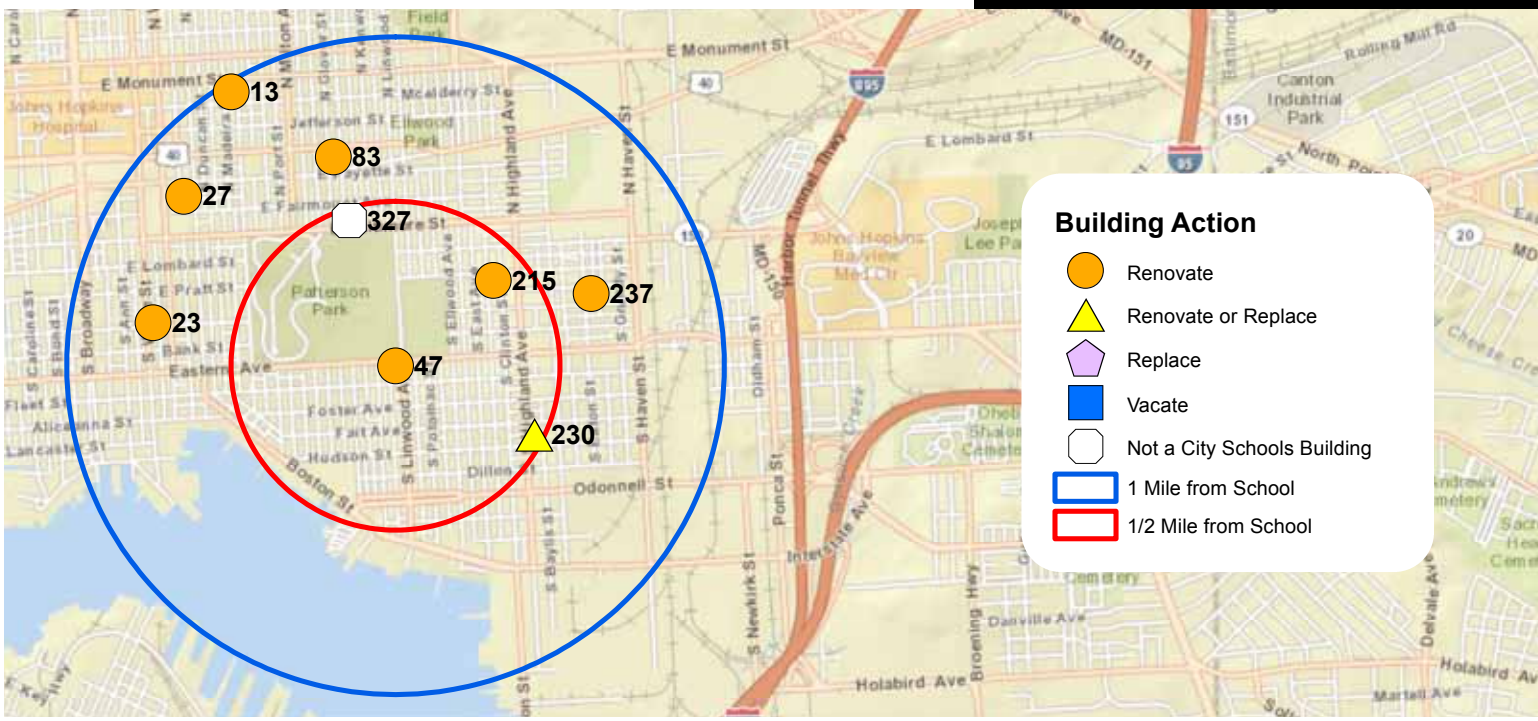
Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $6,452,957 to renovate the Hampden building and $13,962,794 to replace it, giving an FCI of 46.2 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Hampden building has an Educational Adequacy Score of 57.4, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 535 and a projected 2016 enrollment of 424, the Hampden building is on track to be utilized at a rate of 79.3 percent.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 47 = Hampstead Hill; 13 = Tench Tilghman; 23 = Wolfe Street; 27 = Commodore John Rodgers; 83 = William Paca; 215 = Highlandtown #215; 230 = Friendship Academy of Science and Technology (Canton Building); 237 = Highlandtown #237; 327 = Patterson Park

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $6,165,995 to renovate the Hampstead Hill building and $9,874,443 to replace it, giving an FCI of 62.4 percent. This FCI suggest that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Hampstead Hill building has an Educational Adequacy Score of 55.8, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 444 and a projected 2016 enrollment of 736, the Hampstead Hill building is on track to be utilized at a rate of 165.8 percent. This utilization rate, together with an analysis of projected enrollment trends in the community, points to the need to construct an addition to this building as part of its renovation to lower its utilization rate to a target of 75 to 90 percent.

»Hampstead Hill is a charter school whose charter is up for renewal in 2012–13. Final plans for this building will take into account the outcome of that renewal process.

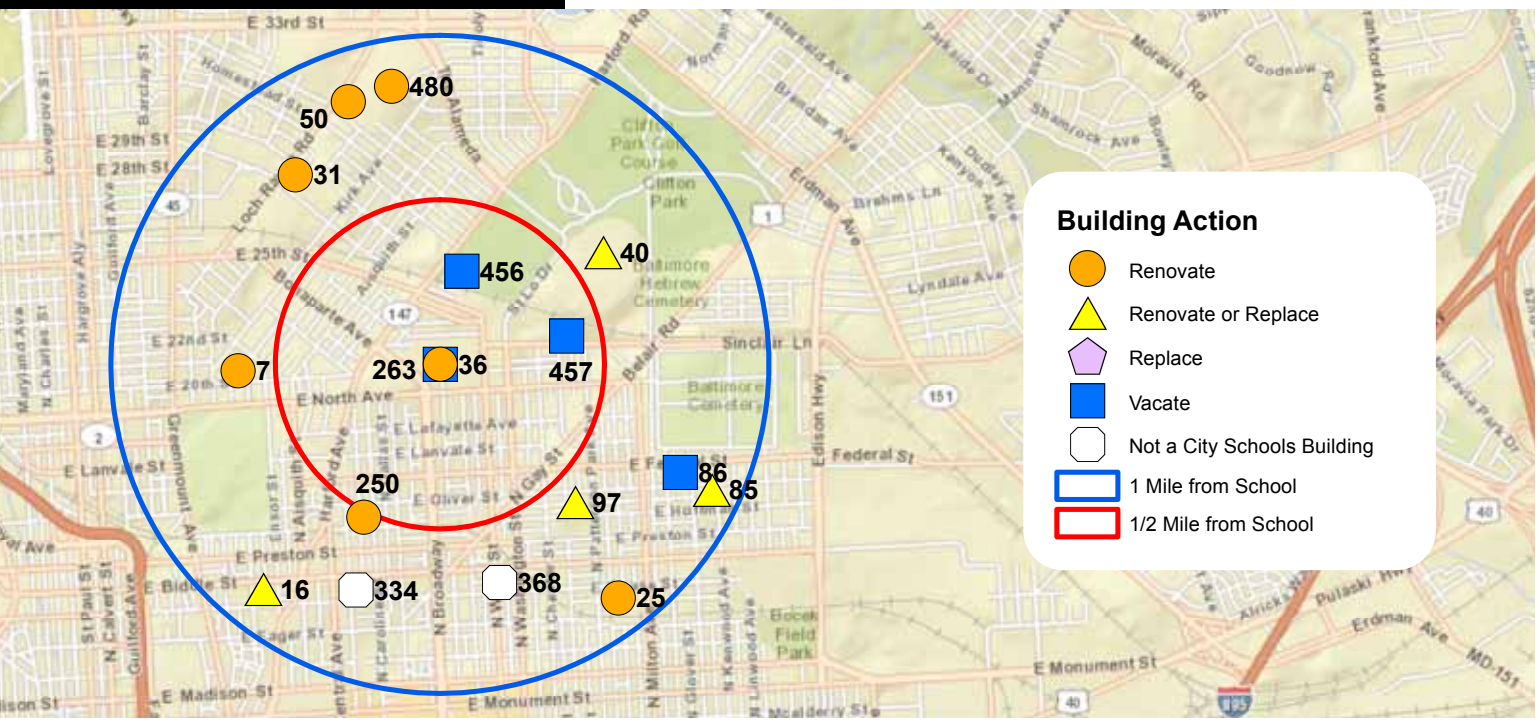
Hampstead Hill Academy Elementary/Middle School

School/building number: 47
Address: 500 S. Linwood Avenue, 21224
Planning area: Southeast

Recommendation: RENOVATE WITH POSSIBLE ADDITION

Proposed Year: 9

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 36 = Harford Heights (Harford Heights Building); 7 = Cecil; 16 = Johnston Square; 25 = Dr. Rayner Browne; 31 = Coldstream Park; 40 = Heritage, REACH! (Lake Clifton Building); 50 = Abbottston, Stadium (Abbottston Building); 85 = Fort Worthington; 86 = Lakewood; 97 = Collington Square; 250 = Dr. Bernard Harris; 263 = William C. March; 334 = Bluford Drew Jemison Middle; 368 = Elmer A. Henderson; 456 = Achievement Academy, Baltimore Antioch Diploma Plus (Fairmount-Harford Building); 457 = Baltimore Rising Star (Laurence Paquin Building); 480 = Baltimore City College

Harford Heights Elementary School

School/building number: 37/36
Address: 1919 N. Broadway, 21213
Planning area: East

Recommendation: RENOVATE

Proposed Year: 2

Rationale for Recommendation

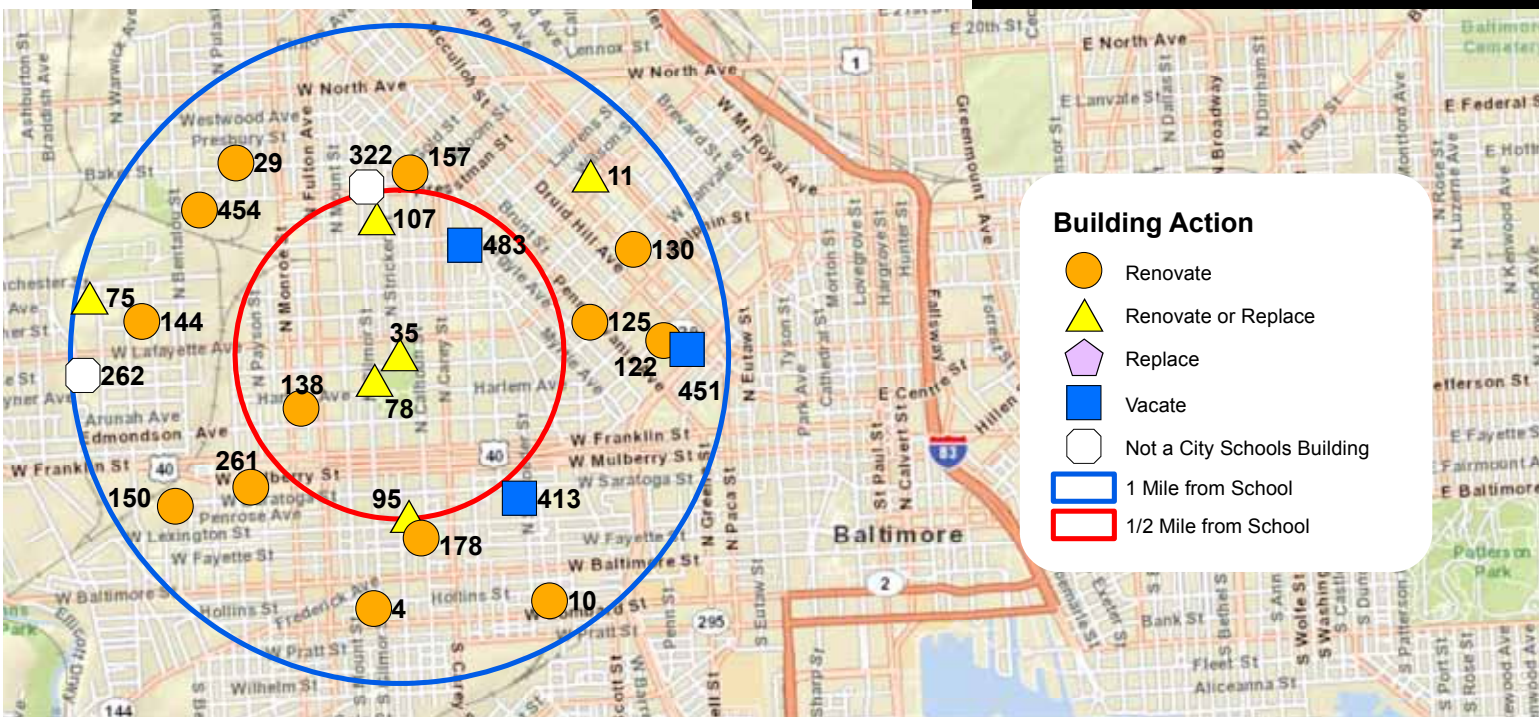
»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $13,636,790 to renovate the Harford Heights building and $27,569,890 to replace it, giving an FCI of 49.5 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Harford Heights building has an Educational Adequacy Score of 57.8, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 767 and a 2016 projected enrollment of 635, the Harford Heights building is on track to be utilized at a rate of 82.8 percent.

»The Sharp-Leadenhall program, which will vacate its current building in the Federal Hill area, will be co-located in a renovated Harford Heights building that meets the needs of both the Harford Heights and Sharp-Leadenhall programs. The small number of students served by Sharp-Leadenhall is not anticipated to have a significant effect on the overall building utilization rate.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 35 = Harlem Park; 4 = Steuart Hill; 10 = James McHenry; 11= Eutaw-Marshburn; 29 = Matthew A. Henson; 75 = Friendship Academy at Calverton; 78 = Augusta Fells Savage, Baltimore Talent Development (Harlem Park Building); 95 = Franklin Square; 107 = Gilmor; 122 = Historic Samuel Coleridge-Taylor; 125 = Furman L. Templeton; 130 = Booker T. Washington, Renaissance Academy (Booker T. Washington Building); 138 = Roots and Branches (Harriet Tubman Building); 144 = James Mosher; 150 = Mary Ann Winterling; 157 = William Pinderhughes (George Kelson Building); 178 = Vivien T. Thomas (Francis Wood Building); 261 = Lockerman Bundy; 262 = Empowerment Academy; 322 = New Song Academy; 413 = Excel Academy (Harbor City Building); 451 = New Hope Academy (Joseph Briscoe Building); 454 = Carver; 483 = Monarch Academy (William Pinderhughes Building)

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $11,299,154 to renovate the Harlem Park building and $14,702,873 to replace it, giving an FCI of 76.8 percent. This FCI suggests that renovation or replacement should both be considered, and that replacement may be the more cost-effective option.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Harlem Park building has an Educational Adequacy Score of 65.9, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 499 and a projected 2016 enrollment of 347, the Harlem Park building is on track to be utilized at a rate of 69.5 percent.

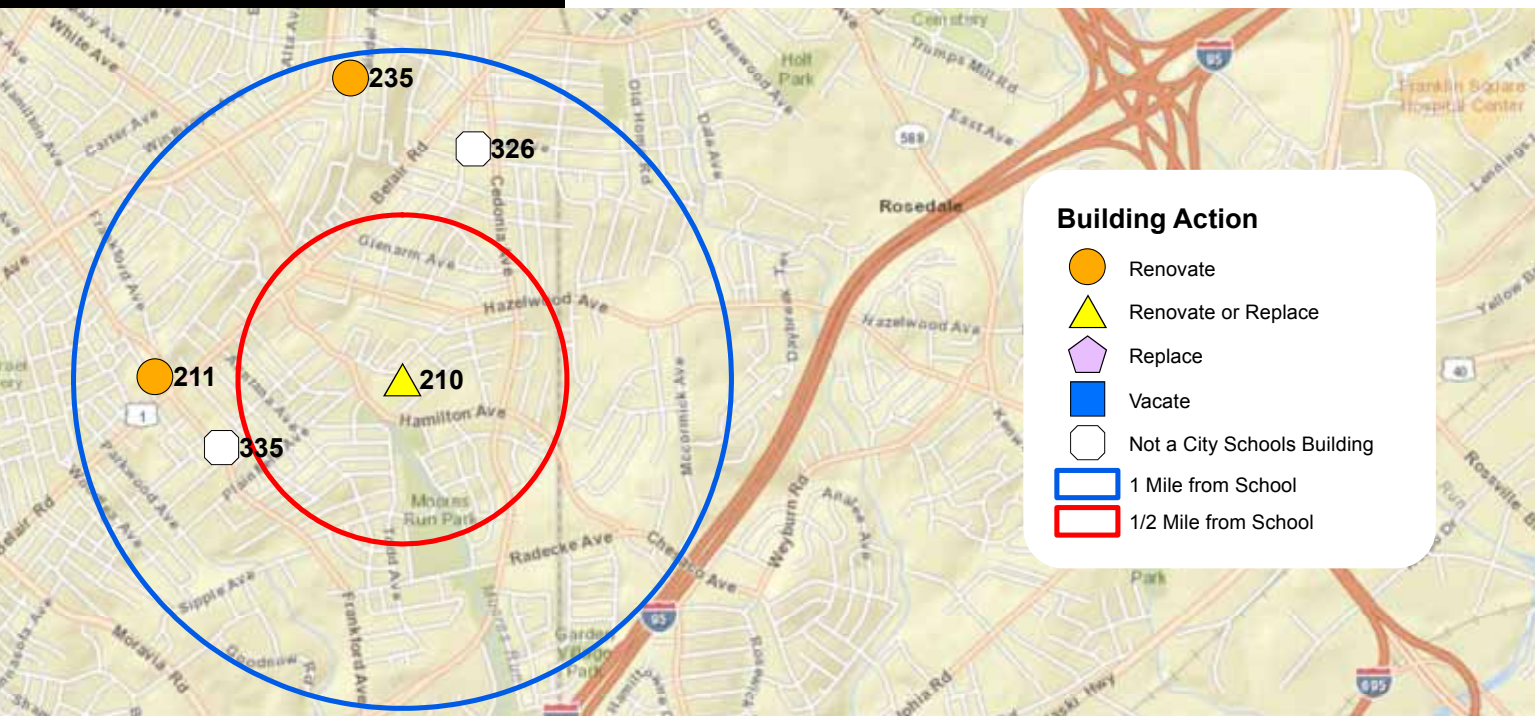
Harlem Park Elementary/Middle School

School/building number: 35
Address: 1401 W. Lafayette Avenue, 21217
Planning area: West

Recommendation: RENOVATE OR REPLACE

Proposed Year: 4

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 210 = Hazelwood; 211 = Gardenville; 235 = Glemount; 326 = City Neighbors Charter; 335 = Baltimore International Academy

Hazelwood Elementary/Middle School

School/building number: 210
Address: 4517 Hazelwood Avenue, 21206
Planning area: Northeast

Recommendation: RENOVATE OR REPLACE

Proposed Year: 6

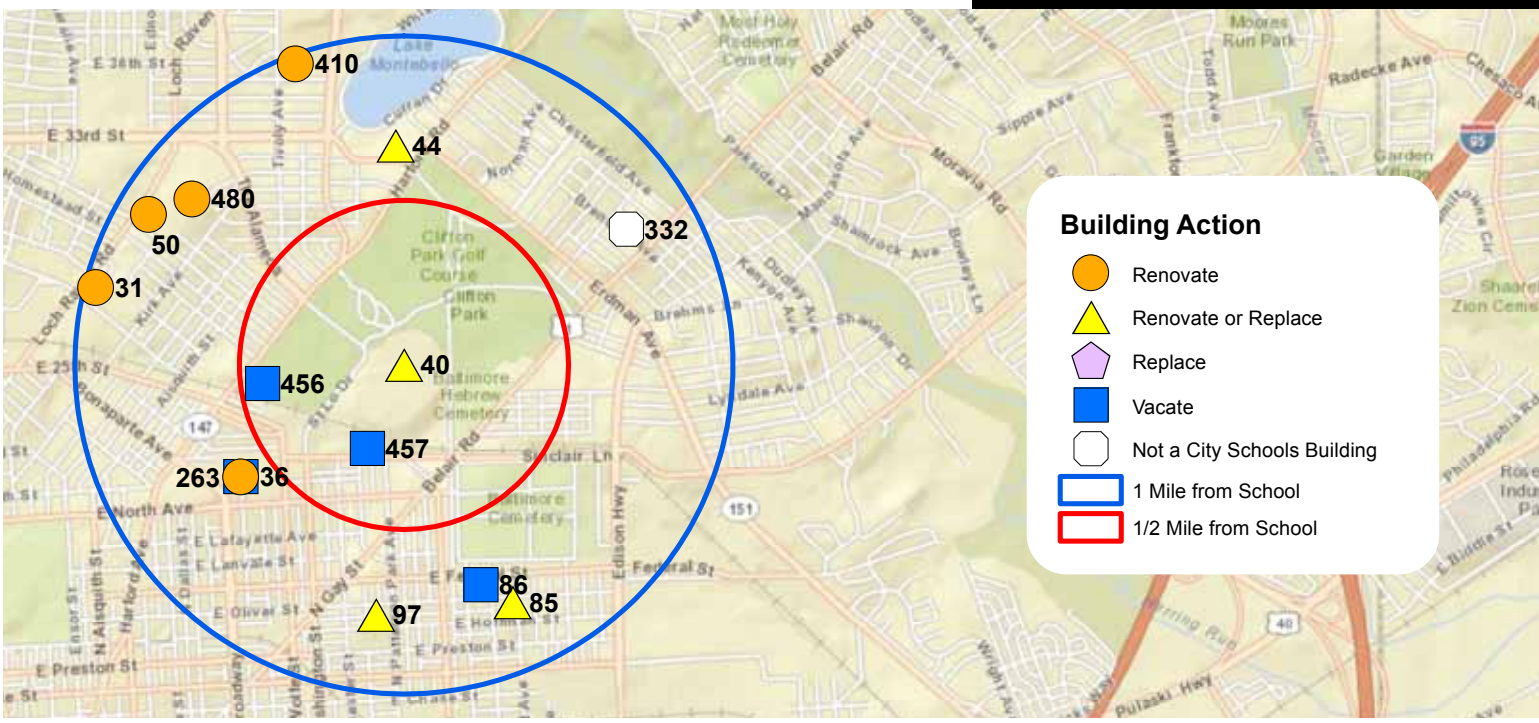
Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $16,298,947 to renovate the Hazelwood building and $13,984,771 to replace it, giving an FCI of 116.5 percent. This FCI suggests that renovation or replacement should both be considered, and that replacement may be the more cost-effective option.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Hazelwood building has an Educational Adequacy Score of 61.3, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 479 and a projected 2016 enrollment of 436, the Hazelwood building would be utilized at a rate of 91 percent.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 40 = Heritage, REACH! (Lake Clifton Building); 31 = Coldstream Park; 36 = Harford Heights (Harford Heights Building); 44 = Montebello; 50 = Abbottston, Stadium (Abbottston Building); 85 = Fort Worthington; 86 = Lakewood; 97 = Collington Square; 263 = William C. March; 332 = Green School; 410 = Mergenthaler; Achievement Academy, Baltimore Antioch Diploma Plus (Fairmount-Harford Building); 457 = Baltimore Rising Star (Laurence Paquin Building); 480 = Baltimore City College

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an index greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $60,221,837 to renovate the Lake Clifton Building and $107,522,584 to replace it, giving an FCI of 56 percent. Despite this relatively low FCI, additional factors (described below) indicate that both renovation and replacement should be considered. The Lake Clifton Building is extremely large and faces significant structural problems, some associated with its site in a lake bed, which has led to sinking in places over the years.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Lake Clifton Building has an Educational Adequacy Score of 60.3, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 3,313 and a projected 2016 enrollment of 1,019 for the two schools located at this site (Heritage and The REACH! Partnership School) combined, the Lake Clifton Building is on track to be utilized at a rate of 30.8 percent. The low utilization rate and analysis of projected enrollment trends point to the need to reduce capacity of this building to accommodate a student population at a target utilization rate of 75 to 90 percent.

»Low enrollment at Heritage, combined with other available school data, leads to a recommendation for closure of this program. Heritage students will participate in the High School Choice process to select which school they will attend. The current Lake Clifton Building will be renovated or replaced with a new, smaller building (at a different location on the site) that meets the program and space requirements of Claremont High School and of REACH!, which (pending the outcome of its renewal process in 2012–13) will be available as a school choice option for students from Heritage.

Heritage High School

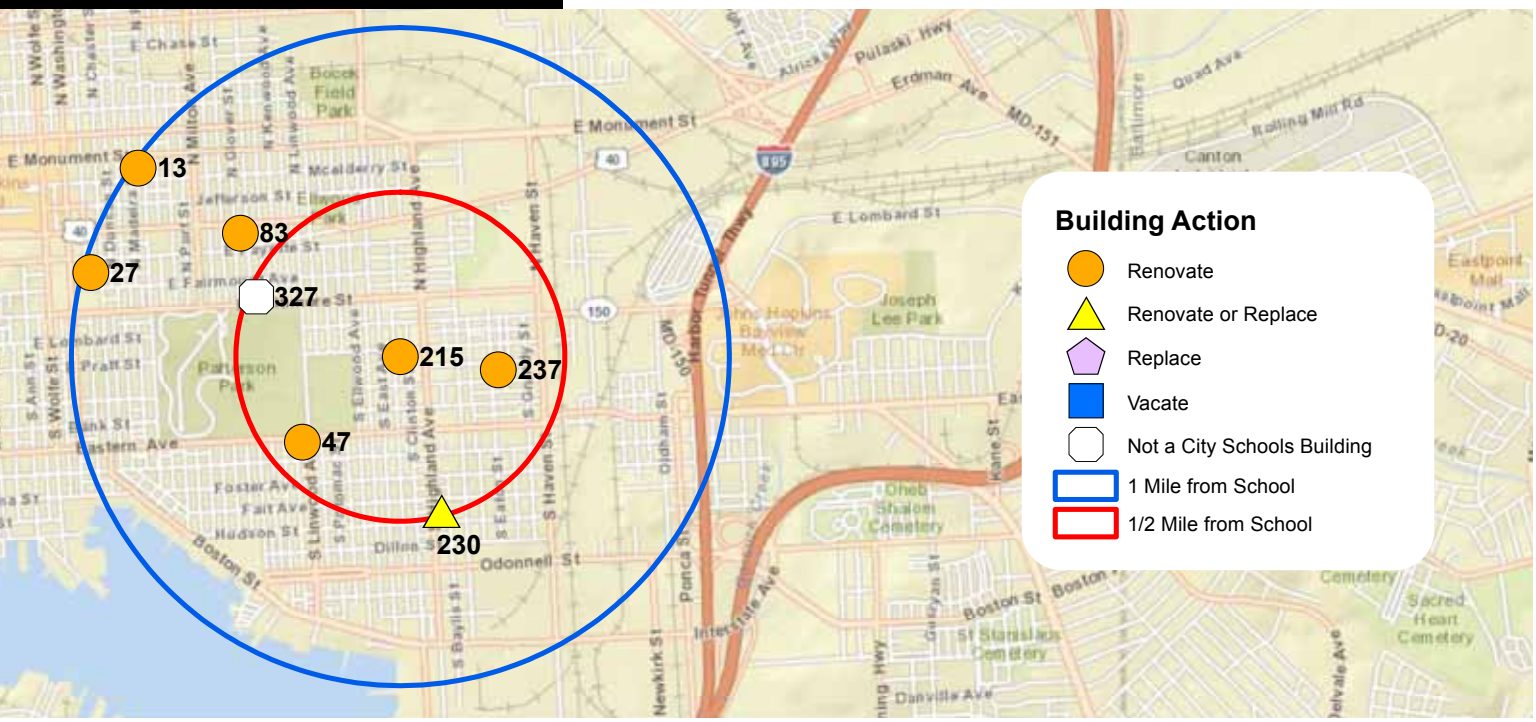
(Lake Clifton Building)

School/building number: 425/40
Address: 2801 Saint Lo Drive, 21213
Planning area: Northeast

Recommendation: RENOVATE OR REPLACE WITH POSSIBLE REDUCTION; CLOSE PROGRAM

Proposed Year: 1 (building action); 2 (program closure)

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 215 = Highlandtown #215; 13 = Tench Tilghman; 27 = Commodore John Rodgers; 47 = Hampstead Hill; 83 = William Paca; 230 = Friendship Academy of Science and Technology (Canton Building); 237 = Highlandtown #237; 327 = Patterson Park

Highlandtown Elementary/Middle School #215

School/building number: 215
Address: 3223 E. Pratt Street, 21224
Planning area: Southeast

Recommendation: RENOVATE

Proposed Year: 9

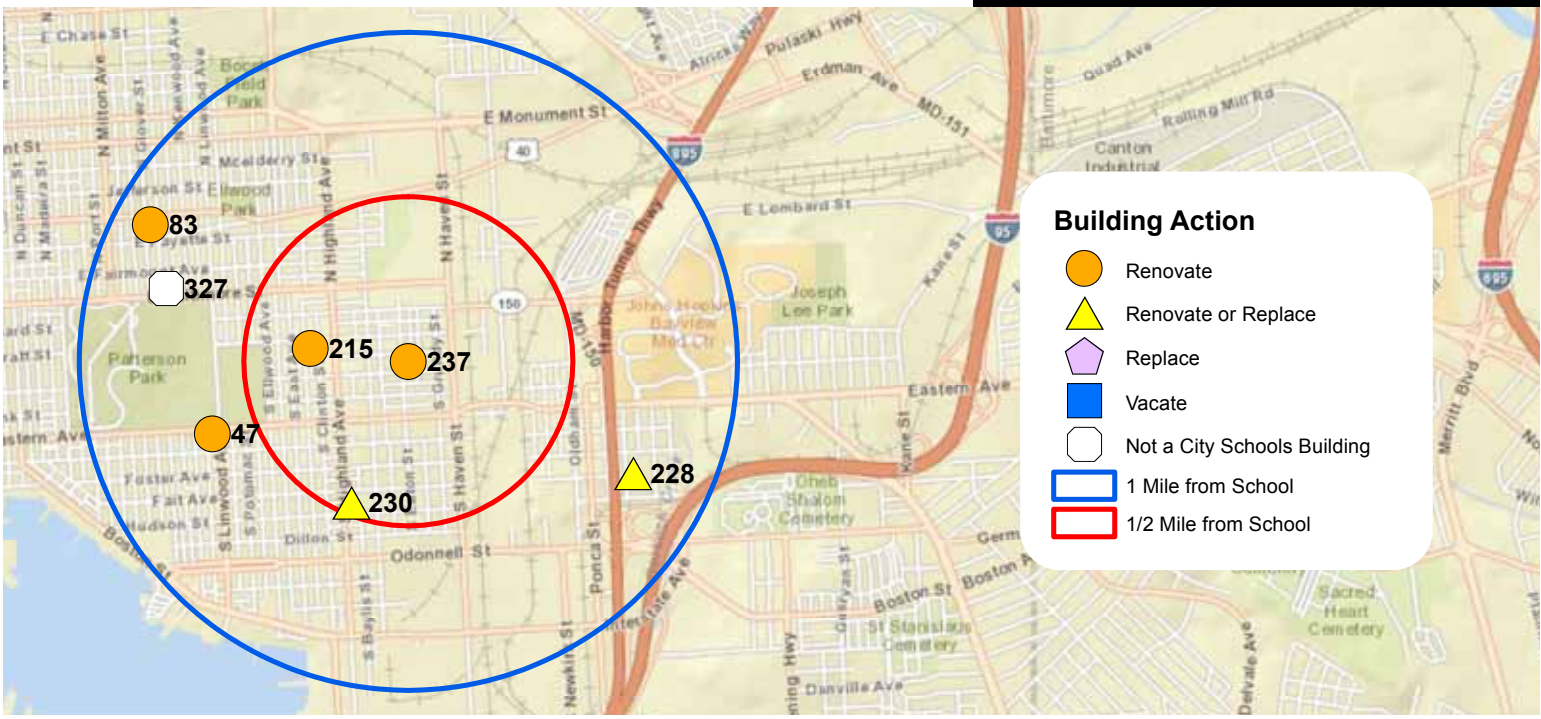
Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $4,542,325 to renovate the Highlandtown #215 building and $13,868,595 to replace it, giving an FCI of 32.8 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Highlandtown #215 building has an Educational Adequacy Score of 51.4, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 481 and a projected 2016 enrollment of 345, the Highlandtown #215 building is on track to be utilized at a rate of 71.7 percent.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 237 = Highlandtown #237; 47 = Hampstead Hill; 83 = William Paca; 215 = Highlandtown #215; 228 = John Ruhrah; 230 = Friendship Academy of Science and Technology (Canton Building); 327 = Patterson Park

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $3,362,510 to renovate the Highlandtown #237 building and $15,706,239 to replace it, giving an FCI of 21.4 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Highlandtown #237 building has an Educational Adequacy Score of 63.1, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 587 and a projected 2016 enrollment of 941, the Highlandtown #237 building is on track to be utilized at a rate of 160.3 percent. This utilization points to the need to construct an addition as part of the building's renovation, with a target utilization rate of 75 to 90 percent for the renovated building.

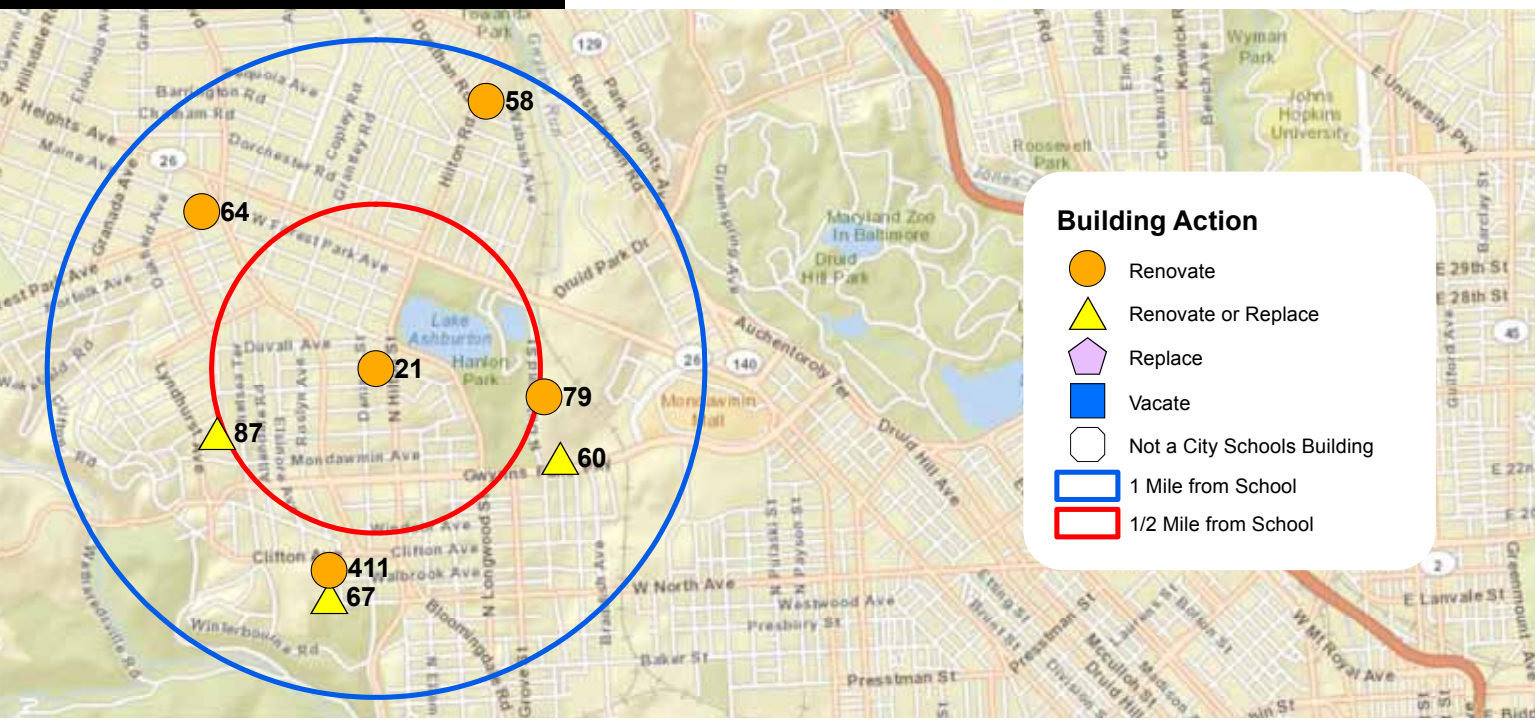
Highlandtown Elementary/Middle School #237

School/building number: 237
Address: 231 S. Eaton Street, 21224
Planning area: Southeast

Recommendation: RENOVATE WITH POSSIBLE ADDITION

Proposed Year: 10

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 21 = Hilton; 58 = Dr. Nathan A. Pitts-Ashburton; 60 = Gwynns Falls; 64 = Liberty; 67 = Edgewood; 79 = Baltimore Liberation Diploma Plus, ConneXions, Maryland Academy of Technology and Health Sciences (William Lemmel Building); 87 = Windsor Hills; 411 = Baltimore Civitas, Bluford Drew Jemison West (Walbrook Building)

Hilton Elementary School

School/building number: 21
Address: 3301 Carlisle Avenue, 21216
Planning area: Northwest

Recommendation: RENOVATE WITH POSSIBLE ADDITION

Proposed Year: 4

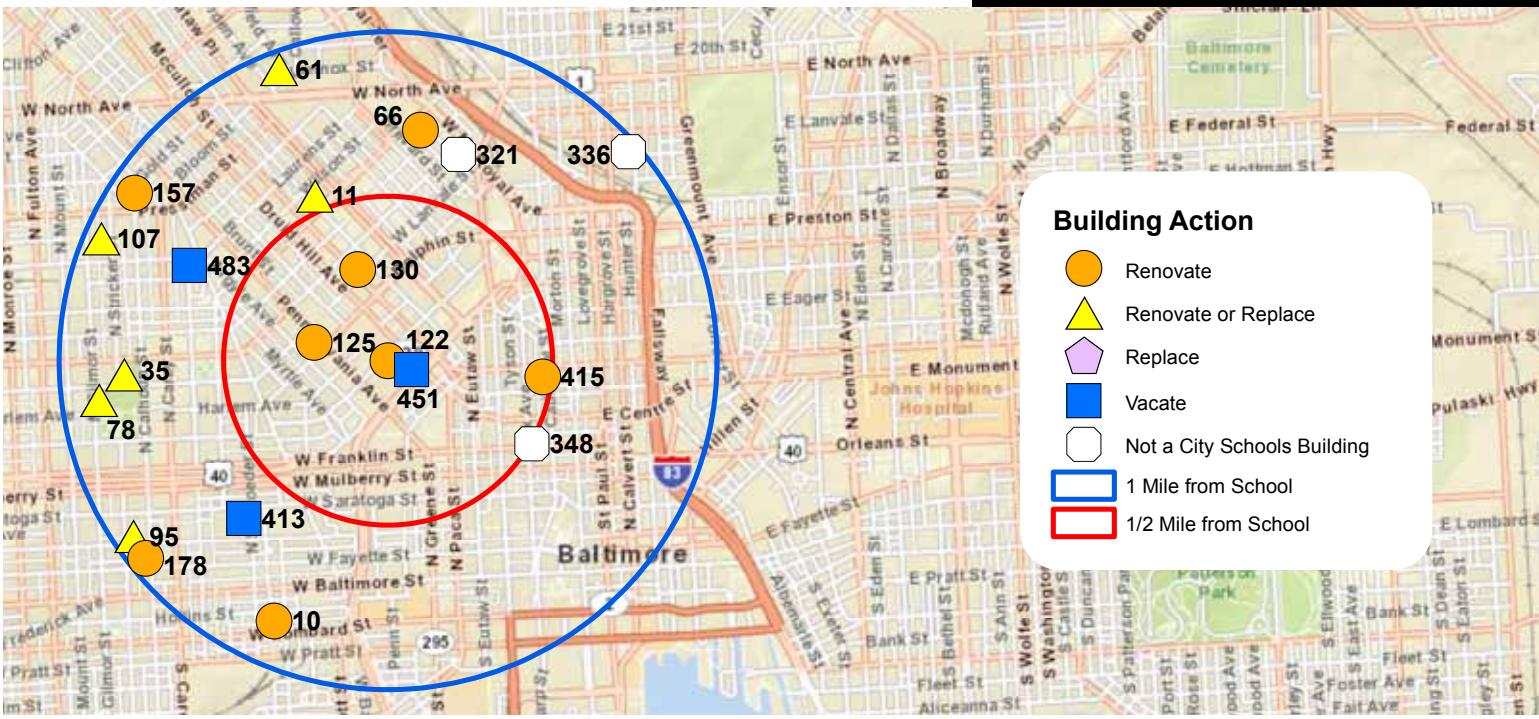
Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $11,174,648 to renovate the Hilton building and $19,420,752 to replace it, giving an FCI of 57.5 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Hilton building has an Educational Adequacy Score of 57.5, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 490 and a projected 2016 enrollment of 541, the Hilton building is on track to be utilized at a rate of 110.4 percent. This utilization rate, together with an analysis of projected enrollment trends in the community, points to the need to construct an addition to this building as part of its renovation to lower its utilization rate to a target of 75 to 90 percent.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 122 = Historic Samuel Coleridge-Taylor; 10 = James McHenry; 11 = Eutaw-Marshburn; 35 = Harlem Park; 61 = John Eager Howard; 66 = Mount Royal; 78 = Augusta Fells Savage, Baltimore Talent Development (Harlem Park Building); 95 = Franklin Square; 107 = Gilmor; 125 = Furman L. Templeton; 130 = Booker T. Washington, Renaissance Academy (Booker T. Washington Building); 157 = William Pinderhughes (George Kelson Building); 178 = Viven T. Thomas (Francis Wood Building); 321 = Midtown Academy; 336 = Baltimore Montessori; 348 = Baltimore Leadership School; 413 = Excel Academy (Harbor City Building); 415 = Baltimore School for the Arts; 451 = New Hope Academy (Joseph Briscoe Building); 483 = Monarch Academy (William Pinderhughes Building)

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $20,612,994 to renovate the Samuel Coleridge-Taylor building and $22,067,762 to replace it, giving an FCI of 93.4 percent. While the high FCI suggests that replacement should be considered, the historic nature of this building requires renovation that aligns with historic preservation efforts.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Samuel Coleridge-Taylor building has an Educational Adequacy Score of 54.9, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 795 and a projected 2016 enrollment of 500, the Samuel Coleridge-Taylor building is on track to be utilized at a rate of 62.9 percent. While the low utilization points to a possible reduction in the size of the building, the historic nature of this building will not allow such a reduction.

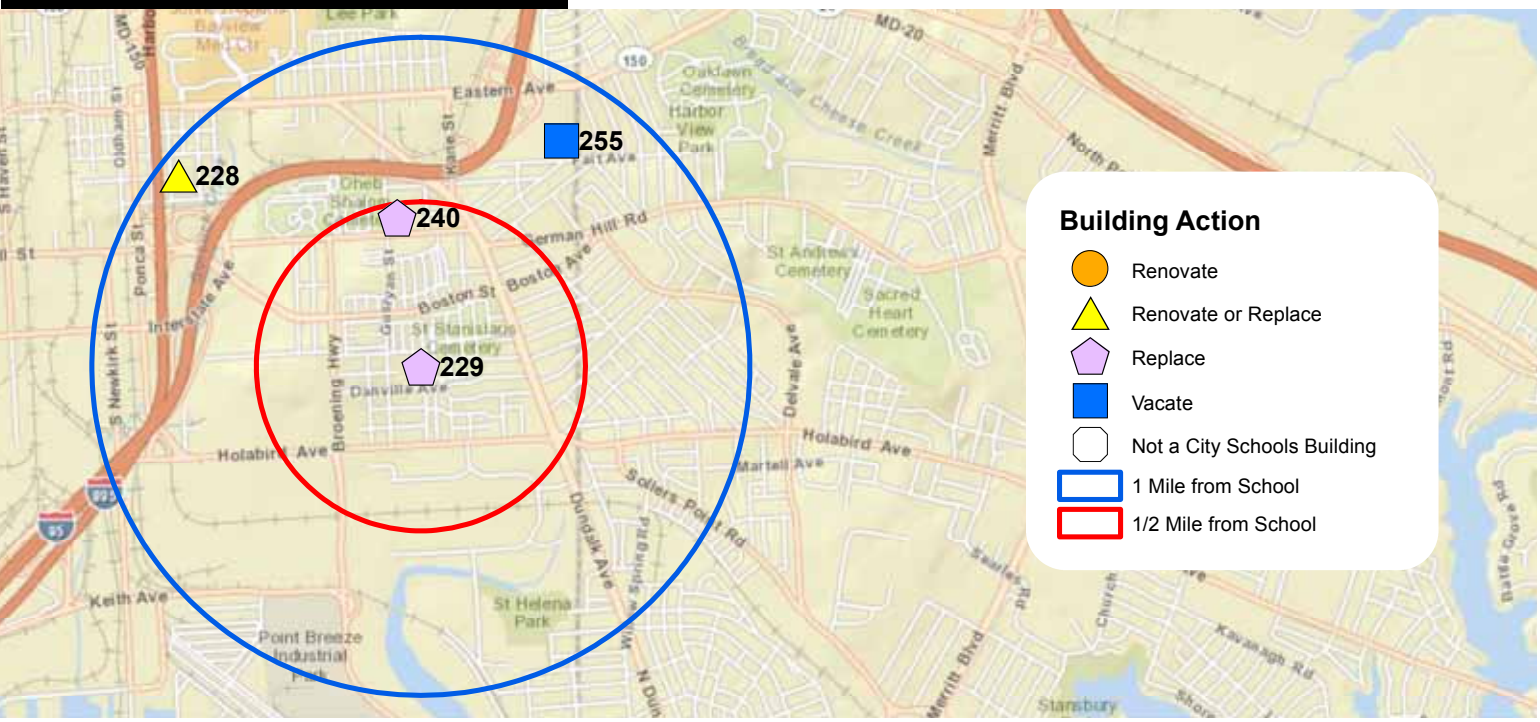
The Historic Samuel Coleridge-Taylor Elementary School

School/building number: 122
Address: 507 W. Preston Street, 21201
Planning area: West

Recommendation: RENOVATE

Proposed Year: 6

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 229 = Holabird; 228 = John Ruhrah; 240 = Graceland Park/O'Donnell Heights; 255 = Baltimore Community (Southeast Building)

Holabird Elementary/Middle School

School/building number: 229
Address: 1500 Imla Street, 21224
Planning area: Southeast

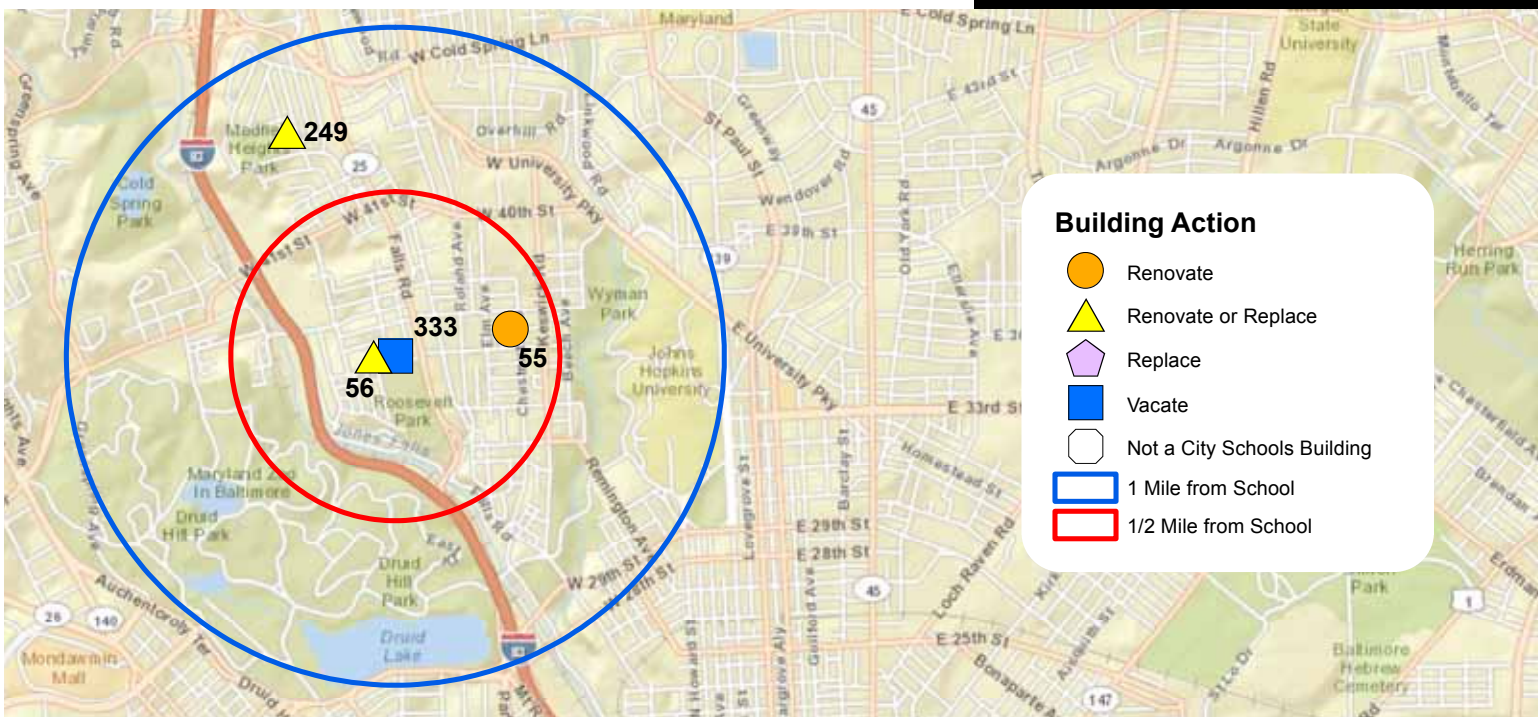
Recommendation: REPLACE

Proposed Year: CURRENT

Rationale for Recommendation

»Following the outcome of a feasibility study, a proposal is already in place to replace the Holabird building. Funding is pending approval through the Capital Improvement Program. If approved, construction would begin in 2013-14.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 333 = Independence School Local I; 55 = Hampden; 56 = Academy for College and Career Exploration (Robert Poole Building); 249 = Medfield Heights

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an index greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $2,213,021 to renovate the Independence School Local I building and $2,159,373 to replace it, giving an FCI of 102.5 percent. This FCI suggests that renovation or replacement should both be considered, with replacement perhaps the more cost-effective option, but additional factors (described below) lead to a recommendation to vacate this building and relocate its program.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Independence School Local I building has an Educational Adequacy Score of 42.1, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 160 and a projected 2016 enrollment of 130, the Independence School Local I building is on track to be utilized at a rate of 81.3 percent.

»The high FCI and small capacity of the building suggest that it may not be cost effective to continue to operate it. While there remains a need for this program, it can be more successful in a different location that meets its size and program needs. It is recommended that Independence School Local I move into a renovated Robert Poole Building that will include space designed to meet this program's requirements.

»Independence School Local I is a charter school whose charter is up for renewal in 2014–15. Final plans for this building and program will take into account the outcome of that renewal process.

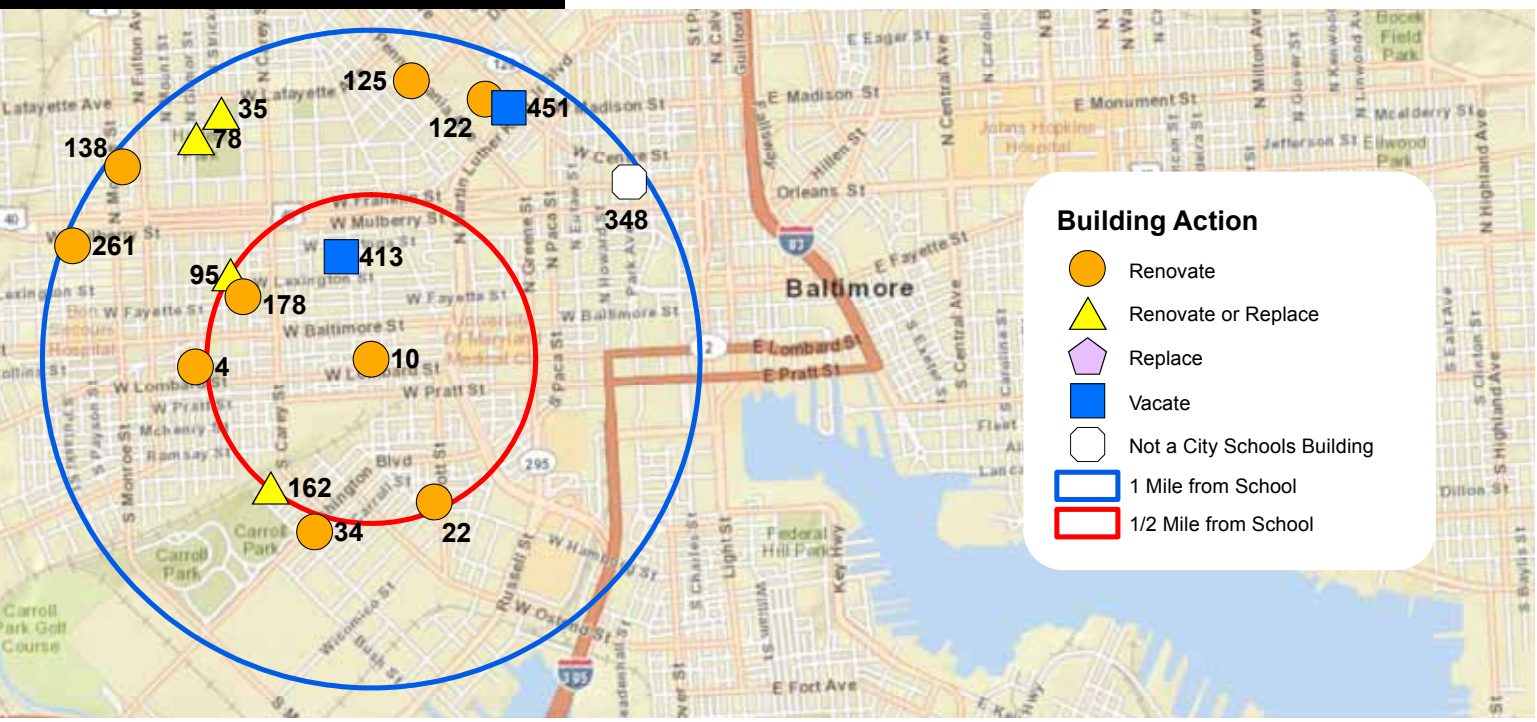
Independence School Local I High School

School/building number: 333
Address: 1250 W. 36th Street, 21211
Planning area: North

Recommendation: VACATE; MOVE PROGRAM

Proposed Year: 3

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 10 = James McHenry; 4 = Steuart Hill; 22 = George Washington; 34 = Charles Carroll Barrister; 35 = Harlem Park; 78 = Augusta Fells Savage, Baltimore Talent Development (Harlem Park Building); 95 = Franklin Square; 122 = Historic Samuel Coleridge-Taylor; 125 = Furman L. Templeton; 138 = Roots and Branches (Harriet Tubman Building); 162 = Southwest Baltimore (Diggs-Johnson Building); 178 = Vivien T. Thomas (Francis Wood Building); 261 = Lockerman Bundy; 348 = Baltimore Leadership School; 413 = Excel Academy (Harbor City Building); 451 = New Hope Academy (Joseph Briscoe Building)

James McHenry Elementary School

School/building number: 10
Address: 31 S. Schroeder Street, 21223
Planning area: South

Recommendation: RENOVATE

Proposed Year: 8

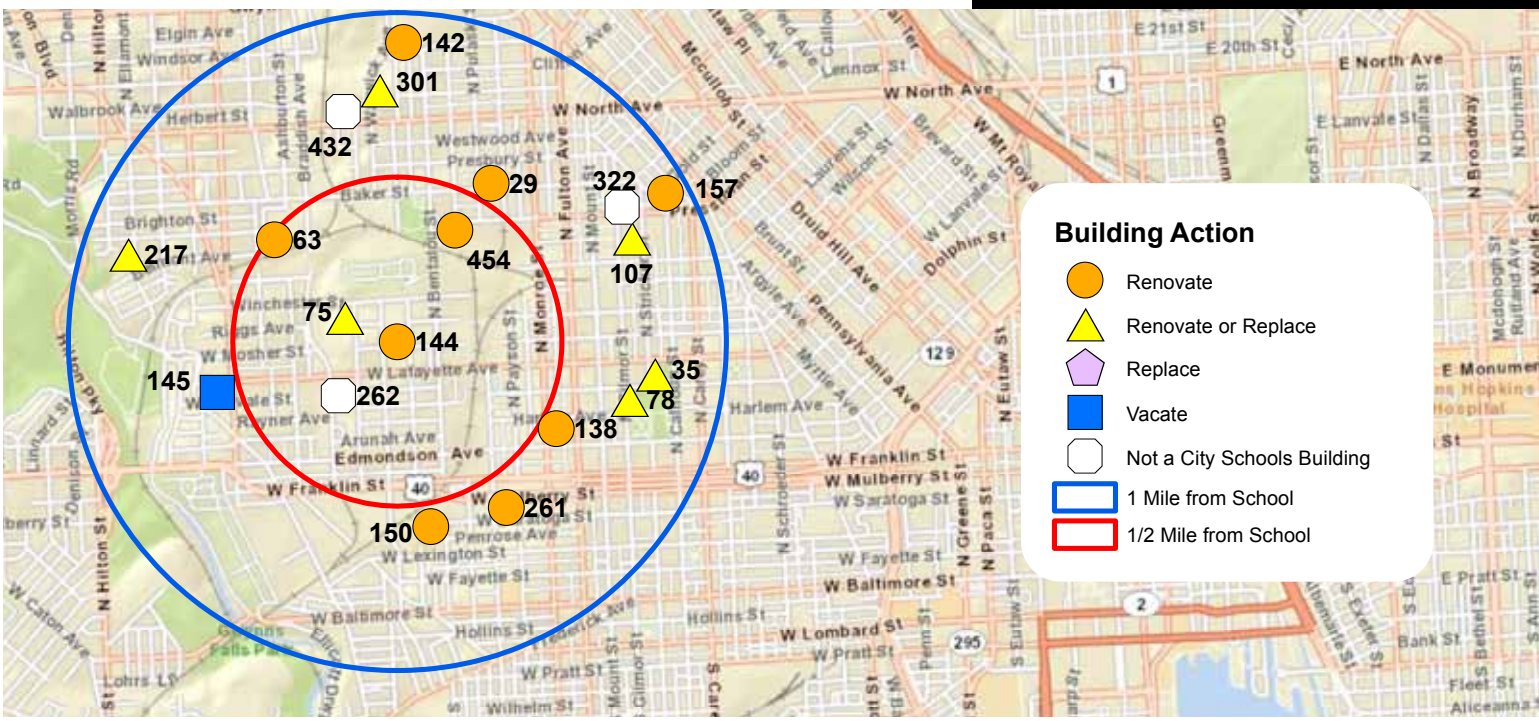
Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $10,888,727 to renovate the James McHenry building and $18,140,152 to replace it, giving an FCI of 60 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The James McHenry building has an Educational Adequacy Score of 57, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 544 and a projected 2016 enrollment of 507, the McHenry building is on track to be utilized at a rate of 93.2 percent.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 144 = James Mosher; 29 = Matthew A. Henson; 35 = Harlem Park; 63= Rosemont; 75 = Friendship Academy at Calverton; 78 = Augusta Fells Savage, Baltimore Talent Development (Harlem Park Building); 107 = Gilmor; 138 = Roots and Branches (Harriet Tubman Building); 142 = Robert W. Coleman; 145 = Alexander Hamilton; 150 = Mary Ann Winterling; 157 = William Pinderhughes (George Kelson Building); 217 = Belmont; 261 = Lockerman Bundy; 262= Empowerment Academy; 301 = William S. Baer; 322 = New Song Academy; 432 = Coppin Academy; 454 = Carver

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $4,136,471 to renovate the James Mosher building and $15,469,271 to replace it, giving an FCI of 26.7 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The James Mosher building has an Educational Adequacy Score of 62.6, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 448 and a projected 2016 enrollment of 418, the James Mosher building is on track to be utilized at a rate of 93.3 percent.

»James Mosher Elementary School currently serves pre-k to grade 5, but the program will expand to serve pre-k to grade 8. Further, it is anticipated that some students from Alexander Hamilton, a program recommended for closure, may attend James Mosher. Increased enrollment with this grade expansion and the closure of one elementary school in the area, together with the already high building utilization and an analysis of projected enrollment trends, point to the need to construct an addition, with a target utilization rate of 75 to 90 percent for the renovated building.

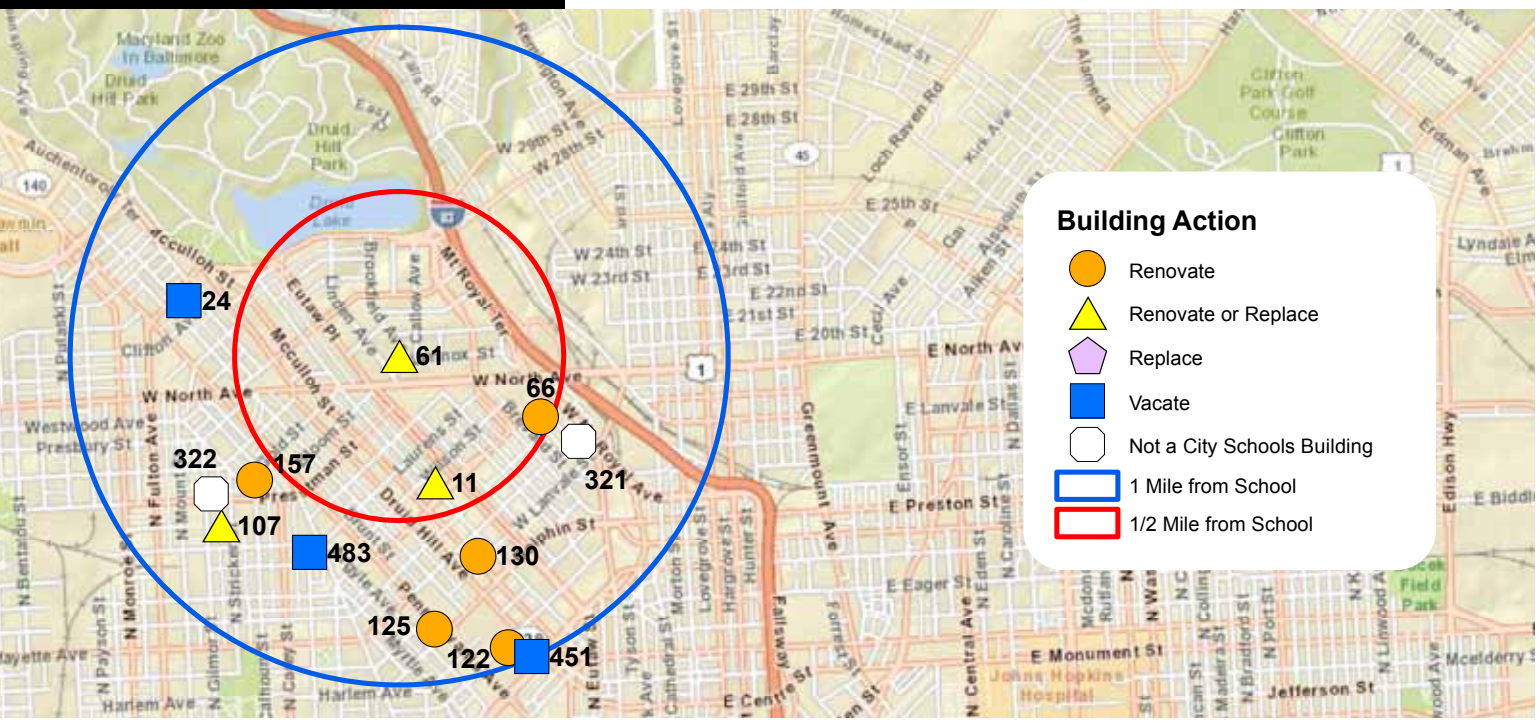
James Mosher Elementary School

School/building number: 144
Address: 2400 W. Mosher Street, 21216
Planning area: Southwest

Recommendation: RENOVATE WITH POSSIBLE ADDITION; EXPAND PROGRAM

Proposed Year: 2

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 61 = John Eager Howard; 11 = Eutaw-Marshburn; 24 = Westside; 66 = Mount Royal; 107 = Gilmor; 122= Historic Samuel Coleridge-Taylor; 125 = Furman L. Templeton; 130 = Booker T. Washington, Renaissance Academy (Booker T. Washington Building); 157 = William Pinderhughes (George Kelson Building); 321 = Midtown Academy; 322 = New Song Academy; 451 = New Hope Academy (Joseph Briscoe Building); 483 = Monarch Academy (William Pinderhughes Building)

John Eager Howard Elementary School

School/building number: 61
Address: 2011 Linden Avenue, 21217
Planning area: West

Recommendation: RENOVATE WITH POSSIBLE ADDITION OR REPLACE

Proposed Year: 1

Rationale for Recommendation

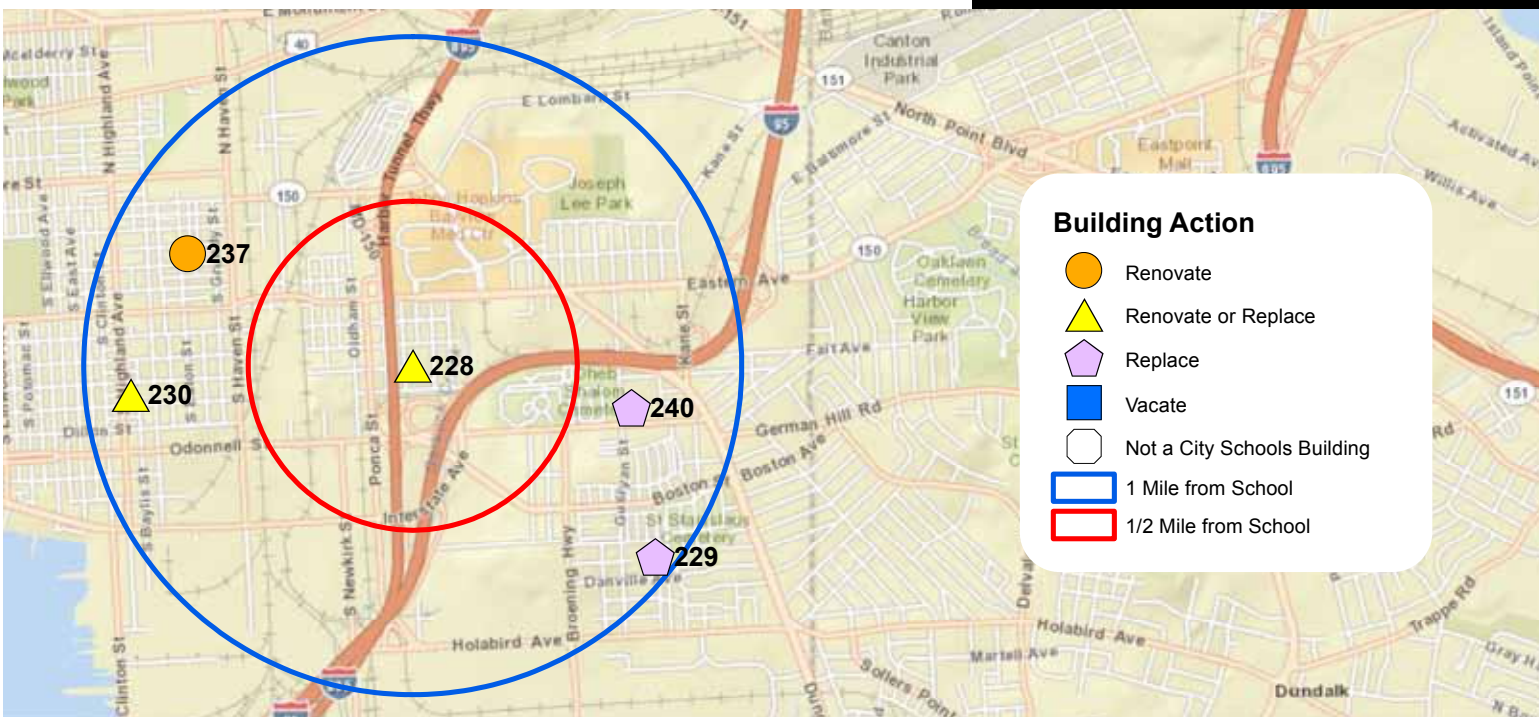
»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $14,761,436 to renovate the John Eager Howard building and $17,558,212 to replace it, giving an FCI of 84.1 percent. This FCI suggests that renovation or replacement should both be considered, and that replacement may be the more cost-effective option.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The John Eager Howard building has an Educational Adequacy Score of 61.6, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 403 and a projected 2016 enrollment of 364, the John Eager Howard building is on track to be utilized at a rate of 90.3 percent.

»Some students from Westside Elementary School, which is recommended for closure, will attend John Eager Howard Elementary, increasing the school's enrollment and the building's utilization rate. The current utilization rate, together with an analysis of projected enrollment trends in the community and anticipated increased enrollment of students formerly from Westside, points to the need to increase the capacity of this building (either with an addition to the existing building as part of its renovation or with a new, larger building), with a target utilization rate of 75 to 90 percent.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 228 = John Ruhrah; 229 = Holabird; 230 = Friendship Academy of Science and Technology (Canton Building); 237 = Highlandtown #237; 240 = Graceland Park/O'Donnell Heights

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $11,269,504 to renovate the John Ruhrah building and $14,746,784 to replace it, giving an FCI of 76.4 percent. This FCI suggests that renovation or replacement should both be considered, and that replacement may be the more cost-effective option.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The John Ruhrah building has an Educational Adequacy Score of 54.5, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 431 and a projected 2016 enrollment of 827, the John Ruhrah building is on track to be utilized at a rate of 191.9 percent. This utilization rate, together with an analysis of projected enrollment trends in the community, points to the need to increase the capacity of this building (either with an addition as part of renovation of the existing building or with a new, larger building) to lower its utilization rate to a target of 75 to 90 percent.

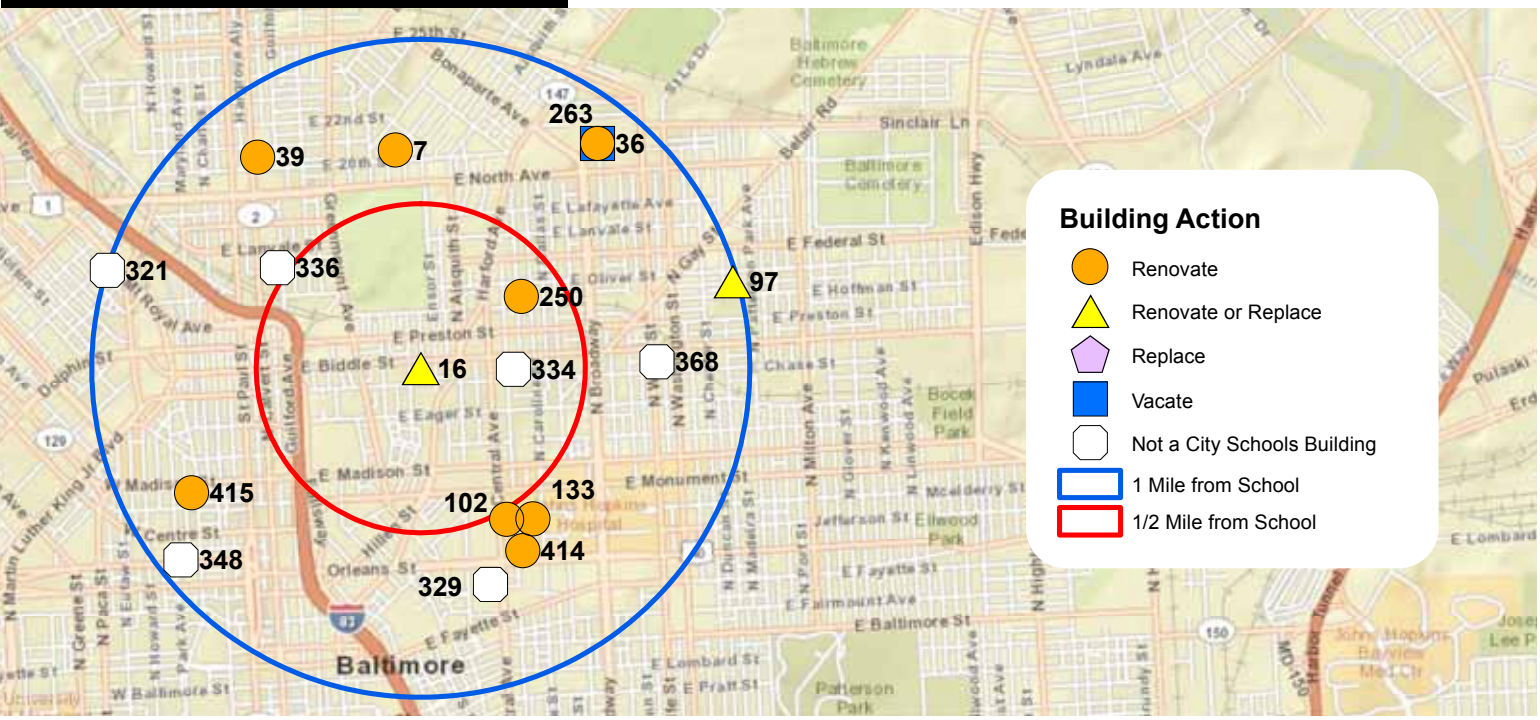
John Ruhrah Elementary/Middle School

School/building number: 228
Address: 701 Rappolla Street, 21224
Planning area: Southeast

Recommendation: RENOVATE WITH POSSIBLE ADDITION OR REPLACE

Proposed Year: 2

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 16 = Johnston Square; 7 = Cecil; 36 = Harford Heights (Harford Heights Building); 39 = Dallas F. Nicholas; 97 = Collington Square; 102 = National Academy Foundation (Thomas Hayes Building); 133 = National Academy Foundation (Paul Laurence Dunbar Middle Building); 250 = Dr. Bernard Harris; 263 = William C. March; 321 = Midtown Academy; 329 = Inner Harbor East; 334 = Bluford Drew Jemison Middle; 336 = Baltimore Montessori; 348 = Baltimore Leadership School; 368 = Elmer A. Henderson; 414 = Paul Laurence Dunbar; 415 = Baltimore School for the Arts

Johnston Square Elementary School

School/building number: 16
Address: 1101 Valley Street, 21202
Planning area: East

Recommendation: RENOVATE OR REPLACE

Proposed Year: 4

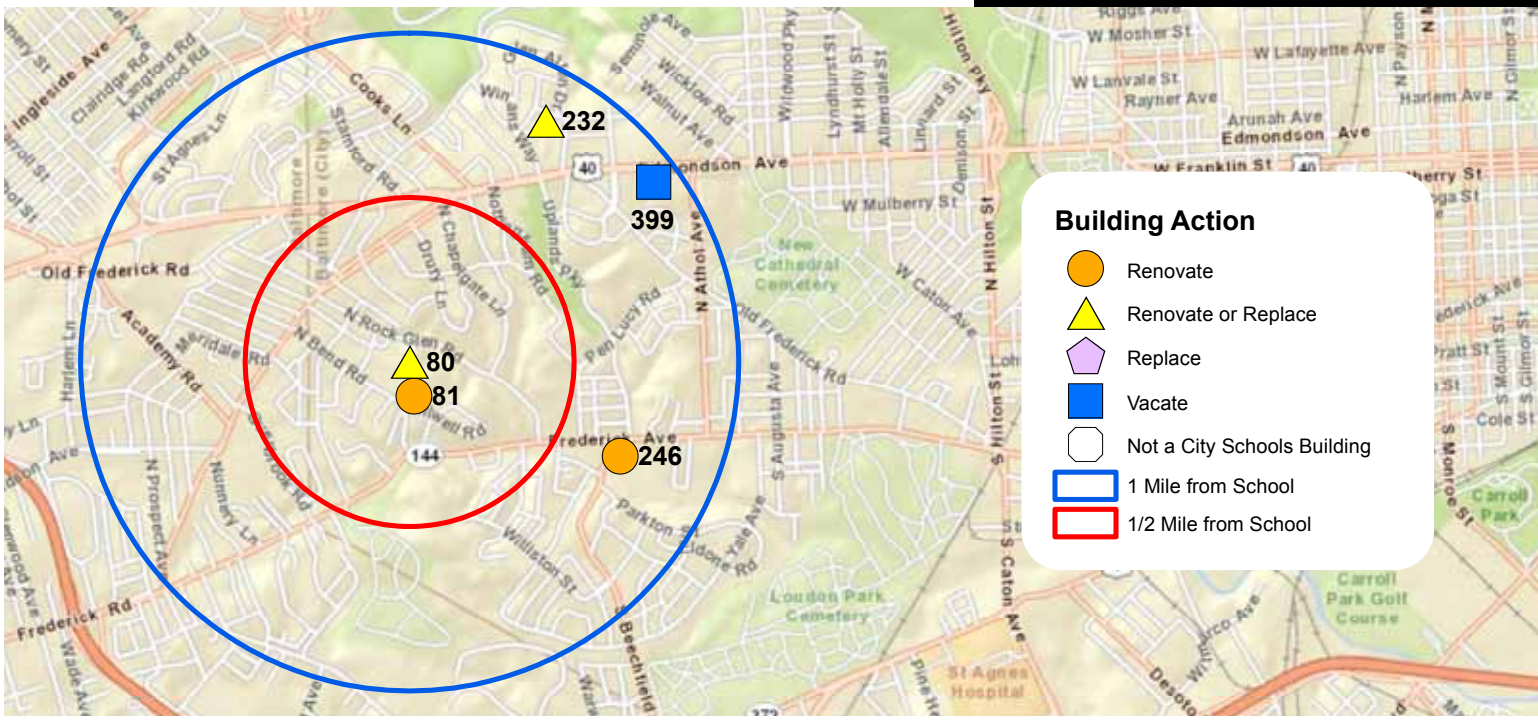
Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $17,126,217 to renovate the Johnston Square building and $18,100,328 to replace it, giving an FCI of 94.6 percent. This FCI suggests that renovation or replacement should both be considered, and that replacement may be the more cost-effective option.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Johnston Square building has an Educational Adequacy Score of 50, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 495 and a projected 2016 enrollment of 368, the Johnston Square building is on track to be utilized at a rate of 74.3 percent.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 80 = KASA, Green Street Academy (West Baltimore Building); 81 = North Bend; 232 = Thomas Jefferson; 246 = Beechfield; 399 = Edmondson-Westside (Edmondson-Westside Skill Center)

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $55,857,248 to renovate the West Baltimore Building and $58,305,400 to replace it, giving an FCI of 95.8 percent. This FCI suggests that renovation or replacement should both be considered, and that replacement may be the more cost-effective option.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The West Baltimore building has an Educational Adequacy Score of 47.6, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 1,808 and a projected 2016 enrollment of 693 for the two schools sharing this building (KASA and Green Street Academy) combined, the West Baltimore Building is on track to be utilized at a rate of 38.3 percent. According to provisions of its contract, the co-located Green Street Academy anticipates expanding the grades it serves, which will increase enrollment in that program and raise the overall building utilization rate.

»KASA and Green Street Academy are transformation schools with outside operators whose contracts are up for renewal in 2012–13 and 2014–15, respectively. Final plans for this building will take into account the outcome of those renewal processes.

KASA Middle/High School

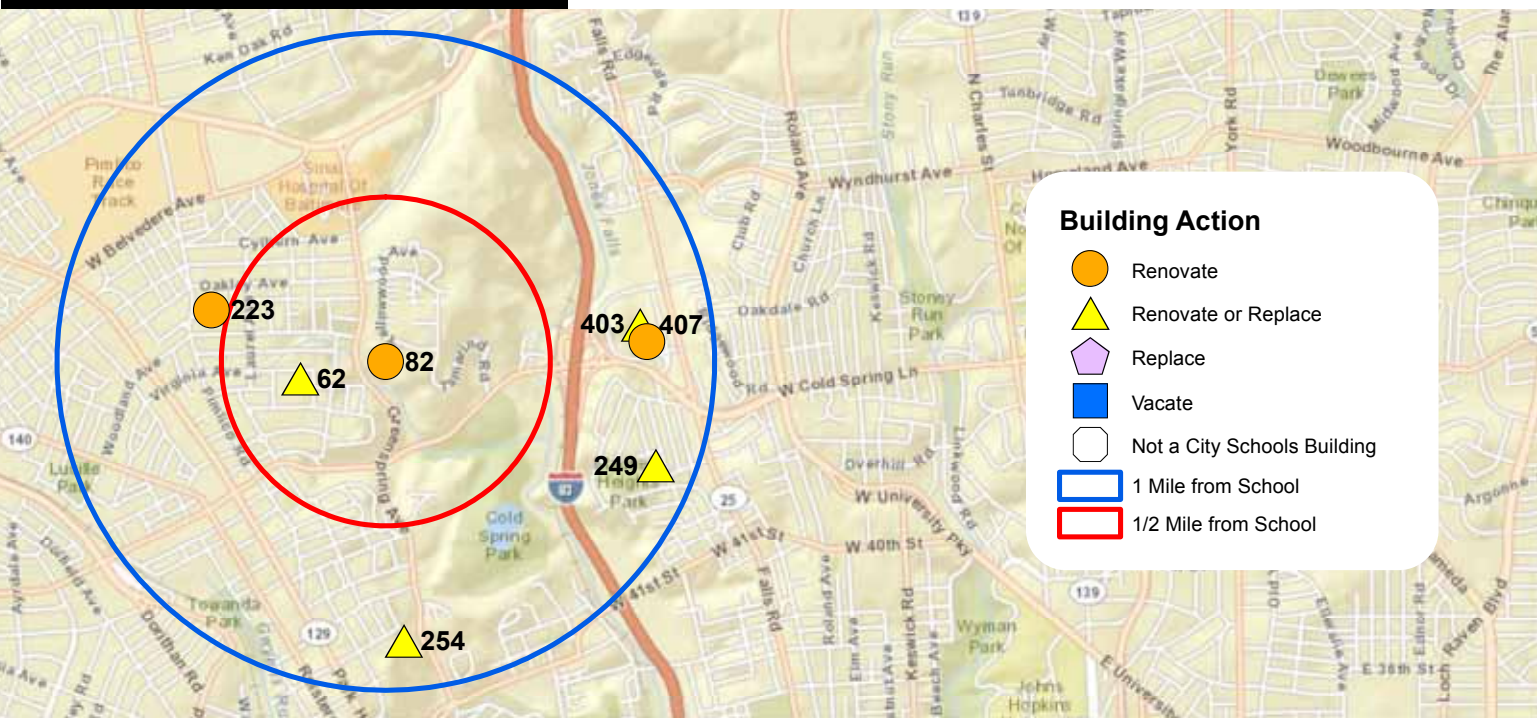
(West Baltimore Building)

School/building number: 342/80
Address: 201 North Bend Road, 21229
Planning area: Southwest

Recommendation: RENOVATE OR REPLACE

Proposed Year: 3

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 82 = KIPP Harmony, KIPP Ujima Village (Roland Patterson Building); 62 = Edgecombe Circle; 223 = Pimlico; 249 = Medfield Heights; 254 = Dr. Martin Luther King; 403 = Baltimore Polytechnic Institute; 407 = Western

KIPP Harmony

(Dr. Roland N. Patterson, Sr., Building)

School/building number: 347/82
Address: 4701 Greenspring Avenue, 21209
Planning area: Northwest

Recommendation: RENOVATE

Proposed Year: 8

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $40,272,001 to renovate the Dr. Roland N. Patterson Building and $71,183,192 to replace it, giving an FCI of 56.6 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

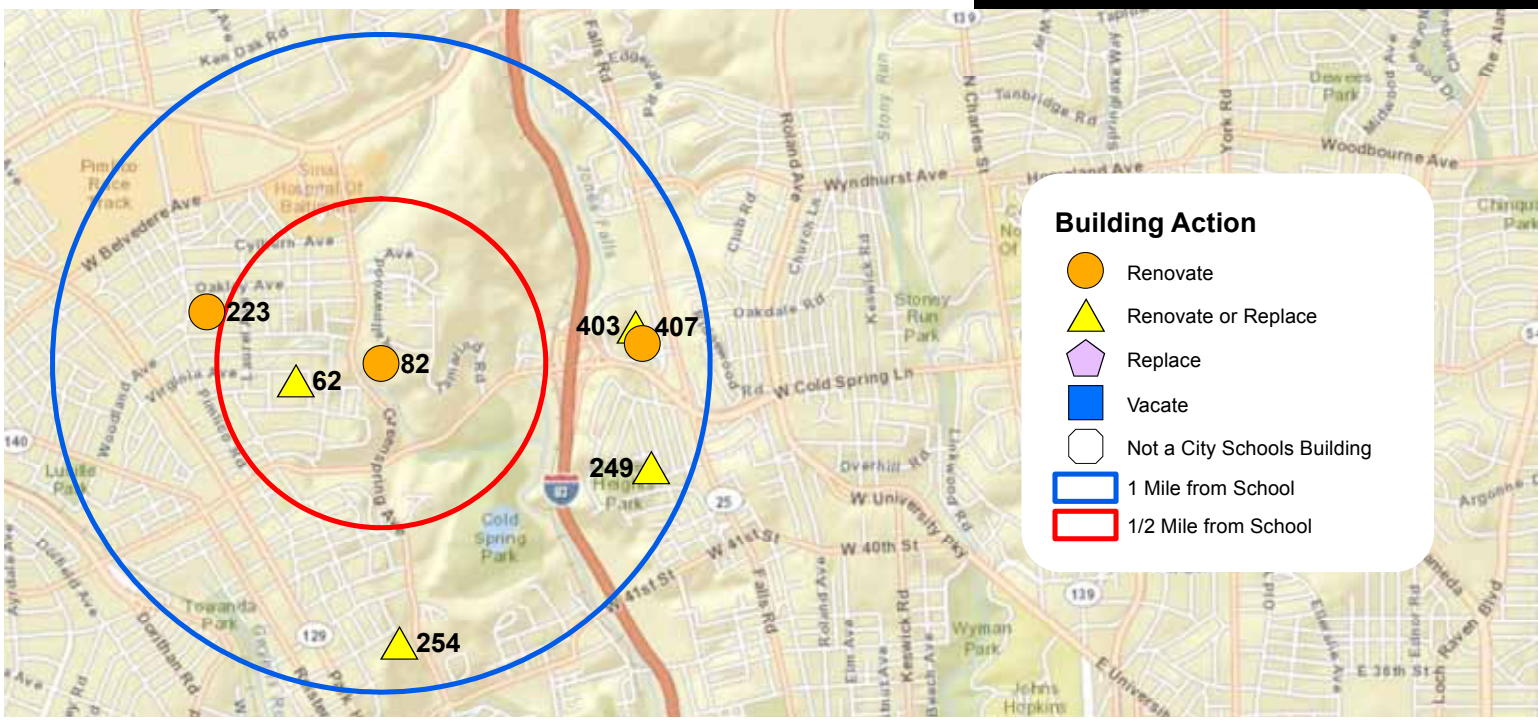
»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Dr. Roland N. Patterson Building has an Educational Adequacy Score of 53.7, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 2,623 and a projected 2016 enrollment for KIPP Harmony and KIPP Ujima Village Academy of 1,119 combined, the Dr. Roland N. Patterson building is on track to be utilized at a rate of 42.7 percent.

»The low utilization rate points to the need for a possible reduction in the size of the building. However, the building's architecture does not lend itself to reduction; further, any renovations to this building would be made pursuant to contract terms with KIPP.

»KIPP Harmony and KIPP Ujima Village Academy are charter schools whose charters are up for renewal in 2013–14 and 2012–13, respectively. Final plans for this building will take into account the outcome of those renewal processes.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 82 = KIPP Ujima Village, KIPP Harmony (Roland Patterson Building); 62 = Edgecombe Circle; 223 = Pimlico; 249 = Medfield Heights; 254 = Dr. Martin Luther King; 403 = Baltimore Polytechnic; 407 = Western

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $40,272,001 to renovate the Dr. Roland N. Patterson Building and $71,183,192 to replace it, giving an FCI of 56.6 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Dr. Roland N. Patterson Building has an Educational Adequacy Score of 53.7, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 2,623 and a projected 2016 enrollment for KIPP Ujima Village Academy and KIPP Harmony of 1,119 combined, the Dr. Roland N. Patterson building is on track to be utilized at a rate of 42.7 percent.

»The low utilization rate points to the need for a possible reduction in the size of the building. However, the building's architecture does not lend itself to reduction; further, any renovations to this building would be made pursuant to contract terms with KIPP.

»KIPP Ujima Village Academy and KIPP Harmony are charter schools whose charters are up for renewal in 2013–14 and 2012–13, respectively. Final plans for this building will take into account the outcome of those renewal processes.

KIPP Ujima Village Academy Elementary/Middle School

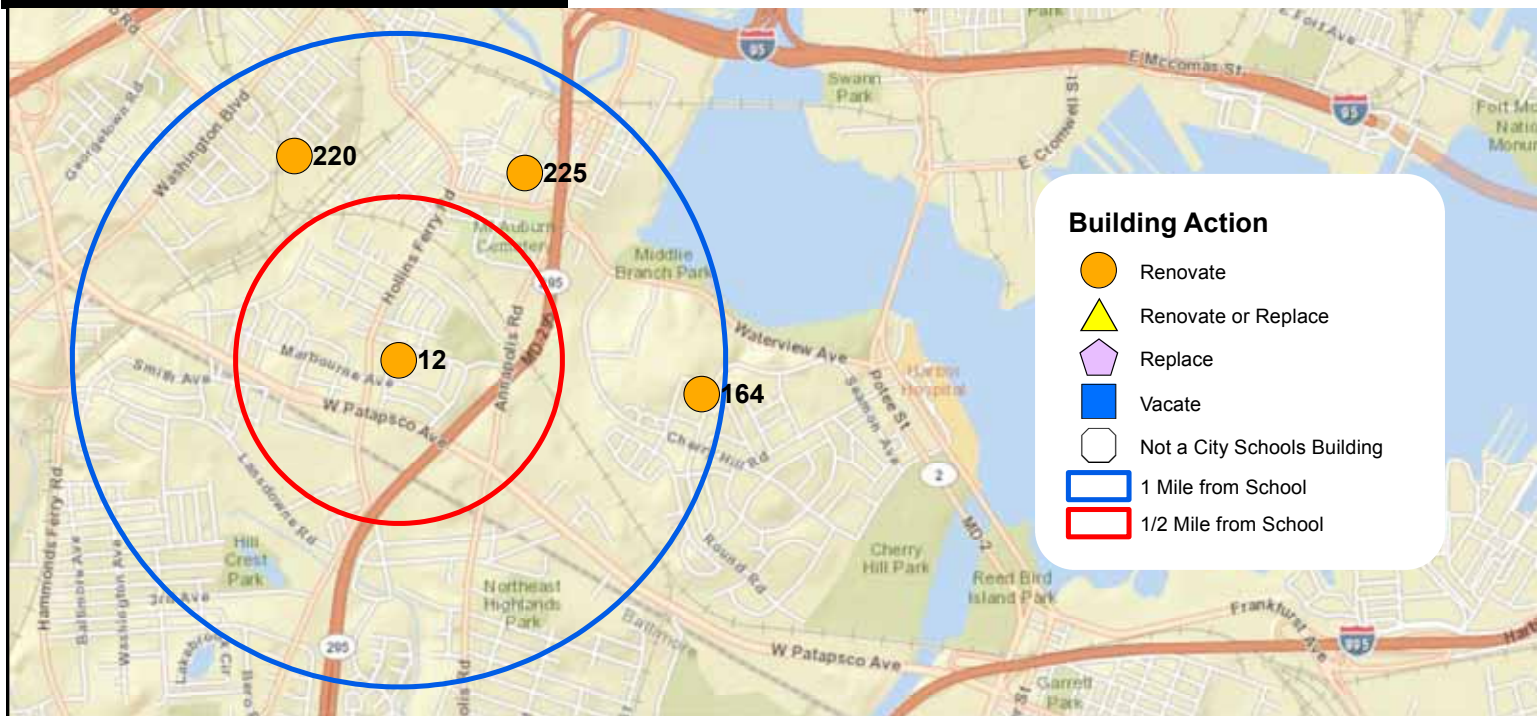
(Dr. Roland N. Patterson, Sr., Building)

School/building number: 324/82
Address: 4701 Greenspring Avenue, 21209
Planning area: Northwest

Recommendation: RENOVATE

Proposed Year: 8

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 12 = Lakeland; 164 = Arundel; 220 = Morrell Park; 225 = Westport

Lakeland Elementary/Middle School

School/building number: 12
Address: 2921 Stranden Road, 21230
Planning area: South

Recommendation: RENOVATE

Proposed Year: 9

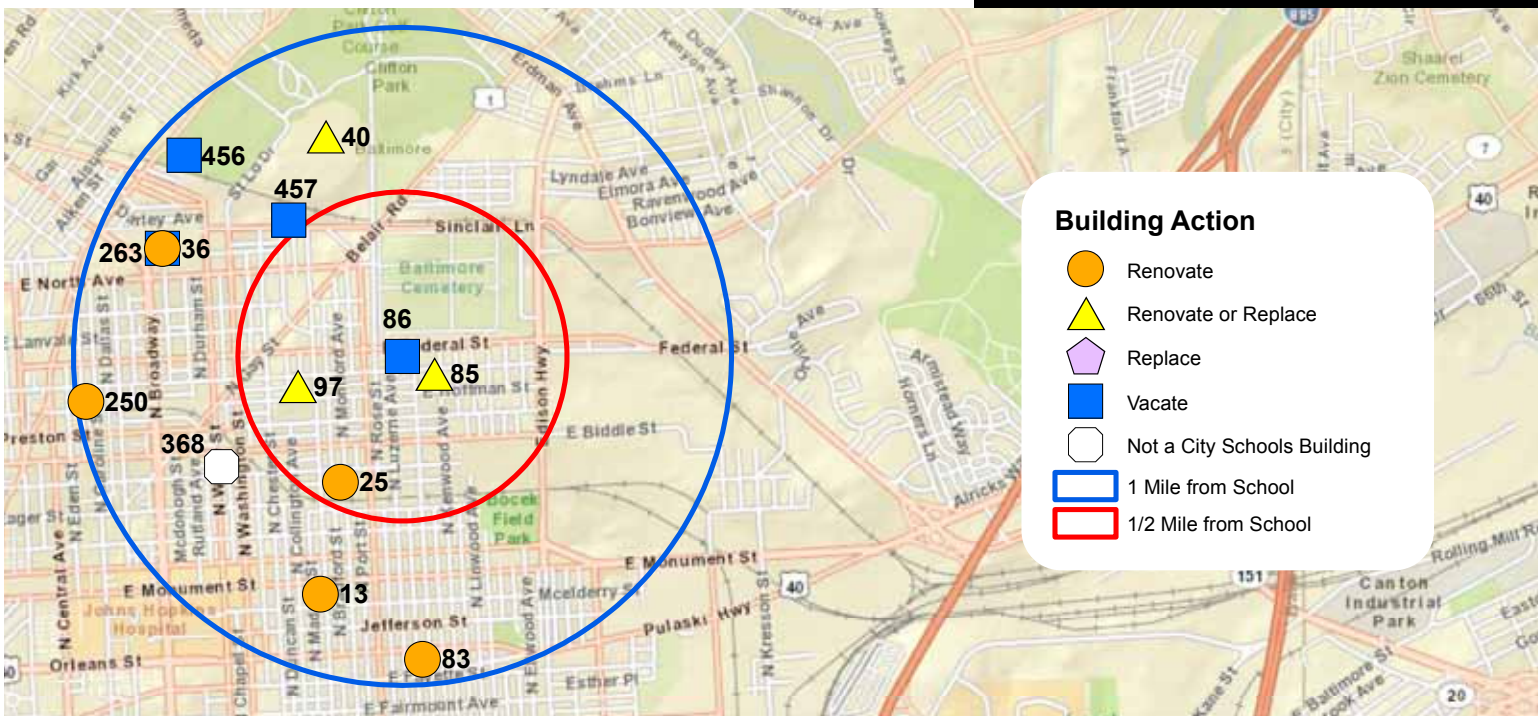
Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $7,983,085 to renovate the Lakeland building and $20,801,004 to replace it, giving an FCI of 38.4 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Lakeland building has an Educational Adequacy Score of 65, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 773 and a projected 2016 enrollment of 731, the Lakeland building is on track to be utilized at a rate of 94.6 percent.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 86 = Lakewood; 13 = Tench Tilghman; 25 = Dr. Rayner Browne; 36 = Harford Heights (Harford Heights Building); 40 = Heritage, REACH! (Lake Clifton Building); 83 = William Paca; 85 = Fort Worthington; 97 = Collington Square; 250 = Dr. Bernard Harris; 263 = William C. March; 368 = Elmer A. Henderson; 456 = Achievement Academy, Baltimore Antioch Diploma Plus (Fairmount-Harford Building); 457 = Baltimore Rising Star (Laurence Paquin Building)

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $4,594,684 to renovate the Lakewood building and $4,915,022 to replace it, giving an FCI of 93.5 percent. Although this FCI suggests that renovation or replacement should both be considered, other factors (described below) lead to a recommendation to vacate the building and close its program.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Lakewood building has an Educational Adequacy Score of 43.4, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 154 and a projected 2016 enrollment of 163, the Lakewood building is on track to be utilized at a rate of 105.8 percent. This projected utilization rate reflects the building's small capacity; the site is also quite small, at 1 acre.

»An analysis of projected enrollment trends indicates that serving the Lakewood, Dr. Rayner Browne Elementary/Middle School and Fort Worthington Elementary School communities through two programs, rather than three, is appropriate.

»These factors lead to a recommendation of closure. Depending on age, Lakewood Elementary students will attend an early learning center for 3-year-olds through 2nd graders in a renovated Dr. Rayner Browne building or a renovated or newly constructed Fort Worthington serving students in grades 1 to 8.

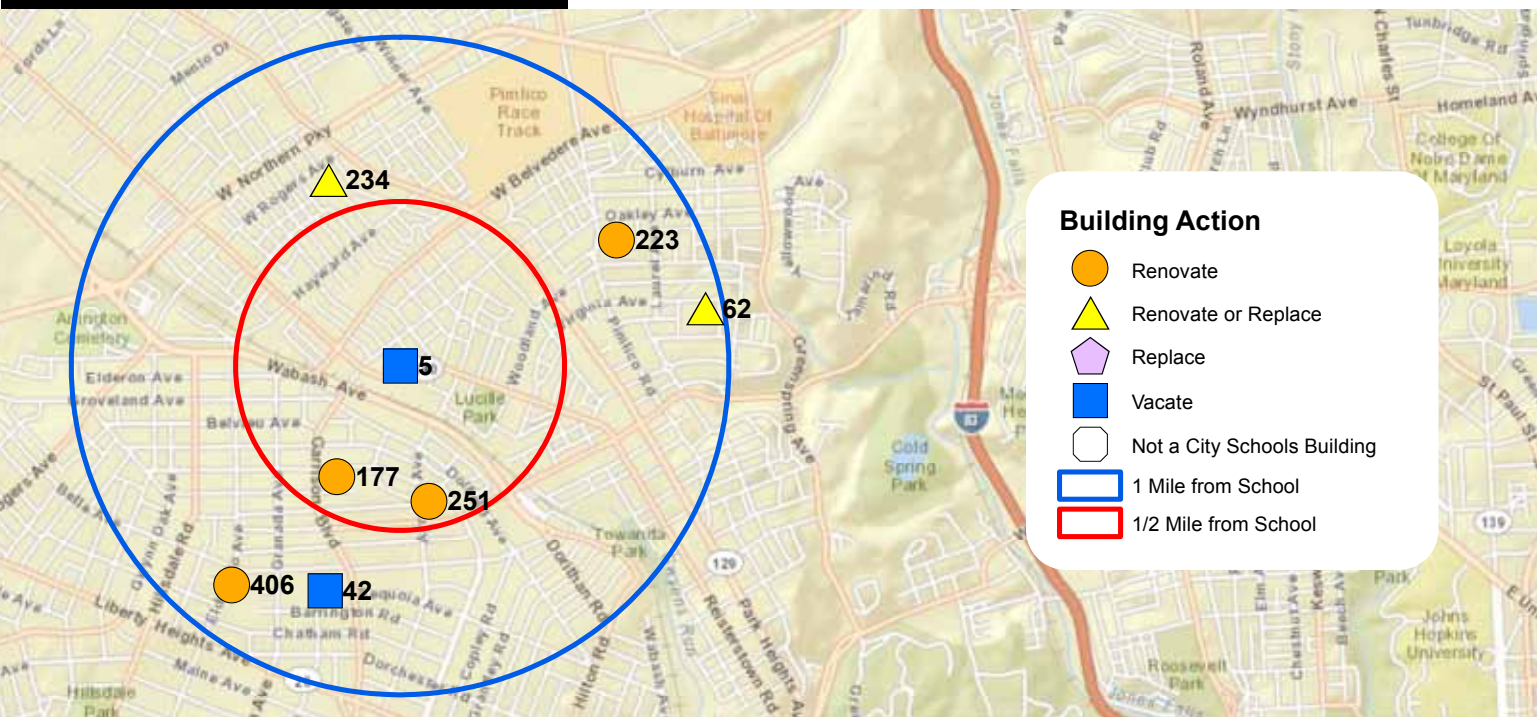
Lakewood Elementary School

School/building number: 86
Address: 2625 Federal Street, 21213
Planning area: East

Recommendation: VACATE; CLOSE PROGRAM

Proposed Year: 4

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 5 = Langston Hughes; 42 = Garrison; 62 = Edgecombe Circle; 177 = George W.F. McMechen; 223 = Pimlico; 234 = Arlington; 251 = Callaway; 406 = Forest Park

Langston Hughes Elementary School

School/building number: 5
Address: 5011 Arbutus Avenue, 21215
Planning area: Northwest

Recommendation: VACATE; CLOSE PROGRAM

Proposed Year: 3

Rationale for Recommendation

»The Facility Condition Index (FCI) is a ratio that comparesThe Facilities Condition Index (FCI) is an indicator of the basic condition of the building. It comparescost of renovating an existing building to the cost of constructing a new building of the same size; in general, an index greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $4,733,749 to renovate the Langston Hughes building and $8,922,111 to replace it, giving an FCI of 53.1 percent. While this FCI suggests that it is more cost effective to renovate this building than to replace it, additional factors (described below) lead to a recommendation to vacate the Langston Hughes building and close its program.

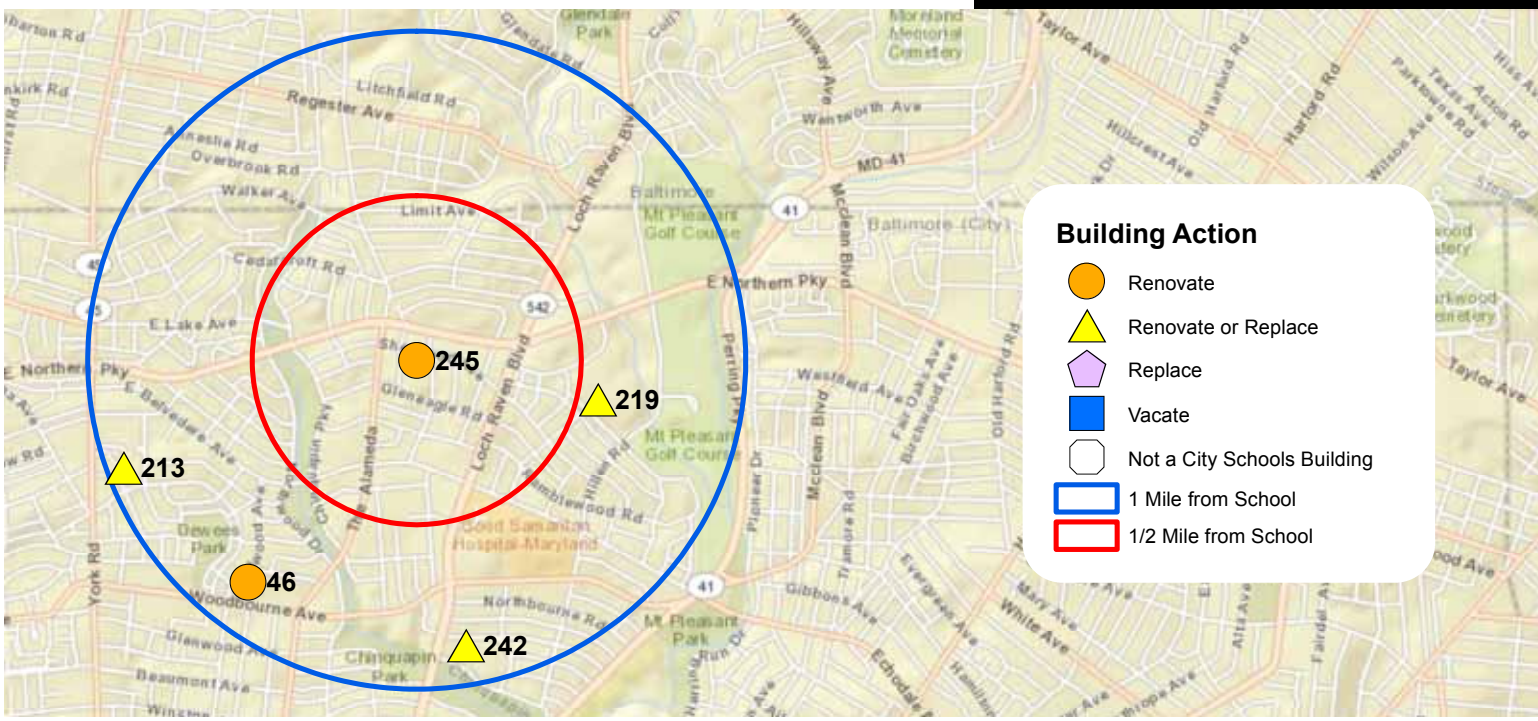
»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Langston Hughes Elementary building has an Educational Adequacy Score of 52, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 269 and a projected 2016 enrollment of 234, the Langston Hughes building is on track to be utilized at a rate of 87 percent.

»An analysis of projected enrollment trends in this area points to excess capacity in the elementary grades. Four schools serving pre-k to grade 5 or to grade 8 (Arlington Elementary/Middle, Callaway Elementary, Edgecombe Circle Elementary/Middle and Pimlico Elementary/Middle) are located within a mile of Langston Hughes. The location of Langston Hughes, with Reisterstown Road and the Metro tracks just to the southwest, makes the site somewhat more difficult to reach than other schools in the area. Further, the building's small size poses challenges for the school to have adequate resources to support excellent teaching and learning.

»The small size of the building and the excess capacity in the area at these grades lead to a recommendation of closure. Students from Langston Hughes will attend Pimlico Elementary/Middle and Arlington Elementary/Middle, both of which will be renovated.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 245 = Leith Walk; 46 = Baltimore IT Academy (Chinquapin Building); 213 = Govans; 219 = Yorkwood; 242 = Northwood

Rationale for Recommendation

»Under a state-approved plan within the Capital Improvement Program, the Leith Walk building is currently under construction. A new middle school wing was completed in summer 2012; the remainder of the building will be completed by the beginning of the 2013–14 school year.

»Further renovation may be considered in year 10 of the 10-year plan, depending on building condition and program size and needs at that time.

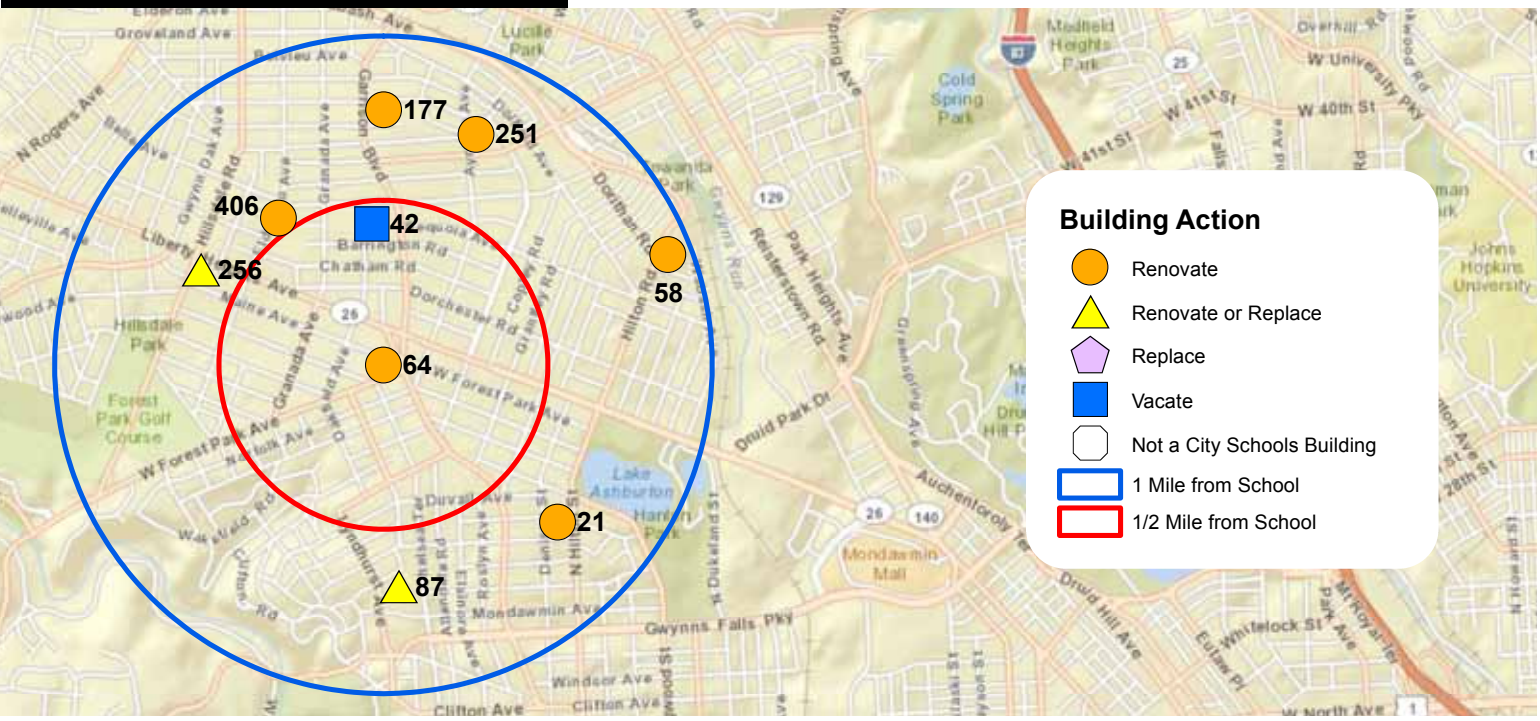
Leith Walk Elementary School

School/building number: 245
Address: 1235 Sherwood Avenue, 21239
Planning area: North

Recommendation: RENOVATE

Proposed Year: IN PROCESS

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 64 = Liberty; 21 = Hilton; 42 = Garrison; 58 = Dr. Nathan A. Pitts-Ashburton; 87 = Windsor Hills; 177 = George W.F. McMechen; 251 = Callaway; 256 = Calvin M. Rodwell; 406 = Forest Park

Liberty Elementary School

School/building number: 64
Address: 3901 Maine Avenue, 21207
Planning area: Northwest

Recommendation: RENOVATE; EXPAND PROGRAM

Proposed Year: 9

Rationale for Recommendation

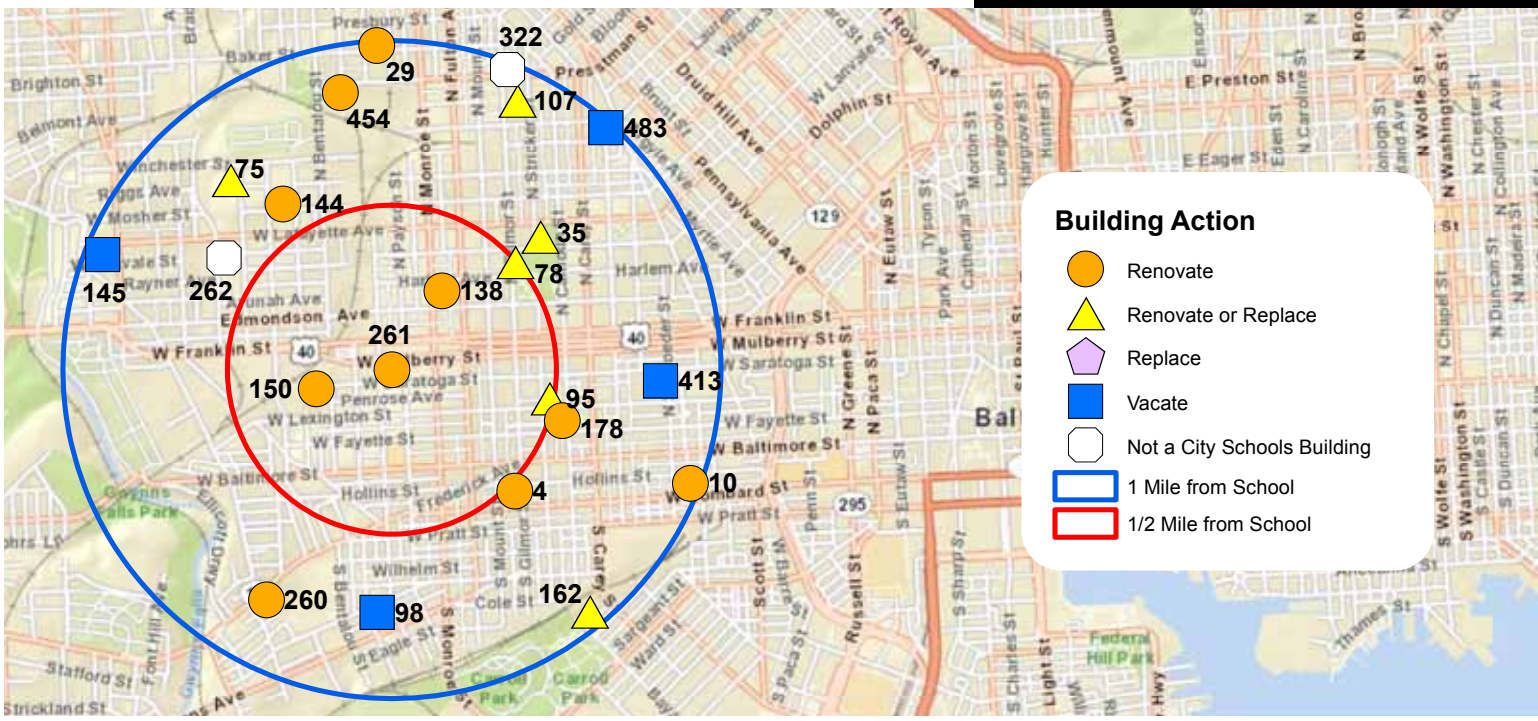
»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $8,285,163 to renovate the Liberty building and $16,303,840 to replace it, giving an FCI of 50.8 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Liberty building has an Educational Adequacy Score of 44, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 542 and a projected 2016 enrollment of 337, the Liberty building is on track to be utilized at a rate of 62.2 percent.

»The Liberty program now serves pre-k to grade 5. With the recommended closure of the Garrison Middle School program, Liberty will be converted to serve pre-k to grade 8 to provide a middle grades option in the area. Enrollment gains are anticipated with the addition of grades to the Liberty program, resulting in a corresponding increase in utilization rate of the building.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 261 = Lockerman Bundy; 4 = Steuart Hill; 10 = James McHenry; 29 = Matthew A. Henson; 35 = Harlem Park; 75 = Friendship Academy at Calverton; 78 = Augusta Fells Savage, Baltimore Talent Development (Harlem Park Building); 95 = Franklin Square; 98 = Samuel F.B. Morse; 107 = Gilmor; 138 = Roots and Branches (Harriet Tubman Building); 144 = James Mosher; 145 = Alexander Hamilton; 150 = Mary Ann Winterling; 162 = Southwest Baltimore (Diggs-Johnson Building); 178 = Vivien T. Thomas (Francis Wood Building); 260 = Frederick; 262 = Empowerment Academy; 322 = New Song Academy; 413 = Excel Academy (Harbor City Building); 454 = Carver; 483 = Monarch Academy (William Pinderhughes Building)

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $5,736,539 to renovate the Lockerman Bundy building and $10,827,805 to replace it, giving an FCI of 53 percent. The FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Lockerman Bundy building has an Educational Adequacy Score of 53.7, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 352 and a projected 2016 enrollment of 387, the Lockerman Bundy building is on track to be utilized at a rate of 109.9 percent. In order to reduce this high utilization, two pre-k classes will relocate to Mary Ann Winterling Elementary School at Bentalou. With this shift, the current size of the Lockerman Bundy building is anticipated to be adequate, based on analysis of projected enrollment trends in the community.

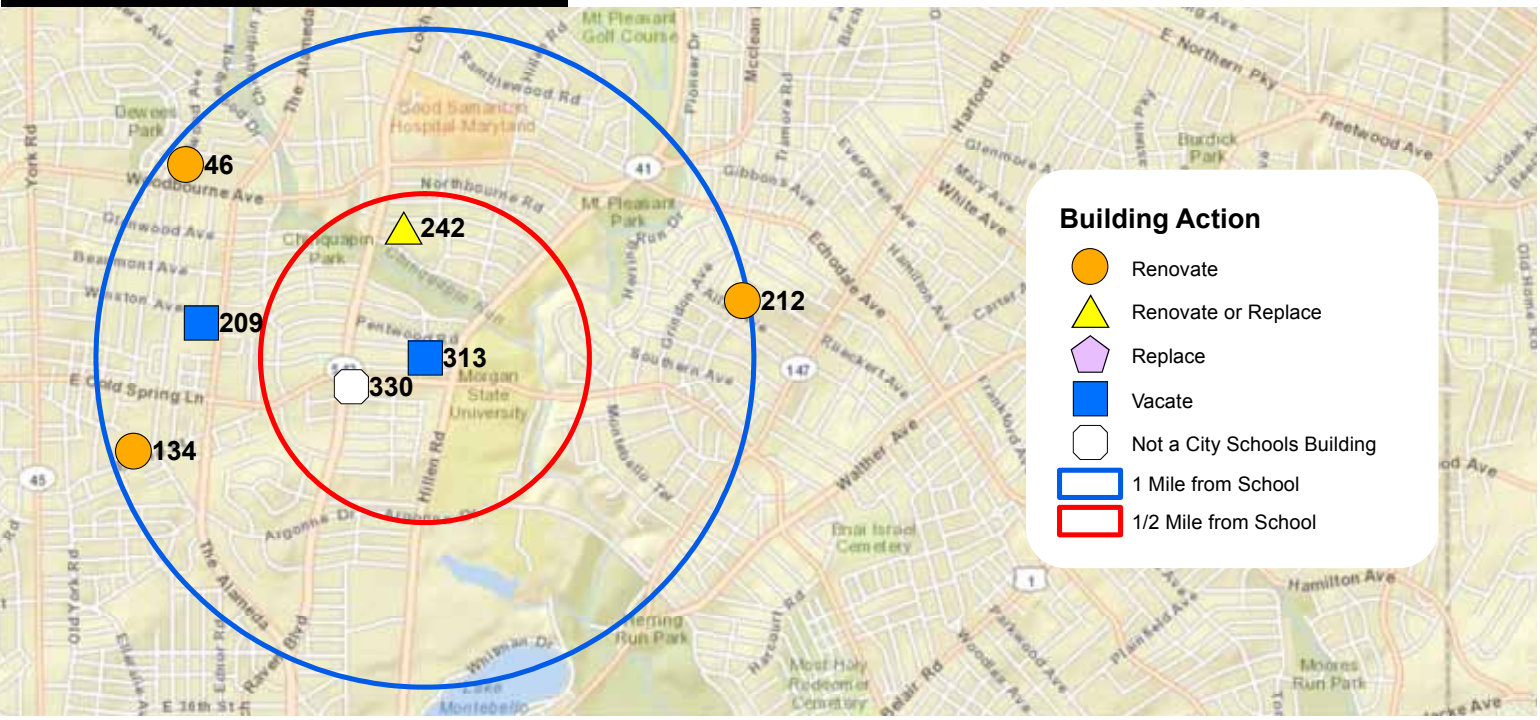
Lockerman Bundy Elementary School

School/building number: 261
Address: 301 N. Pulaski Street, 21223
Planning area: West

Recommendation: RENOVATE

Proposed Year: 4

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 313 = Lois T. Murray; 46 = Baltimore IT Academy (Chinquapin Building); 134 = Walter P. Carter; 209 = Baltimore Design School (Winston Building); 212 = Garrett Heights; 242 = Northwood; 330 = Northwood Appold Community Academy Elementary

Lois T. Murray Elementary/Middle School

School/building number: 313
Address: 1600 Arlington Avenue, 21239
Planning area: North

Recommendation: VACATE; MOVE PROGRAM

Proposed Year: 4

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $3,715,040 to renovate the Lois T. Murray building and $4,399,490 to replace it, giving an FCI of 84.4 percent. While this FCI suggests replacement of the building should be considered, additional factors (described below) lead to a recommendation to close the Lois T. Murray building and relocate its program.

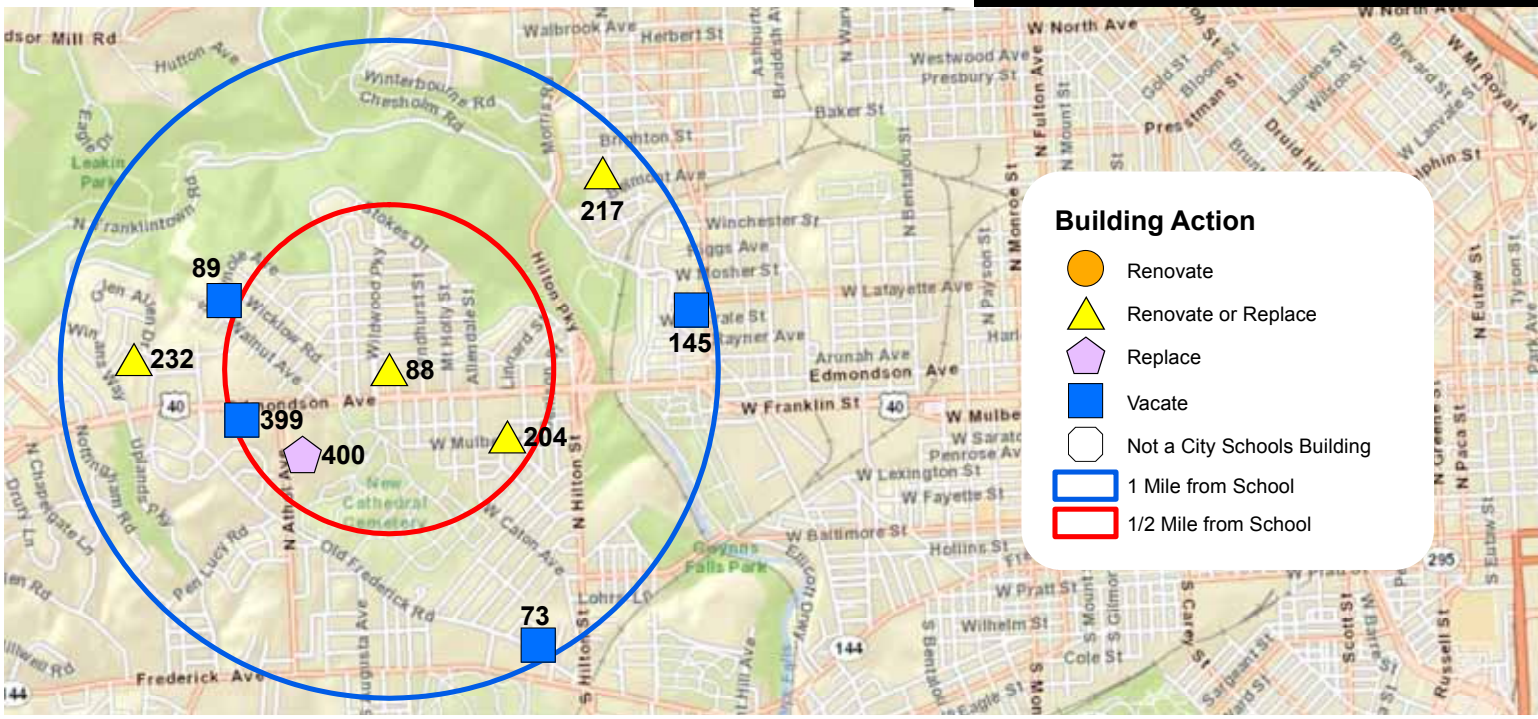
»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Lois T. Murray building has an Educational Adequacy Score of 47.8, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 62 and a projected 2016 enrollment of 71, the Lois T. Murray building is on track to be utilized at a rate of 114.5 percent.

»The high FCI and small capacity of this building, which makes it difficult to sustain programming on this site, suggest that it may not be cost effective to continue to operate it. In addition, where practical, schools for students with special needs should not be located in isolated buildings but housed instead within specially designed campuses co-located with traditional schools of the same grade configuration. This provides all students with a better educational experience by leveraging resources and offering joint programming, as appropriate.

»While there remains a need for this program, it can serve students more successfully in a different location that meets its size and programmatic needs. Accordingly, the current building will be vacated and the Lois T. Murray program will move to the renovated Walter P. Carter building, to be co-located with that program.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 88 = Lyndhurst; 73 = Sarah M. Roach; 89 = Rognel Heights; 145 = Alexander Hamilton; 204 = Mary E. Rodman; 217 = Belmont; 232 = Thomas Jefferson; 399 = Edmondson-Westside (Edmondson-Westside Skill Center); 400 = Edmondson-Westside (Edmondson Building)

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an index greater than 75 percent indicates that constructing a new building should be considered. It would cost $12,188,560 to renovate the Lyndhurst building and $14,541,876 to replace it, giving an FCI of 83.8 percent. This FCI suggests that renovation or replacement should both be considered, and that replacement may be the more cost-effective option.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Lyndhurst building has an Educational Adequacy Score of 51.1, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 percent to 100 percent. With a 2011–12 capacity of 380 and a projected 2016 enrollment of 246, the Lyndhurst Elementary building is on track to be utilized at a rate of 64.7 percent.

»Lyndhurst currently serves students up to grade 5 but will expand to serve grades 6 to 8 in order to receive students from Rognel Heights Elementary/Middle School, a program recommended for closure. This, together with an analysis of projected enrollment trends for the community, points to significant growth for the Lyndhurst program, beyond acceptable capacity for the existing building. It is anticipated that Lyndhurst will require a larger building, either through an addition as part of renovation of the existing building or construction of a new building.

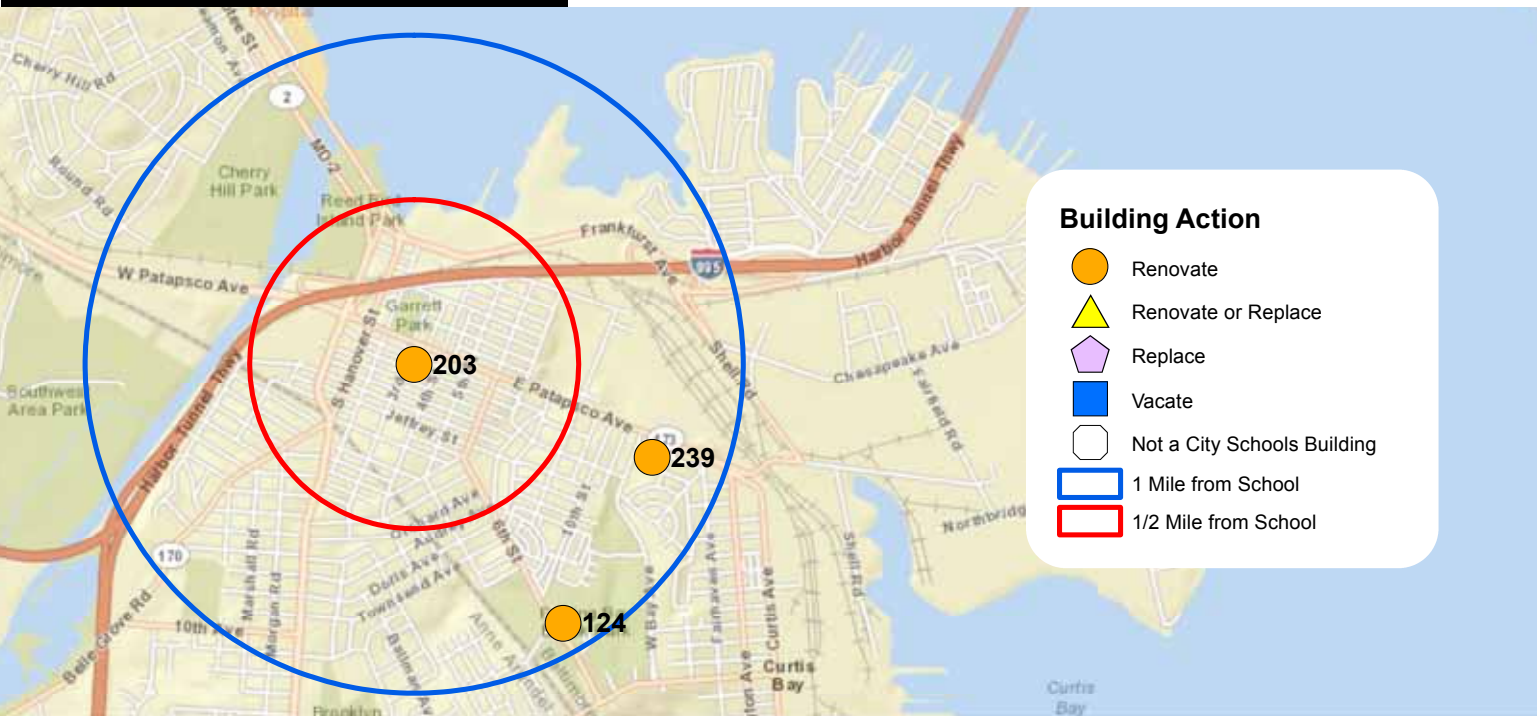
Lyndhurst Elementary School

School/building number: 88
Address: 621 Wildwood Parkway, 21229
Planning area: Southwest

Recommendation: RENOVATE WITH POSSIBLE ADDITION OR REPLACE; EXPAND PROGRAM

Proposed Year: 1

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 203 = Maree G. Farring; 124 = Bay-Brook; 239 = Benjamin Franklin

Maree G. Farring Elementary/Middle School

School/building number: 203
Address: 300 Pontiac Avenue, 21225
Planning area: South

Recommendation: RENOVATE WITH POSSIBLE ADDITION

Proposed Year: 7

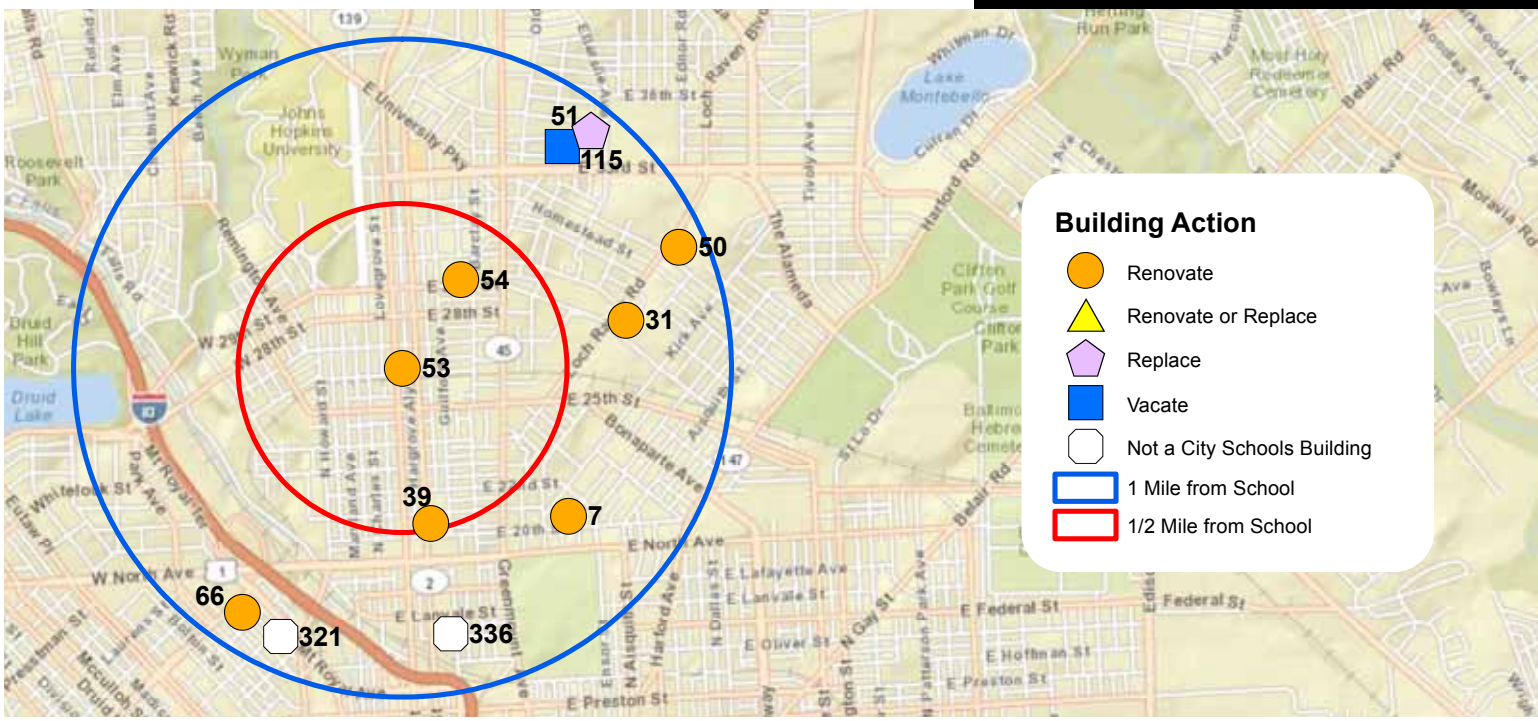
Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $6,506,802 to renovate the Maree G. Farring building and $11,577,240 to replace it, giving an FCI of 56.2 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Maree G. Farring building has an Educational Adequacy Score of 51.3, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 432 and a projected 2016 enrollment of 664, the Maree G. Farring building is on track to be utilized at a rate of 153.7 percent. This utilization rate, together with an analysis of projected enrollment trends in the community, points to the need to construct an addition to this building as part of its renovation to lower its utilization rate to a target of 75 to 90 percent.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 53 = Margaret Brent; 7 = Cecil; 31 = Coldstream Park; 39 = Dallas F. Nicholas; 50 = Abbottston, Stadium (Abbottston Building); 51 = Waverly (elementary grades building); 54 = Barclay; 66 = Mount Royal; 115 = Waverly (middle grades building); 321 = Midtown Academy; 336 = Baltimore Montessori

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $5,938,562 to renovate the Margaret Brent building and $9,988,598 to replace it, giving an FCI of 59.5 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Margaret Brent building has an Educational Adequacy Score of 52.5, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 462 and a projected 2016 enrollment of 291, the Margaret Brent building is on track to be utilized at a rate of 63 percent. Although this low utilization points to consideration of a reduction in size, the building's architecture does not lend itself to a reduction.

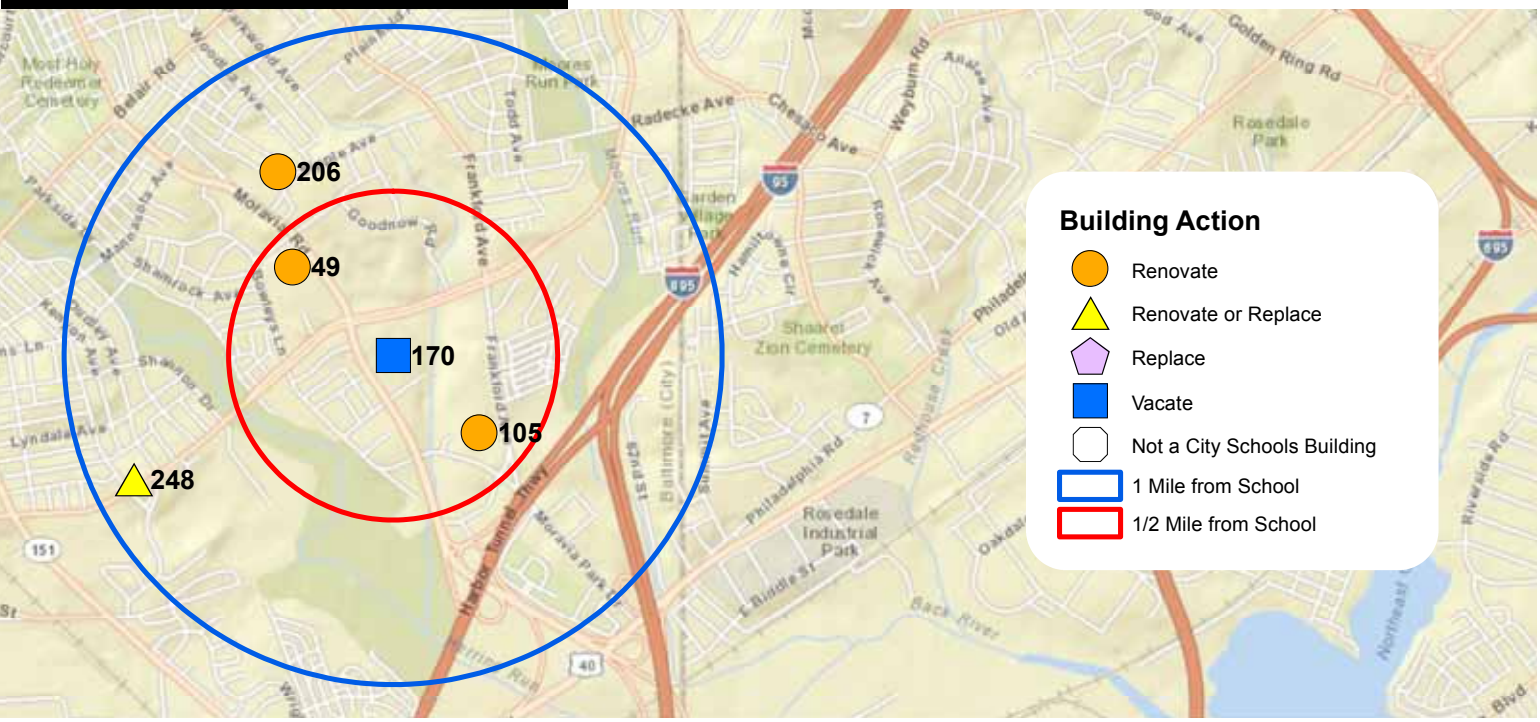
Margaret Brent Elementary/Middle School

School/building number: 53
Address: 100 E. 26th Street, 21218
Planning area: North

Recommendation: RENOVATE

Proposed Year: 6

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 170 = Maritime Industries Academy, Vanguard (Thurgood Marshall Building); 49 = Northeast; 105 = Moravia Park; 206 = Furley; 248 = Sinclair Lane

Maritime Industries Academy High School

(Thurgood Marshall Building)

School/building number: 431/170
Address: 5001 Sinclair Lane, 21206
Planning area: Northeast

Recommendation: VACATE; MOVE PROGRAM

Proposed Year: 6

Rationale for Recommendation

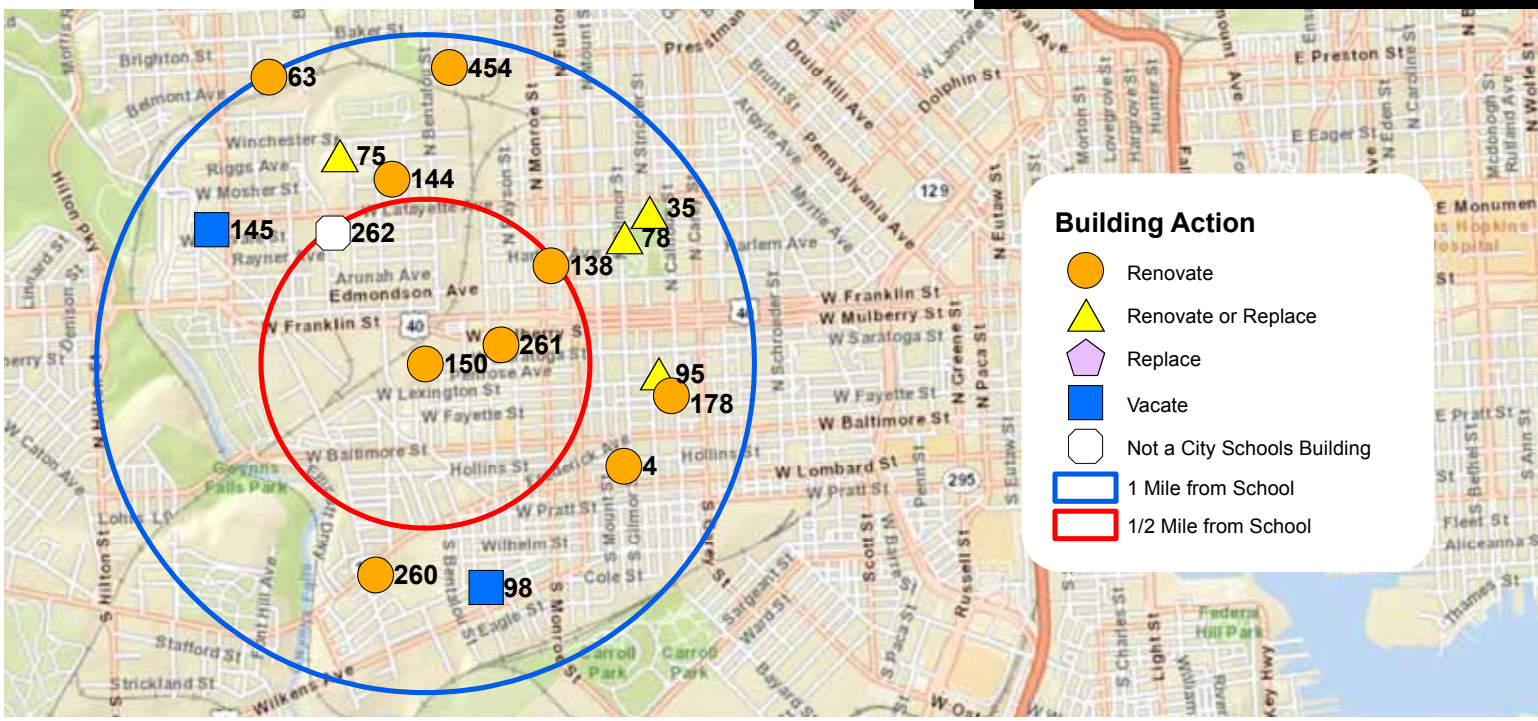
»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $38,002,960 to renovate the Thurgood Marshall Building and $59,637,610 to replace it, giving an FCI of 63.7 percent. While this FCI suggests that it is more cost effective to renovate this building than to replace it, additional factors (described below) lead to a recommendation to vacate this building and relocate its programs.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Thurgood Marshall Building has an Educational Adequacy Score of 66.4, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 1,653 and a projected 2016 enrollment of 1,098 for the two schools that occupy the Thurgood Marshall Building (Maritime Industries Academy and Vanguard Collegiate Middle School) combined, the building is on track to be utilized at a rate of 66.4 percent. However, the Vanguard program will be relocated to the Furley building, which will be renovated to meet its needs. With that relocation, the Thurgood Marshall Building will fall well below the acceptalbe utilization rate.

»Maritime Industries Academy will move to the Northern Building, following its renovation after the closure of W.E.B. DuBois High School.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 150 = Mary Ann Winterling; 4 = Steuart Hill; 35 = Harlem Park; 63 = Rosemont; 75 = Friendship Academy at Calverton; 78 = Augusta Fells Savage, Baltimore Talent Development (Harlem Park Building); 95 = Franklin Square; 98 = Samuel F.B. Morse; 138 = Roots and Branches (Harriet Tubman Building); 144 = James Mosher; 145 = Alexander Hamilton; 178 = Vivien T. Thomas (Francis Wood Building); 260 = Frederick; 261 = Lockerman Bundy; 262 = Empowerment Academy; 454 = Carver

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $11,625,342 to renovate the Mary Ann Winterling building and $16,827,638 to replace it, giving an FCI of 69.1 percent. This FCI suggests that it is more cost effective to renovate this building than replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Mary Ann Winterling building has an Educational Adequacy Score of 58.3, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 565 and a projected 2016 enrollment of 386, the Mary Ann Winterling building is on track to be utilized at a rate of 68.3 percent. Some students from Samuel F.B. Morse Elementary School, which is recommended for closure, will attend Mary Ann Winterling. In addition, two pre-k classes will relocate from Lockerman Bundy Elementary School to Mary Ann Winterling. These moves will increase the school's enrollment and raise the building's utilization rate toward a target of 75 to 90 percent.

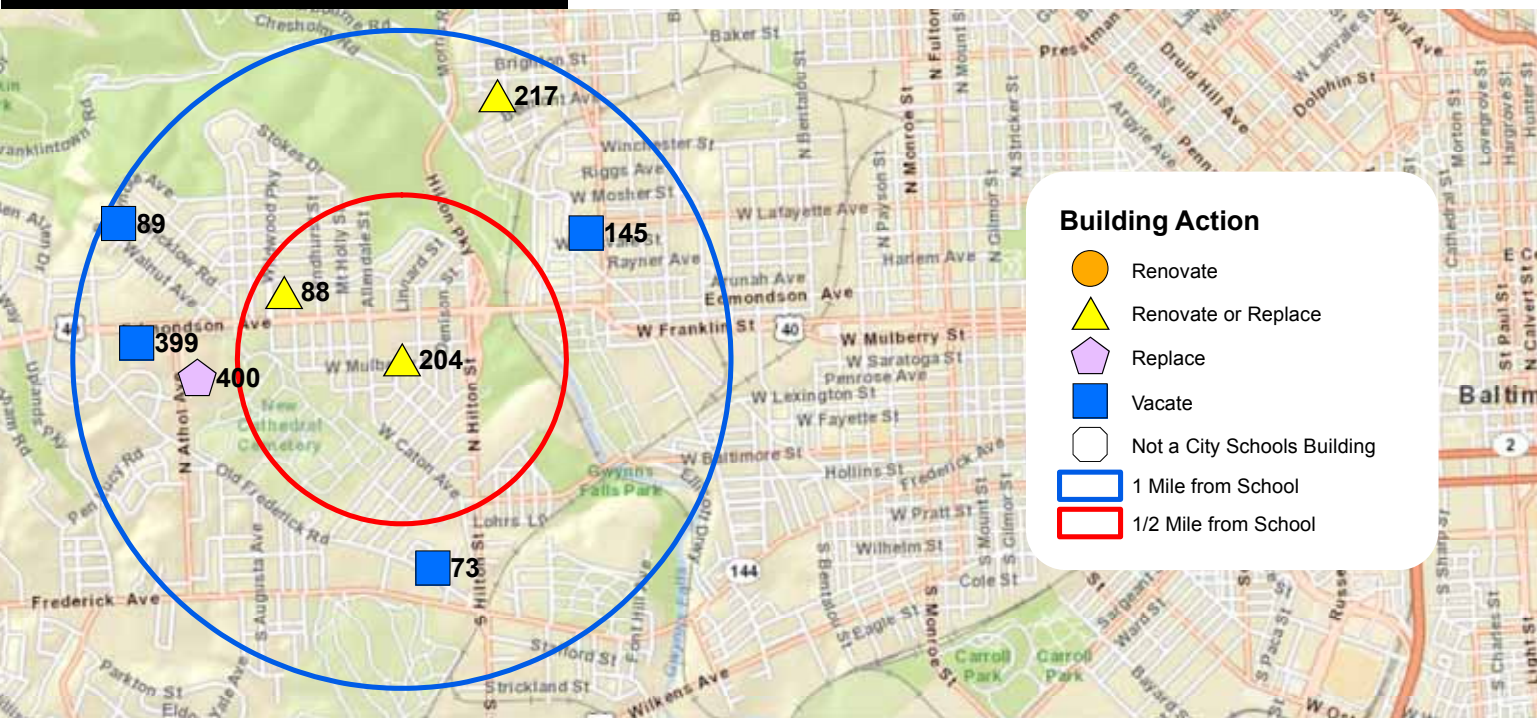
Mary Ann Winterling Elementary School at Bentalou

School/building number: 150
Address: 220 N. Bentalou Street, 21223
Planning area: Southwest

Recommendation: RENOVATE

Proposed Year: 7

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 204 = Mary E. Rodman; 73 = Sarah M. Roach; 88 = Lyndhurst; 89 = Rognel Heights; 145 = Alexander Hamilton; 217 = Belmont; 399 = Edmondson-Westside (Edmondson-Westside Skill Center); 400 = Edmondson-Westside (Edmondson Building)

Mary E. Rodman Elementary School

School/building number: 204
Address: 3510 W. Mulberry Street, 21229
Planning area: Southwest

Recommendation: RENOVATE OR REPLACE

Proposed Year: 2

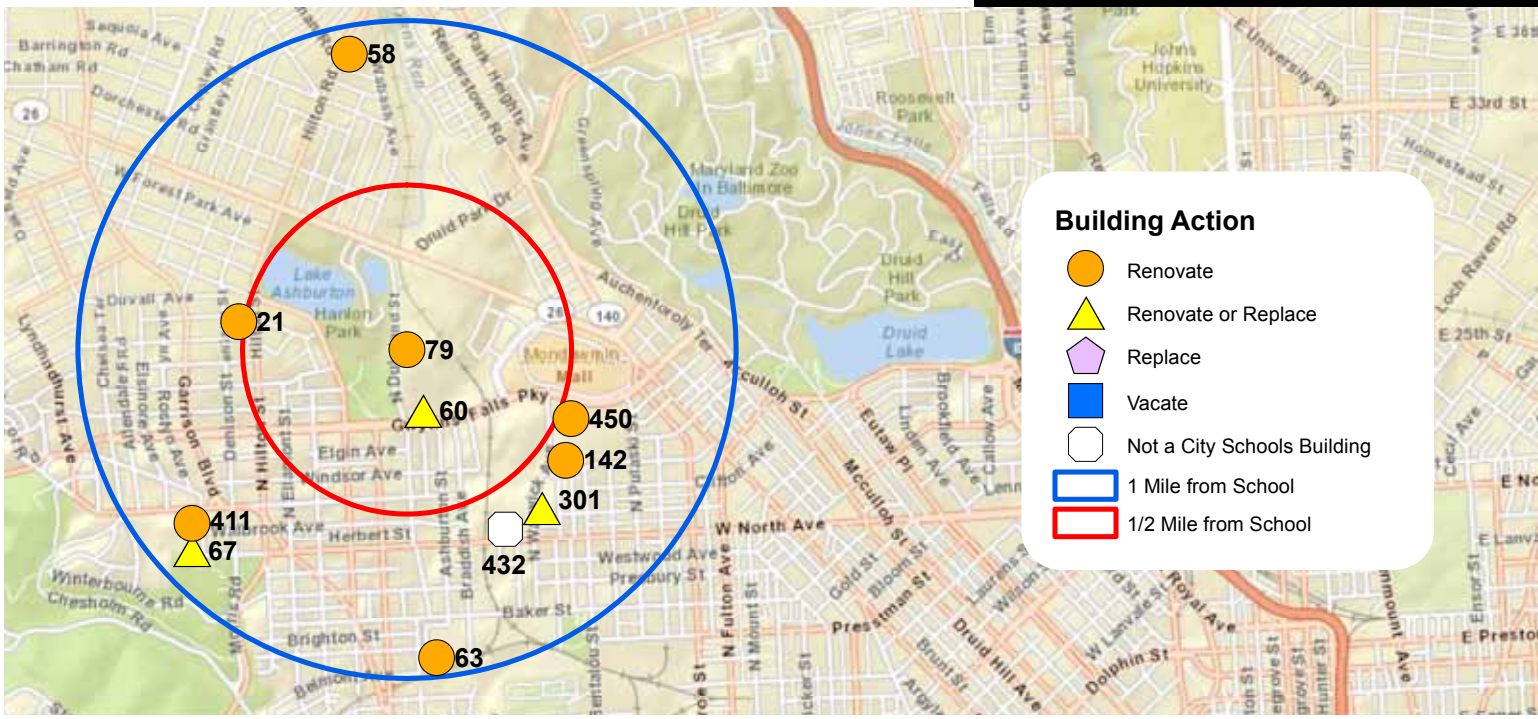
Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $16,356,917 to renovate the Mary E. Rodman building and $21,908,848 to replace it, giving an FCI of 74.7 percent. This FCI suggests that the building is just at the borderline where replacement or renovation could be the more cost-effective option.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Mary E. Rodman building has an Educational Adequacy Score of 54.6, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 525 and a projected 2016 enrollment of 262, the Mary E. Rodman building is on track to be utilized at a rate of 49.9 percent. This utilization rate, together with an analysis of projected enrollment trends in the community, points to excess capacity in this region for the elementary grades. The Mary E. Rodman program will receive students from Sarah M. Roach Elementary School, which is recommended for closure, raising the building's utilization toward a target of 75 to 90 percent.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 79 = Maryland Academy of Technology and Health Sciences, Baltimore Liberation Diploma Plus, ConneXions (William Lemmel Building); 21 = Hilton; 58 = Dr. Nathan A. Pitts-Ashburton; 60 = Gwynns Falls; 63 = Rosemont; 67 = Edgewood; 142 = Robert W. Coleman; 301 = William S. Baer; 411 = Baltimore Civitas, Bluford Drew Jemison West (Walbrook Building); 432 = Coppin Academy; 450 = Frederick Douglass

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $19,276,305 to renovate the William Lemmel Building and $53,303,460 to replace it, giving an FCI of 36.2 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The William Lemmel Building has an Educational Adequacy Score of 62.8, indicating that it does not meet the standard for supporting excellent teaching and learning.

»Maryland Academy of Technology and Health Sciences is a charter school, whose charter is up for renewal in 2011–12. The co-located Baltimore Liberation Diploma Plus (a transformation school) and ConneXions (a charter school) are also up for renewal in 2013–14 and 2011–12, respectively. Determination of the nature of renovations of the William H. Lemmel Building will be made following the outcome of these renewal processes.

Maryland Academy of Technology and Health Sciences Middle/High School

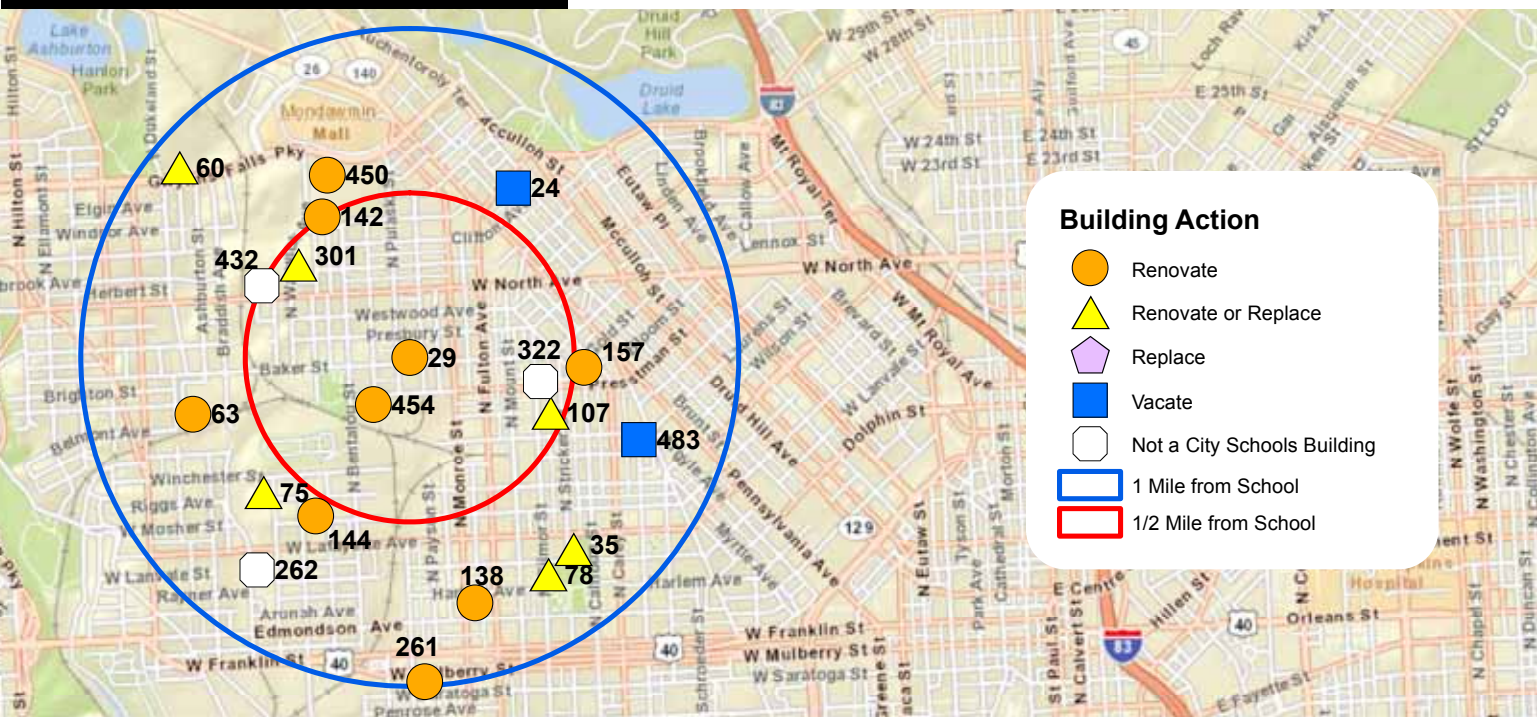
(William Lemmel Building)

School/building number: 331/79
Address: 2801 N. Dukeland Street, 21216
Planning area: West

Recommendation: RENOVATE

Proposed Year: 8

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 29 = Matthew A. Henson; 24 = Westside; 35 = Harlem Park; 60 = Gwynns Falls; 63 = Rosemont; 75 = Friendship Academy at Calverton; 78 = Augusta Fells Savage, Baltimore Talent Development (Harlem Park Building); 107 = Gilmor; 138 = Roots and Branches (Harriet Tubman Building); 142 = Robert W. Coleman; 144 = James Mosher; 157 = William Pinderhughes (George Kelson Building); 261 = Lockerman Bundy; 262 = Empowerment Academy; 301 = William S. Baer; 322 = New Song; 432 = Coppin Academy; 450 = Frederick Douglass; 454 = Carver; 483 = Monarch Academy (William Pinderhughes Building)

Matthew A. Henson Elementary School

School/building number: 29
Address: 1600 N. Payson Street, 21217
Planning area: West

Recommendation: RENOVATE

Proposed Year: 4

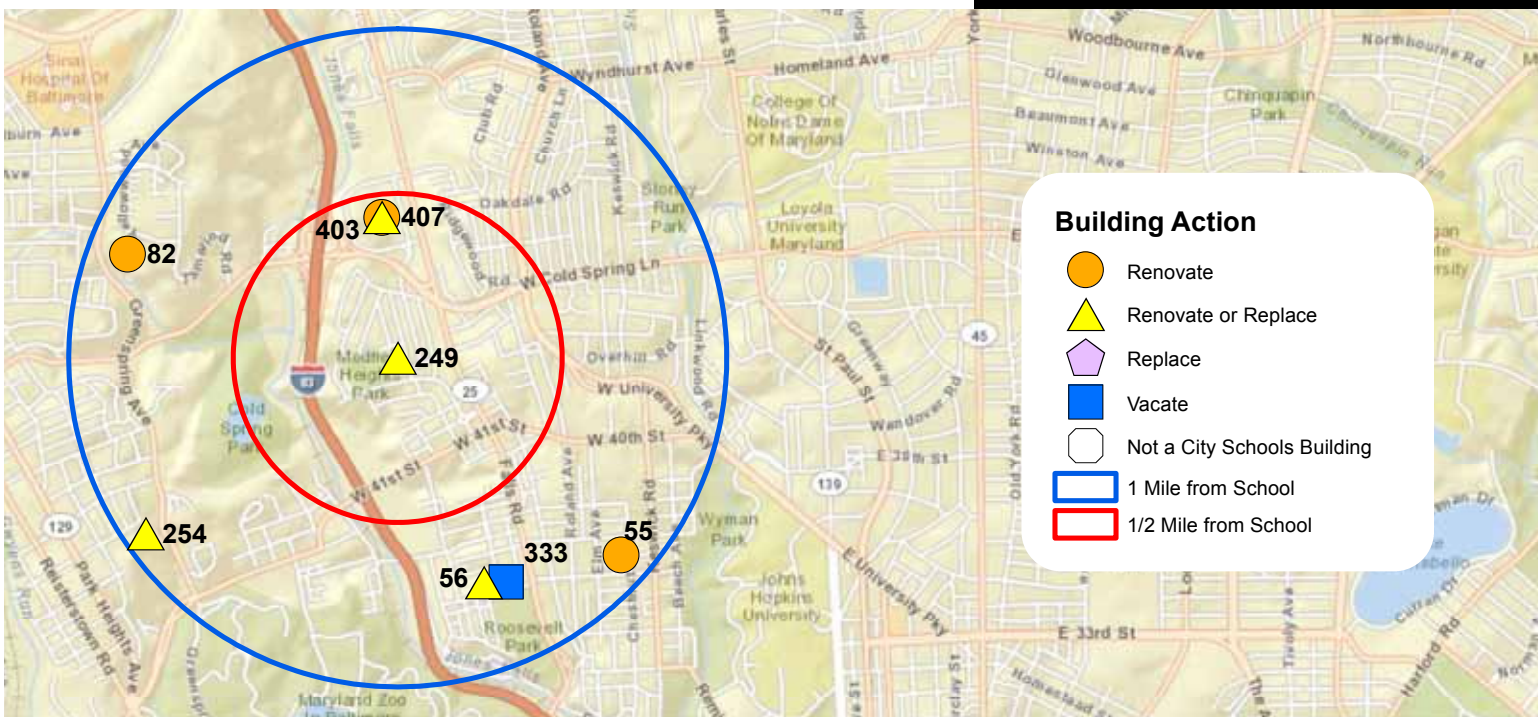
Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $11,211,716 to renovate the Matthew A. Henson building and $16,089,958 to replace it, giving an FCI of 69.7 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Matthew A. Henson building has an Educational Adequacy Score of 61.1, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 520 and a projected 2016 enrollment of 341, the Matthew A. Henson building is on track to be utilized at a rate of 65.6 percent.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 249 = Medfield Heights; 55 = Hampden; 56 = Academy for College and Career Exploration (Robert Poole Building); 82 = KIPP Harmony, KIPP Ujima Village (Roland Patterson Building); 333 = Independence School Local I; 403 = Baltimore Polytechnic; 407 = Western

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $6,854,640 to renovate the Medfield Heights building and $7,903,499 to replace it, giving an FCI of 86.7 percent. This FCI suggests that renovation or replacement should both be considered, and that replacement may be the more cost-effective option.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Medfield Heights building has an Educational Adequacy Score of 51.6, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 199 and a projected 2016 enrollment of 468, the Medfield Heights building is on track to be utilized at a rate of 235.2 percent. This utilization rate, together with an analysis of projected enrollment trends in the community, points to the need to increase the capacity of this building (either with an addition as part of renovation of the existing building or with a new, larger building) to lower its utilization rate to a target of 75 to 90 percent.

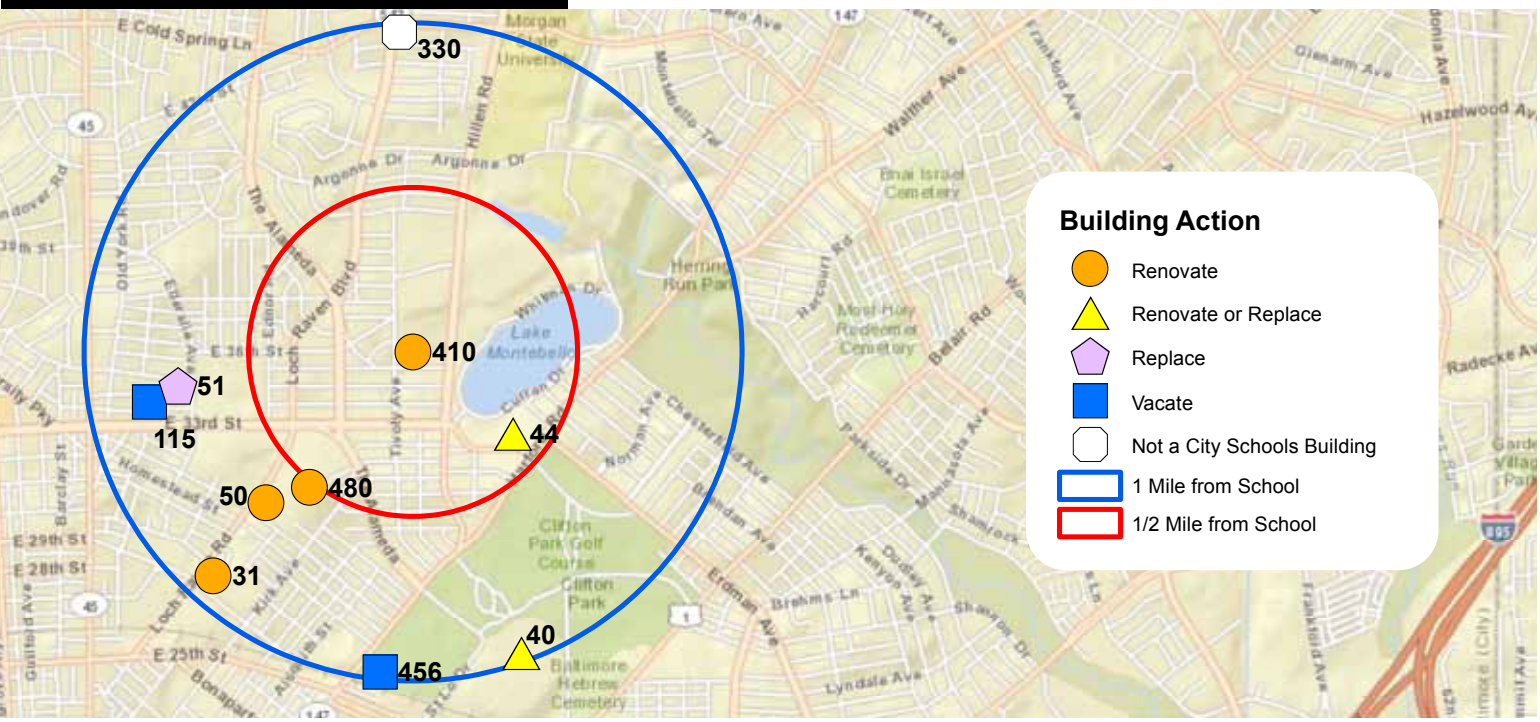
Medfield Heights Elementary School

School/building number: 249
Address: 4300 Buchanan Avenue, 21211
Planning area: North

Recommendation: RENOVATE WITH POSSIBLE ADDITION OR REPLACE

Proposed Year: 2

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 410 = Mergenthaler; 31 = Coldstream Park; 40 = Heritage, REACH! (Lake Clifton Building); 44 = Montebello; 50 = Abbottston, Stadium (Abbottston Building); 51 = Waverly (elementary grades building); 115 = Waverly (middle grades building); 330 = Northwood Appold Community Academy Elementary; 456 = Achievement Academy, Baltimore Antioch Diploma Plus (Fairmount-Harford Building); 480 = Baltimore City College

Mergenthaler Vocational-Technical High School

School/building number: 410
Address: 3500 Hillen Road, 21218
Planning area: Northeast

Recommendation: RENOVATE

Proposed Year: 5

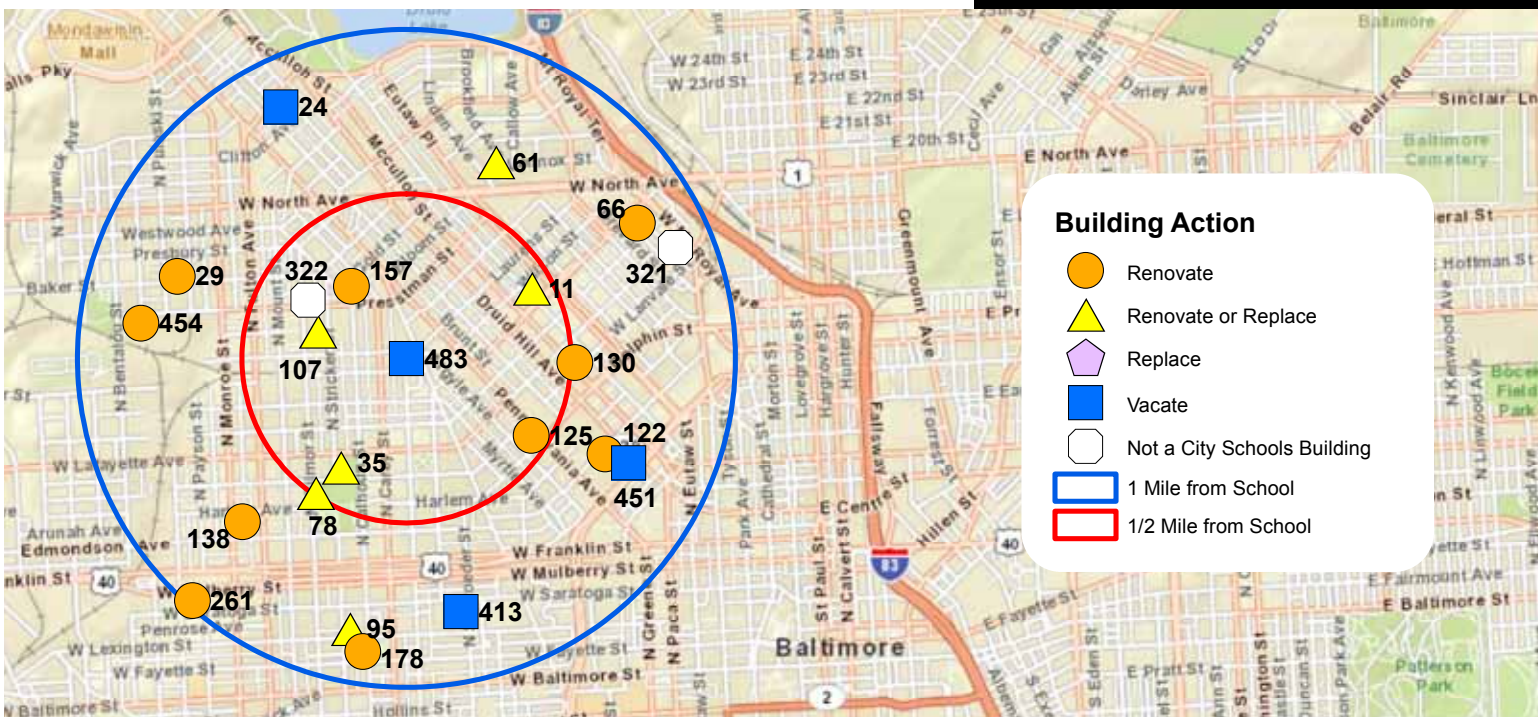
Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $47,691,931 to renovate the Mergenthaler building and $94,278,048 to replace it, giving an FCI of 50.6 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Mergenthaler building has an Educational Adequacy Score of 52.6, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 2,521 and a projected 2016 enrollment of 1,597, the Mergenthaler building is on track to be utilized at a rate of 63.3 percent. The specialized nature of programming at this school requires additional space, which lowers the building's target utilization rate below that of traditional schools. The current size of this building is anticipated to be adequate, based on programmatic needs and analysis of projected enrollment trends.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 483 = Monarch Academy (William Pinderhughes Building); 11 = Eutaw-Marshburn; 24 = Westside; 29 = Matthew A. Henson; 35 = Harlem Park; 61 = John Eager Howard; 66 = Mount Royal; 78 = Augusta Fells Savage, Baltimore Talent Development (Harlem Park Building); 95 = Franklin Square; 107 = Gilmor; 122 = Historic Samuel Coleridge-Taylor; 125 = Furman L. Templeton; 130 = Booker T. Washington, Renaissance Academy (Booker T. Washington Building); 138 = Roots and Branches (Harriet Tubman Building); 157 = William Pinderhughes (George Kelson Building); 178 = Vivien T. Thomas (Francis Wood Building); 261 = Lockerman Bundy; 321 = Midtown Academy; 322 = New Song Academy; 413 = Excel Academy (Harbor City Building); 451 = New Hope Academy (Joseph Briscoe Building); 454 = Carver

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $6,696,755 to renovate the William Pinderhughes Building and $7,855,418 to replace it, giving an FCI of 85.3 percent. Although this FCI suggests that renovation or replacement should both be considered, plans already in place (see below) indicate that this building will be vacated and its program moved.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The William Pinderhughes Building has an Educational Adequacy Score of 43.3, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 422 and a projected 2016 enrollment of 505, the William Pinderhughes Building is on track to be utilized at a rate of 119.7 percent.

»Monarch Academy, a charter school, plans to move to a privately owned building to accommodate its growth, vacating the William Pinderhughes Building.

Monarch Academy Public Charter School

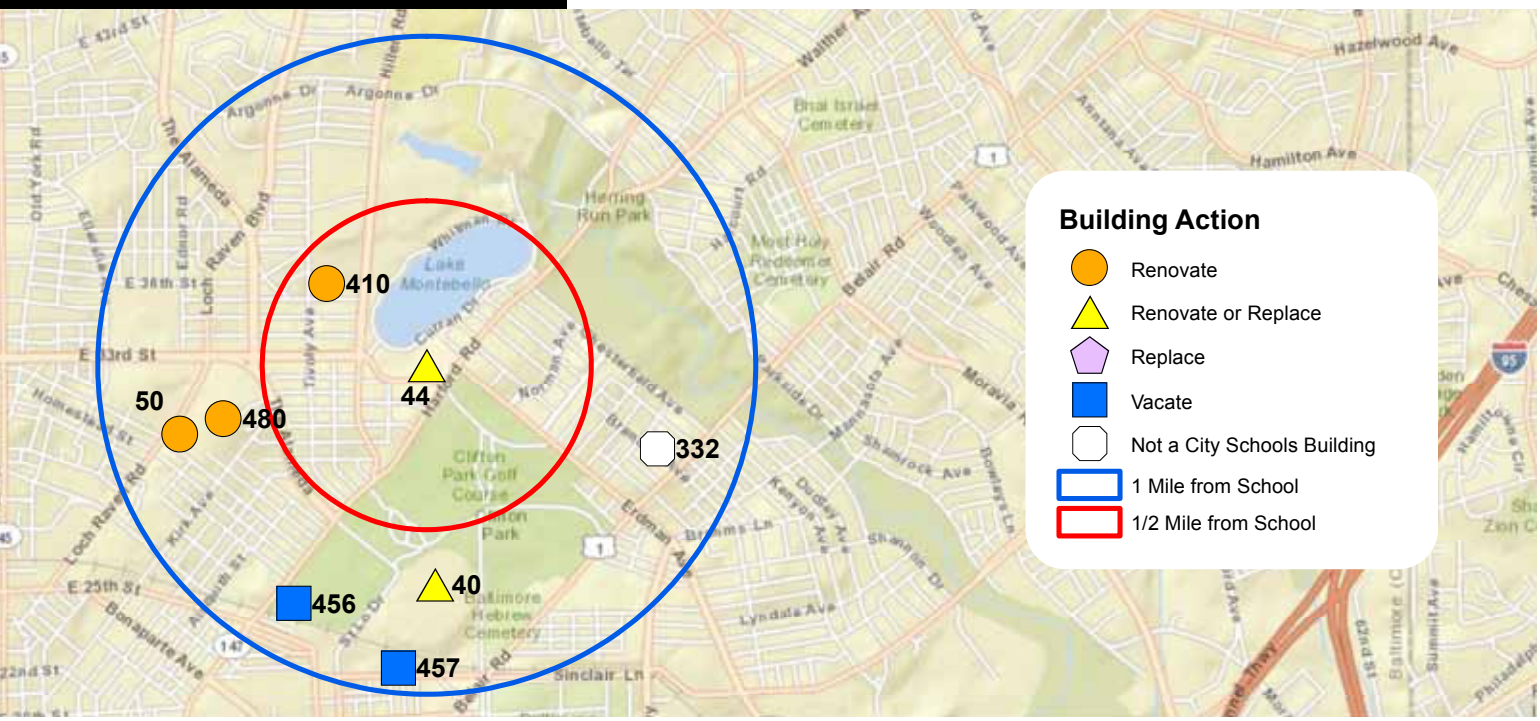
(William Pinderhughes Building)

School/building number: 381/483
Address: 1200 N. Freemont Avenue, 21217
Planning area: West

Recommendation: VACATE; MOVE PROGRAM

Proposed Year: 9

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 44 = Montebello; 40 = Heritage, REACH! (Lake Clifton Building); 50 = Abbottston, Stadium (Abbottston Building); 332 = Green School; 410 = Mergenthaler; 456 = Achievement Academy, Baltimore Antioch Diploma Plus (Fairmount-Harford Building); 457 = Baltimore Rising Star (Laurence Paquin Building); 480 = Baltimore City College

Montebello Elementary/Middle School

School/building number: 44
Address: 2040 E. 32nd Street, 21218
Planning area: Northeast

Recommendation: RENOVATE WITH POSSIBLE ADDITION OR REPLACE

Proposed Year: 2

Rationale for Recommendation

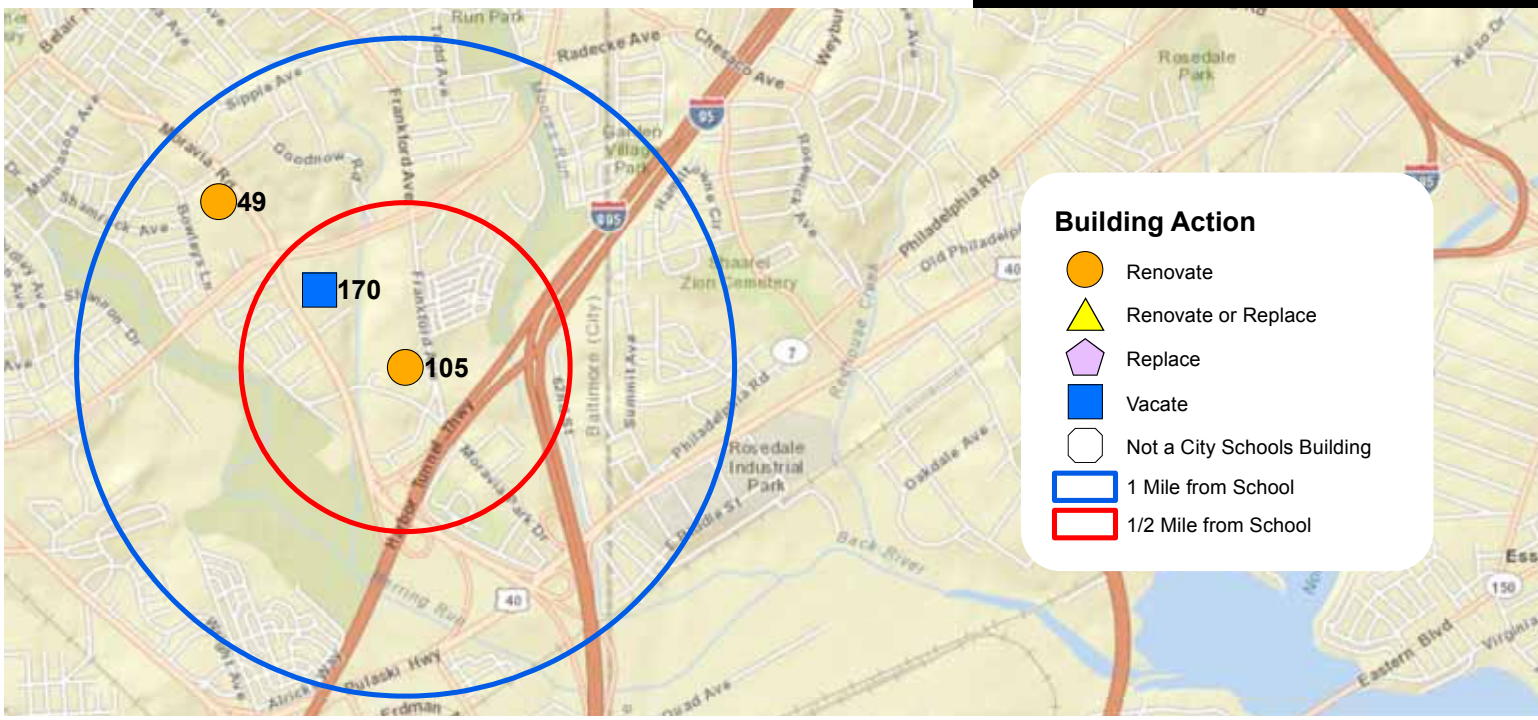
»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $14,964,783 to renovate the Montebello building and $18,575,938 to replace it, giving an FCI of 80.6 percent. This FCI suggests that renovation or replacement should both be considered, and that replacement may be the more cost-effective option.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Montebello building has an Educational Adequacy Score of 58.1, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 709 and a projected 2016 enrollment of 747, the Montebello building is on track to be utilized at a rate of 105.4 percent. This utilization rate suggests that the program requires a larger building, either through an addition as part of renovation of the existing building or construction of a building with higher capacity.

»Montebello is a school with an outside operator whose contract is up for renewal in 2012–13. Final plans for this building will take into account the outcome of that renewal process.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 105 = Moravia Park; 49 = Northeast; 170 = Maritime Industries Academy, Vanguard (Thurgood Marshall Building)

Rationale for Recommendation

»*Moravia Park Elementary School occupies two separate buildings on its site.*

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $20,490,543 to renovate the Moravia Park buildings and $33,712,084 to replace them, giving an FCI of 60.8 percent. This FCI suggests that it is more cost effective to renovate the buildings than to replace them.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Moravia Park buildings have an Educational Adequacy Score of 61.2, indicating that they do not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 1,240 and a projected 2016 enrollment of 875, the Moravia Park buildings are on track to be utilized at a rate of 70.6 percent.

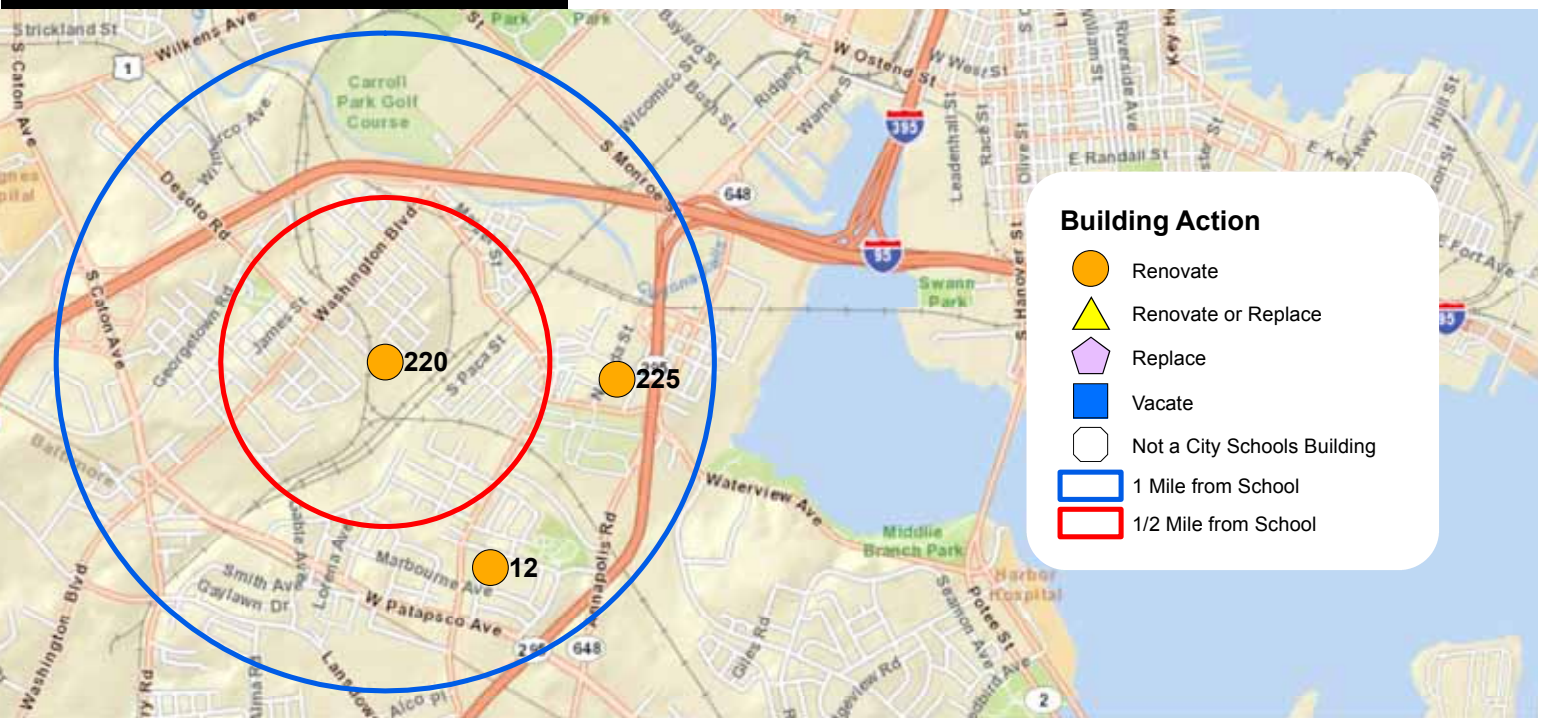
Moravia Park Elementary School

School/building number: 105
Address: 6201 Frankford Avenue, 21206
Planning area: Northeast

Recommendation: RENOVATE

Proposed Year: 7

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 220 = Morrell Park; 12 = Lakeland; 225 = Westport

Morrell Park Elementary/Middle School

School/building number: 220
Address: 2601 Tolley Street, 21230
Planning area: Southwest

Recommendation: RENOVATE WITH POSSIBLE ADDITION

Proposed Year: 5

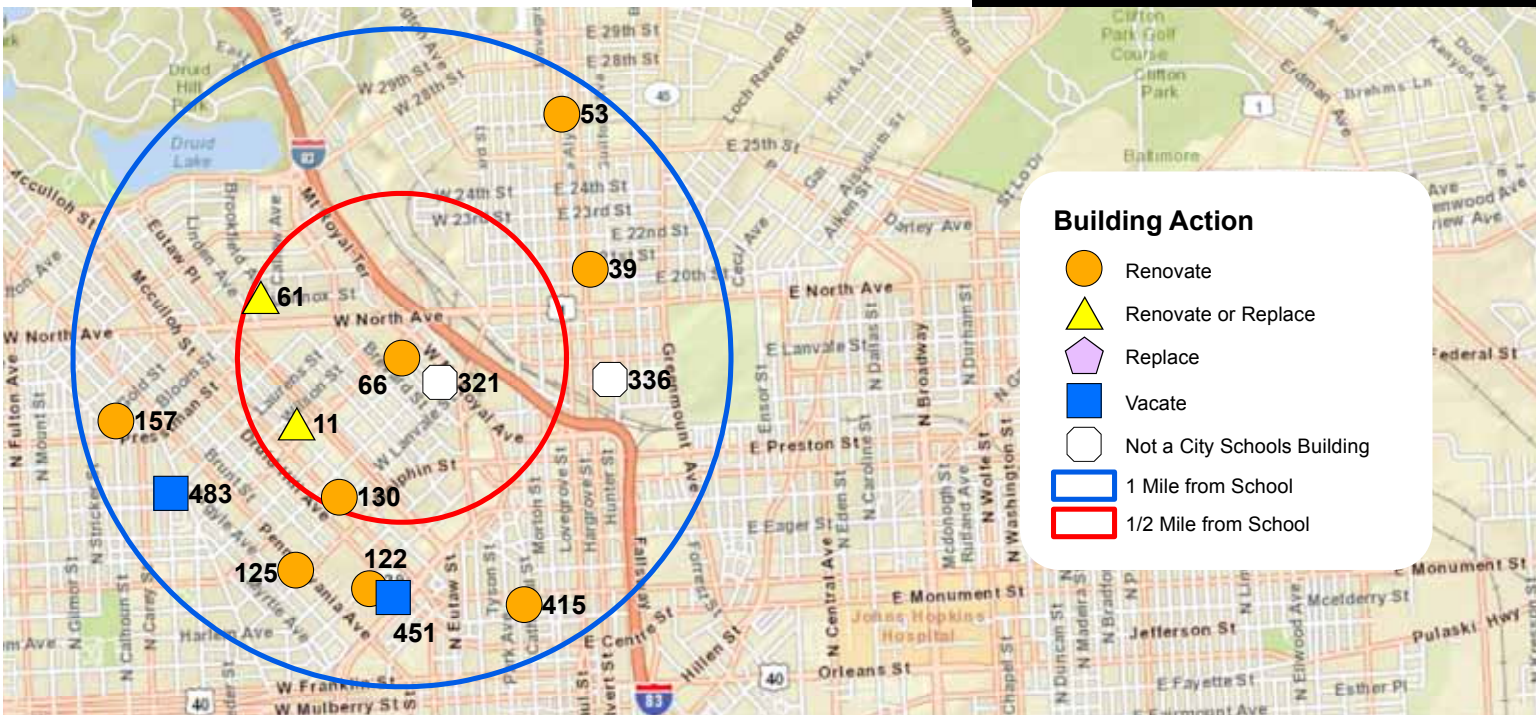
Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $8,257,480 to renovate the Morrell Park building and $11,846,842 to replace it, giving an FCI of 69.7 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Morrell Park building has an Educational Adequacy Score of 55.4, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 510 and a projected 2016 enrollment of 518, the Morrell Park building is on track to be utilized at a rate of 101.5 percent. This points to the need to construct an addition as part of the building's renovation, lowering its utilization rate to a target of 75 to 90 percent.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 66 = Mount Royal; 11 = Eutaw-Marshburn; 39 = Dallas F. Nicholas; 53 = Margaret Brent; 61 = John Eager Howard; 122 = Historic Samuel Coleridge-Taylor; 125 = Furman L. Templeton; 130 = Booker T. Washington, Renaissance Academy (Booker T. Washington Building); 157 = William Pinderhughes (George Kelson Building); 321 = Midtown Academy; 336 = Baltimore Montessori; 415 = Baltimore School for the Arts; 451 = New Hope Academy (Joseph Briscoe Building); 483 = Monarch Academy (Willliam Pinderhughes Building)

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $18,926,278 to renovate the Mount Royal building and $31,732,200 to replace it, giving an FCI of 59.6 percent. This FCI suggests that it is more cost effective to renovate the building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Mount Royal building has an Educational Adequacy Score of 55.4, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 960 and a projected 2016 enrollment of 805, the Mount Royal building is on track to be utilized at a rate of 83.9 percent.

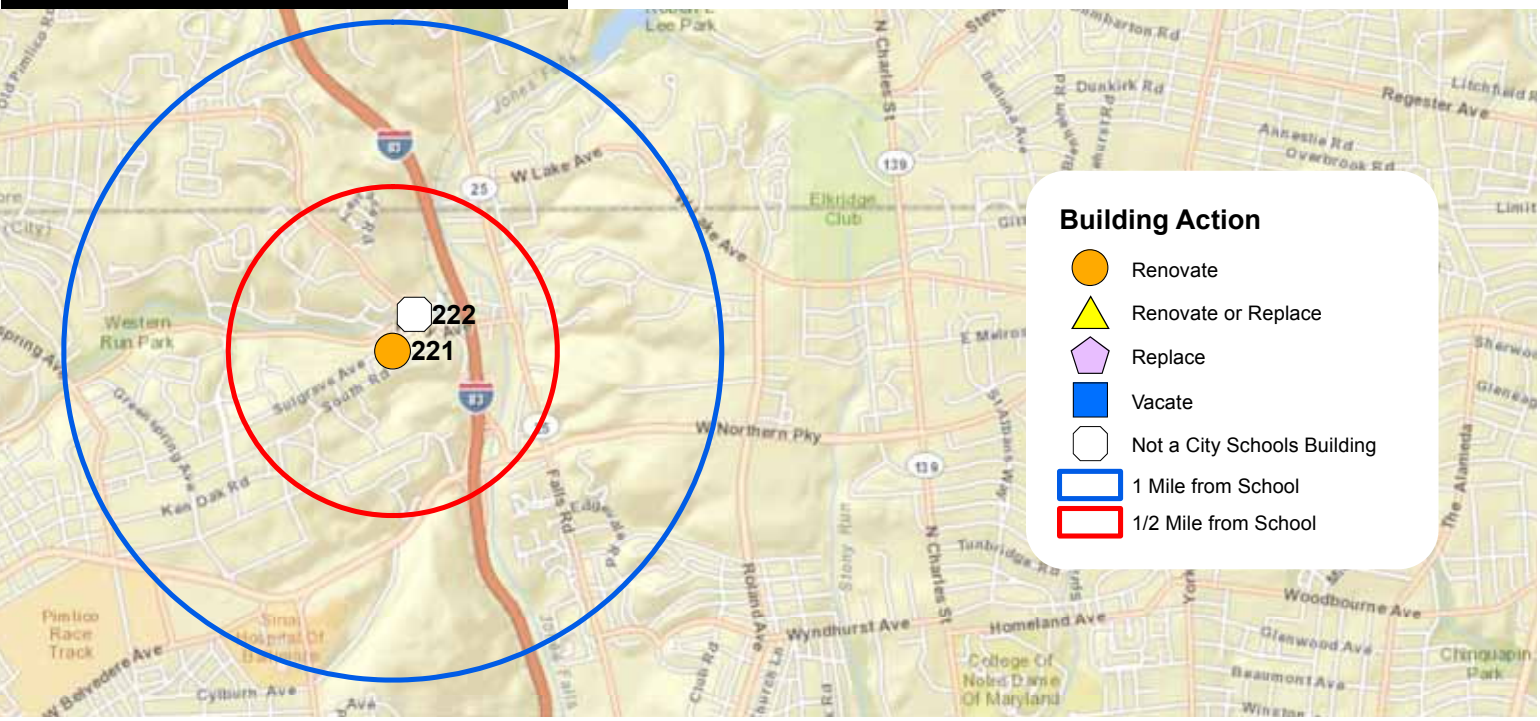
Mount Royal Elementary/Middle School

School/building number: 66
Address: 121 McMechen Street, 21217
Planning area: West

Recommendation: RENOVATE

Proposed Year: 3

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 221 = Mount Washington School (Intermediate Grades Building); 222 = Mount Washington School (Elementary Grades Building)

The Mount Washington School

(Mount Washington Intermediate Grades Building)

School/building number: 221
Address: 1801 Sulgrave Avenue, 21209
Planning area: North

Recommendation: RENOVATE WITH POSSIBLE ADDITION

Proposed Year: 5

Rationale for Recommendation

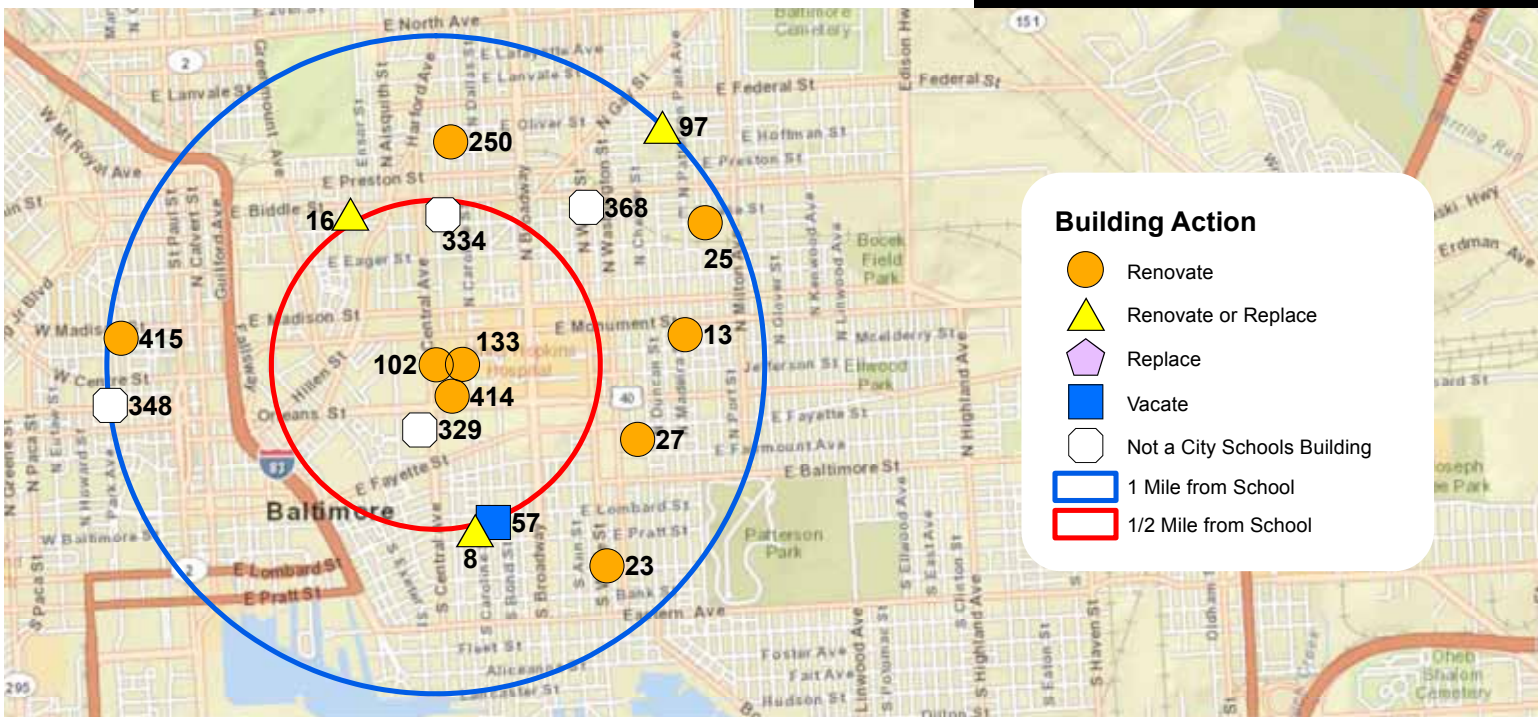
»*The Mount Washington School occupies two buildings, one that houses elementary programming and one for intermediate grades. City Schools owns only the latter building.*

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $6,577,743 to renovate the Mount Washington Intermediate Grades Building and $9,842,876 to replace it, giving an FCI of 66.8 percent. This FCI suggests that it is more cost effective to renovate the building than replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Mount Washington Intermediate Grades Building has an Educational Adequacy Score of 31.5, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 355 and a projected 2016 enrollment for the intermediate grades of 486, the Mount Washington Intermediate Grades Building is on track to be utilized at a rate of 136.9 percent. This points to the need to construct an addition as part of the building's renovation, lowering its utilization rate to a target of 75 to 90 percent.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 102 = National Academy Foundation (Thomas Hayes Building); 133 = National Academy Foundation (Paul Laurence Dunbar Middle Building); 8 = City Springs; 13 = Tench Tilghman; 16 = Johnston Square; 23 = Wolfe Street; 25 = Dr. Rayner Browne; 27 = Commodore John Rodgers; 57 = Baltimore Freedom Academy (Lombard Building); 97 = Collington Square; 250 = Dr. Bernard Harris; 329 = Inner Harbor East; 334 = Bluford Drew Jemison Middle; 348 = Baltimore Leadership School; 368 = Elmer A. Henderson; 414 = Paul Laurence Dunbar; 415 = Baltimore School for the Arts

Rationale for Recommendation

»The National Academy Foundation program uses two buildings: the Paul Laurence Dunbar Middle Building and the Thomas G. Hayes Building.

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $20,330,602 to renovate the Dunbar Middle Building and $28,820,450 to replace it, giving an FCI of 70.5 percent. It would cost $14,084,818 to renovate the Hayes Building and $21,067,384 to replace it, giving an FCI of 66.9 percent. In both cases, the FCIs suggest that it is more cost effective to renovate these buildings than to replace them.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Dunbar Middle Building has an Educational Adequacy Score of 50.5 and the Hayes Building has an Educational Adequacy Score of 55.3, indicating that neither meets the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 1,410 for the two buildings combined and a projected enrollment for the National Academy Foundation of 533, these buildings are on track to have a combined utilization rate of 37.8 percent. With a need for high school seats as a result of other school closures, City Schools anticipates increased enrollment at the National Academy Foundation, which will increase its buildings' utilization rate. There may still be sufficient space to accommodate an additional program in these buildings to meet district and community needs.

National Academy Foundation

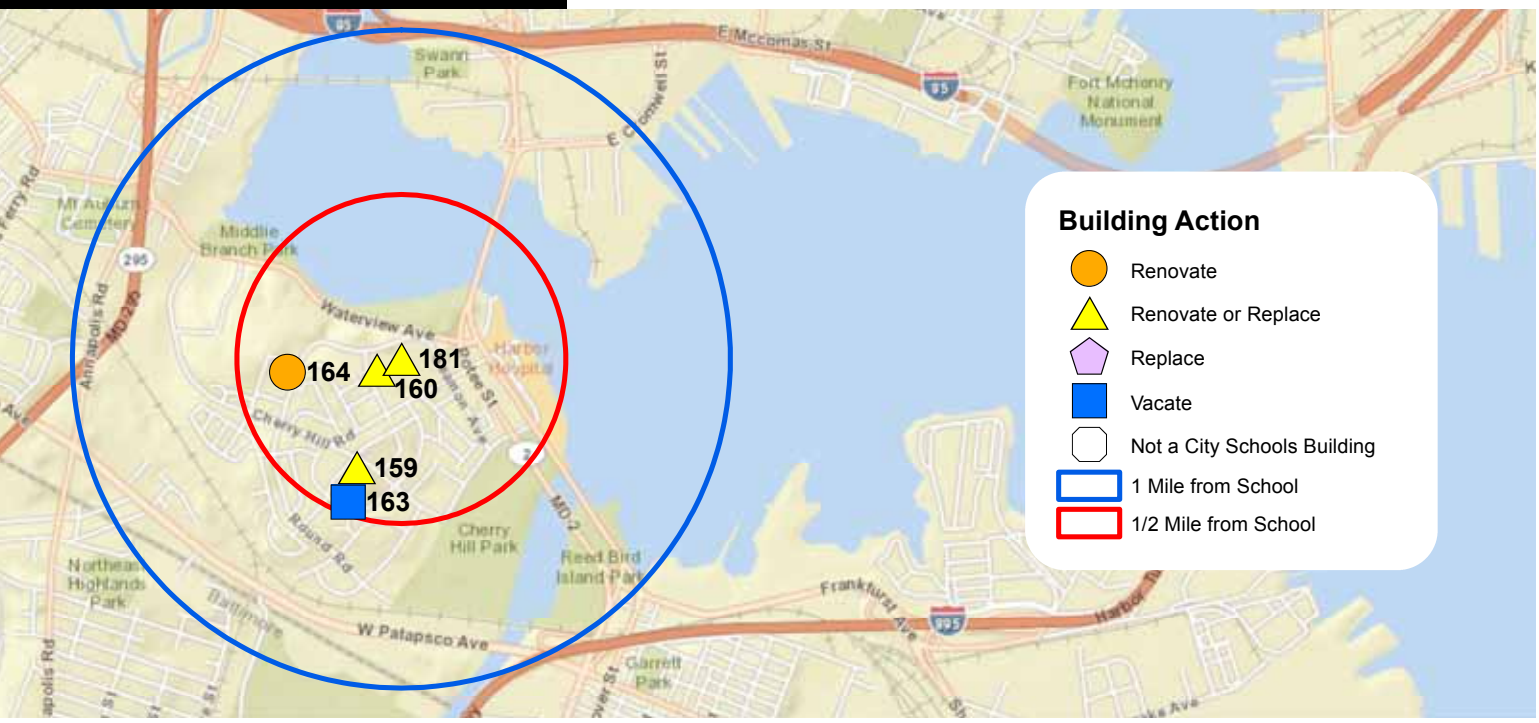
(Paul Laurence Dunbar Middle Building; Thomas G. Hayes Building)

School/building number: 421/133;102
Address: 540 N. Caroline Street, 21205;
601 N. Central Avenue, 21202
Planning area: East

Recommendation: RENOVATE

Proposed Year: 6

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 181 = New Era, Southside (Southside Building); 159 = Cherry Hill; 160 = Dr. Carter Godwin Woodson; 163 = Patapsco; 164 = Arundel

New Era Academy High School

(Southside Building)

School/building number: 422/181
Address: 2700 Seamon Avenue, 21225
Planning area: South

Recommendation: RENOVATE OR REPLACE WITH POSSIBLE REDUCTION

Proposed Year: 5

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $30,933,647 to renovate the Southside Building and $40,079,408 to replace it, giving an FCI of 77.2 percent. This FCI suggests that renovation or replacement should both be considered, and that replacement may be the more cost-effective option.

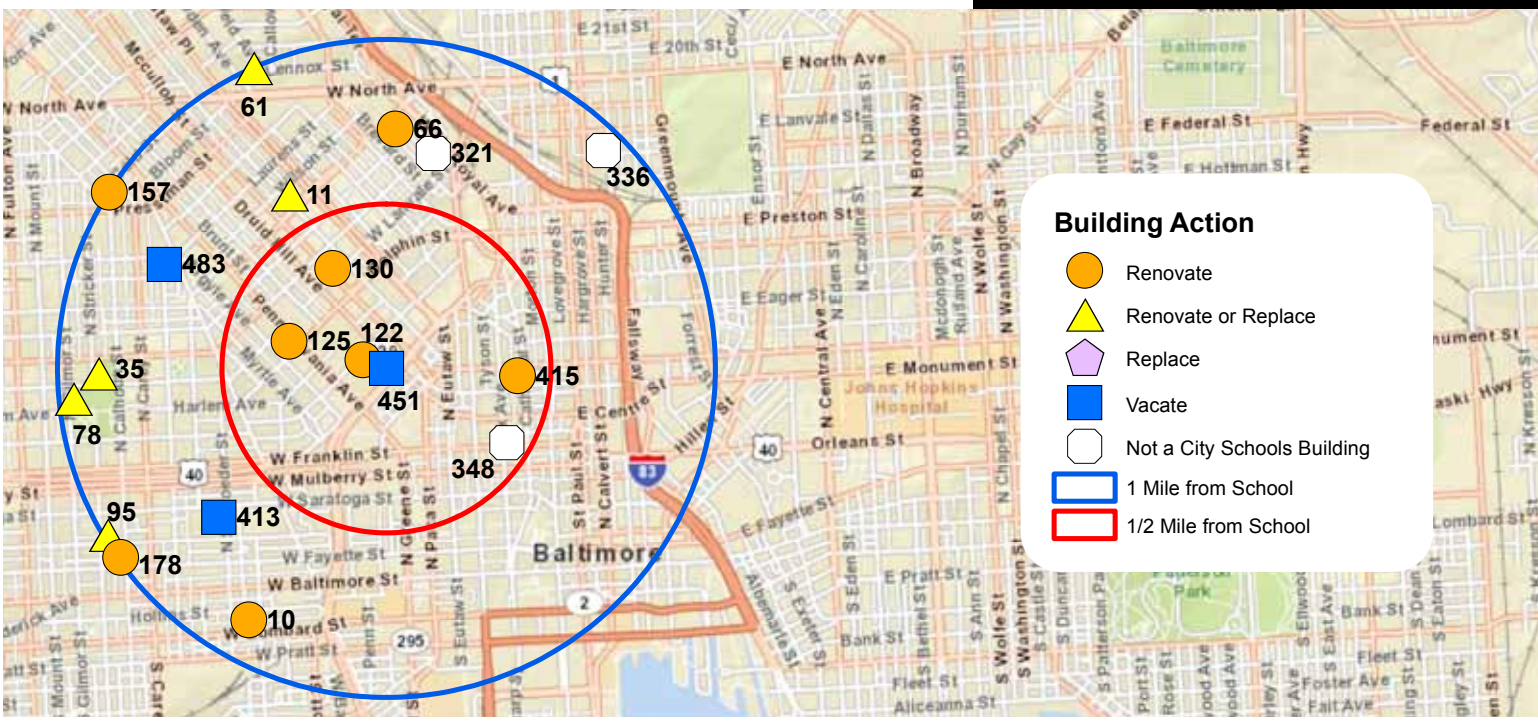
»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Southside Building has an Educational Adequacy Score of 55.6, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 capacity of 1,347 and a projected 2016 enrollment for New Era Academy of 463, the Southside Building is on track to be utilized at a rate of 34.4 percent.

»This utilization rate, together with an analysis of projected enrollment trends in the community, points to excess capacity in this region for these grades. A new or newly renovated smaller building for a high school in this area will serve both projected enrollment and programmatic needs. As a result of the spring 2012 decision by the Board of School Commissioners to close Southside Academy, a community planning process is now underway to determine what high school program will occupy a new or renovated building.

»New Era is a transformation chool with an outside operator whose contract is up for renewal in 2013–14. Final plans for this building will take into account the outcome of that renewal process.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 451 = New Hope (Joseph Briscoe Building); 10 = James McHenry; 11 = Eutaw-Marshburn; 35 = Harlem Park; 61 = John Eager Howard; 66 = Mount Royal; 78 = Augusta Fells Savage, Baltimore Talent Development (Harlem Park Building); 95 = Franklin Square; 122 = Historic Samuel Coleridge-Taylor; 125 = Furman L. Templeton; 130 = Booker T. Washington, Renaissance Academy (Booker Washington Building); 157 = William Pinderhughes (George Kelson Building); 178 = Viven T. Thomas (Francis Wood Building); 321 = Midtown Academy; 336 = Baltimore Montessori; 348 = Baltimore Leadership School; 413 = Excel Academy (Harbor City Building); 415 = Baltimore School for the Arts; 483 = Monarch Academy (William Pinderhughes Building)

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $11,605,037 to renovate the Joseph C. Briscoe Building and $20,816,544 to replace it, giving an FCI of 55.7 percent. While this FCI suggests that it is more cost effective to renovate this building than to replace it, additional factors (described below) lead to a recommendation to vacate this building and relocate its program.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Joseph C. Briscoe Building has an Educational Adequacy Score of 46.9, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 349 and a projected 2016 enrollment of 173, the Joseph C. Briscoe Building is on track to be utilized at a rate of 49.6 percent.

»While there remains a need for New Hope Academy, the low utilization rate of its current building indicates that the program can be more successful in a different location that meets its size and programmatic needs.

New Hope Academy

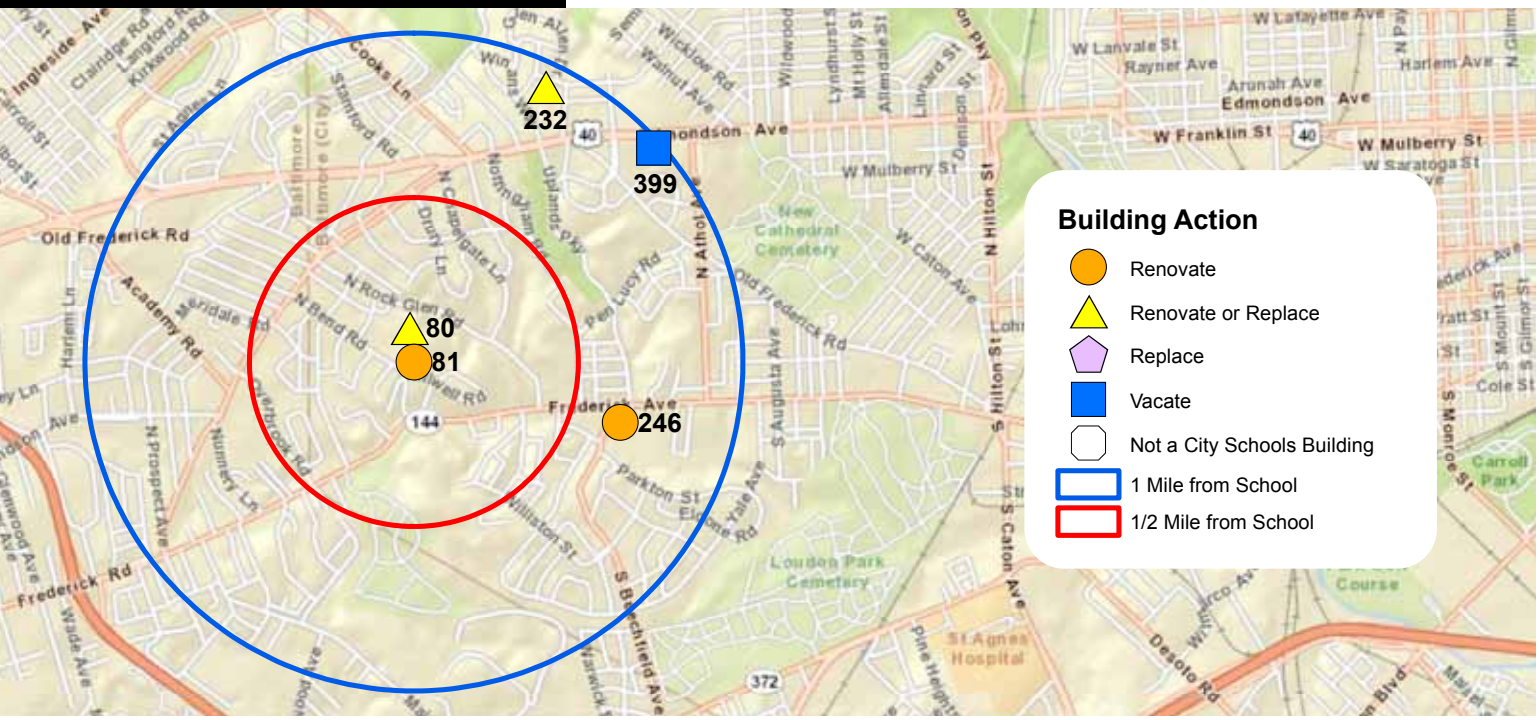
(Joseph C. Briscoe Building)

School/building number: 345/451
Address: 900 Druid Hill Avenue, 21201
Planning area: West

Recommendation: VACATE; MOVE PROGRAM

Proposed Year: 5

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 81 = North Bend; 280 = Green Street Academy, KASA (West Baltimore Building); 32 = Thomas Jefferson; 246 = Beechfield; 399 = Edmondson-Westside (Edmondson-Westside Skill Center)

North Bend Elementary/Middle School

School/building number: 81
Address: 181 North Bend Road, 21229
Planning area: Southwest

Recommendation: RENOVATE

Proposed Year: 8

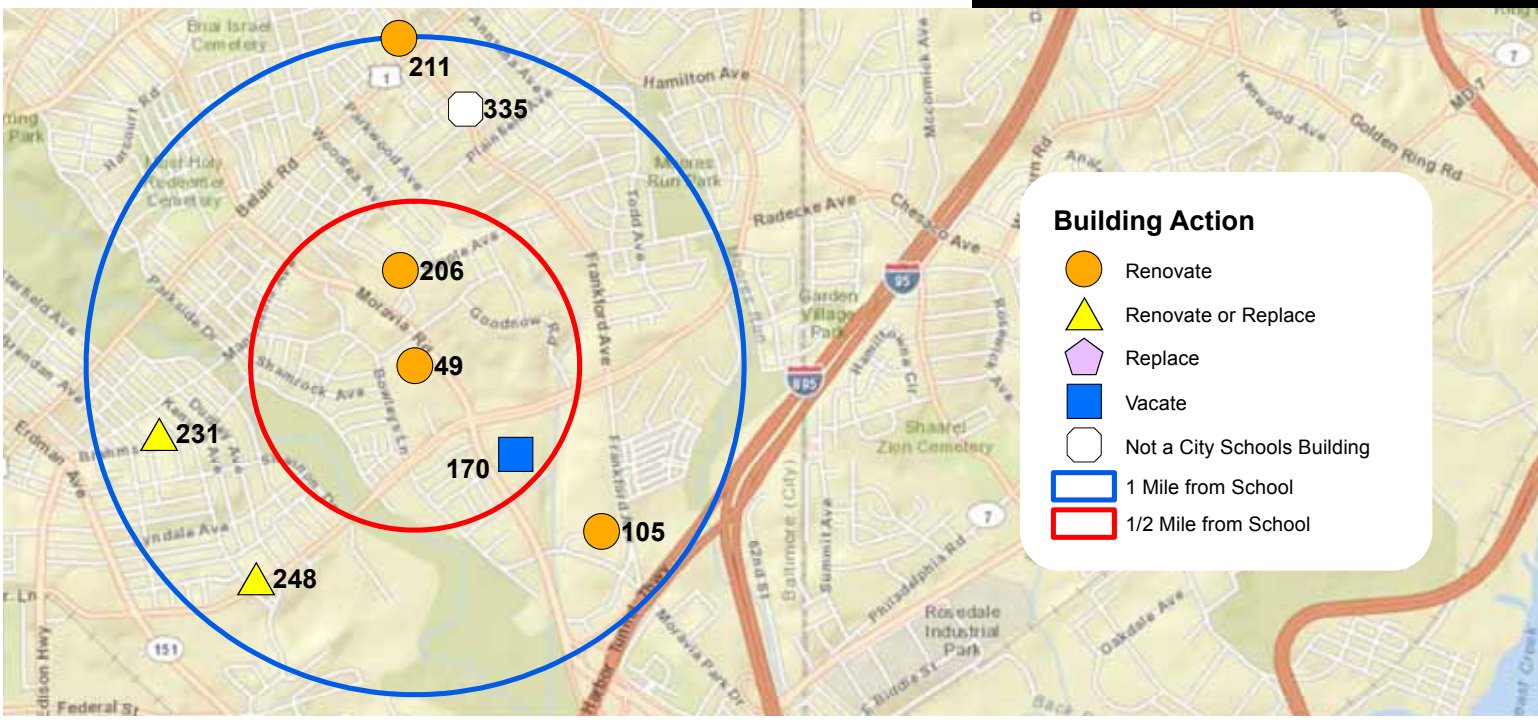
Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. It would cost $9,637,980 to renovate the North Bend building and $16,979,128 to replace it, giving an FCI of 56.8 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The North Bend building has an Educational Adequacy Score of 63.2, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 capacity of 546 and a projected 2016 enrollment of 434, the North Bend building is on track for a utilization of 79.5 percent.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 49 = Northeast; 105 = Moravia Park; 170 = Maritime Industries Academy, Vanguard (Thurgood Marshall Building); 206 = Furley; 211 = Gardenville; 231 = Brehms Lane; 248 = Sinclair Lane; 335 = Baltimore International Academy

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an index greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $15,132,758 to renovate the Northeast building and $25,347,734 to replace it, giving an FCI of 59.7 percent. This FCI suggests that it is more cost effective to renovate the building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Northeast building has an Educational Adequacy Score of 59.7, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 capacity of 934 and a projected 2016 enrollment of 437, the Northeast building is on track to be utilized at a rate of 46.8 percent. This utilization rate, together with an analysis of projected population trends in the community, points to excess capacity for these grades in this region.

»These factors, combined with other available school data, lead to a recommendation to close the Northeast Middle School program. Students from Northeast will participate in the Middle School Choice process to select the school they will attend. To accommodate students who wish to remain in this area, Sinclair Lane, Brehms Lane and Furley elementary schools will expand to serve pre-k to grade 8; Furley will move into a modernized Northeast Middle School building.

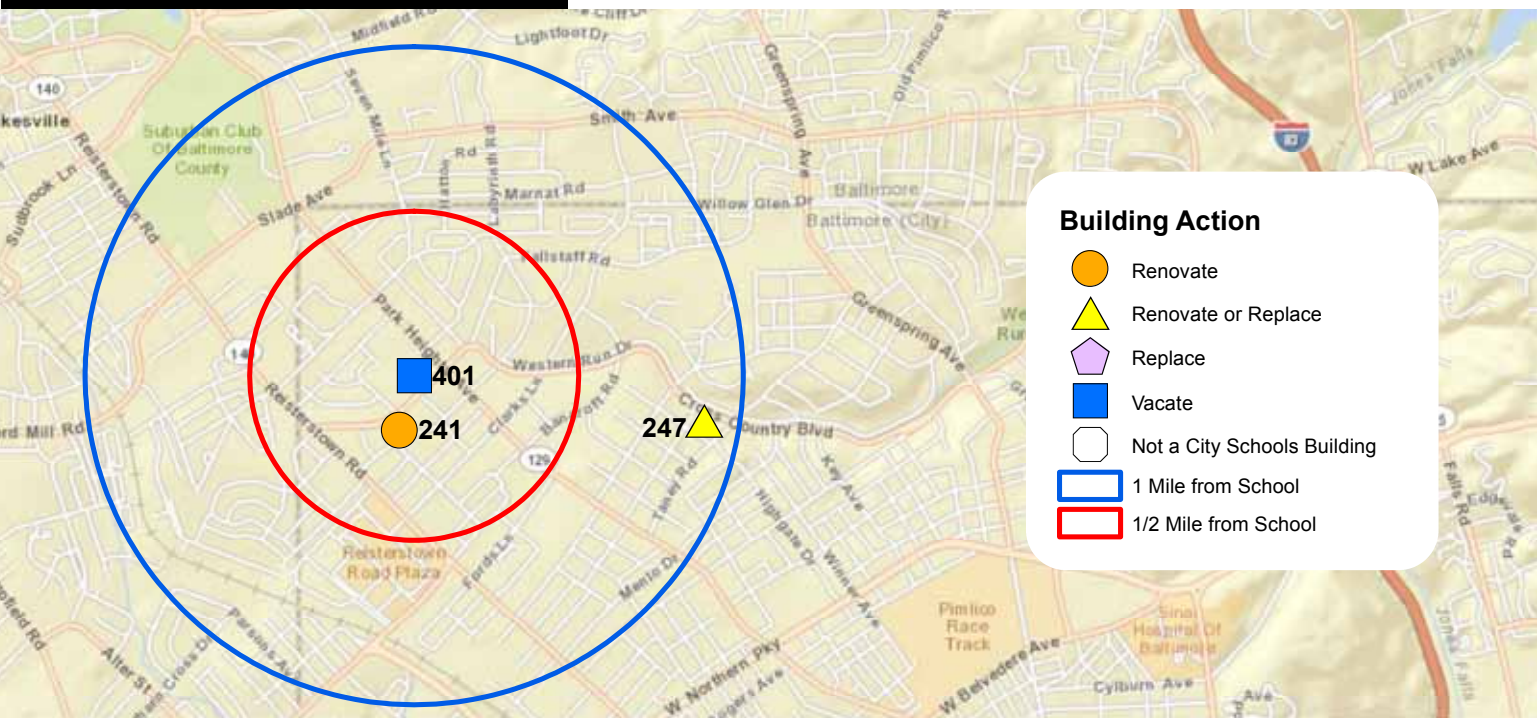
Northeast Middle School

School/building number: 49
Address: 5001 Moravia Road, 21206
Planning area: Northeast

Recommendation: RENOVATE; CLOSE PROGRAM

Proposed Year: 2

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 401 = Northwestern; 241 = Fallstaff; 247 = Cross Country

Northwestern High School

School/building number: 401
Address: 6900 Park Heights Avenue, 21215
Planning area: Northwest

Recommendation: VACATE; CLOSE PROGRAM

Proposed Year: 2

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an index greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $48,727,476 to renovate the Northwestern building and $77,582,696 to replace it, giving an FCI of 62.8 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it, but additional factors (described below) lead to a recommendation to vacate this building and close its program.

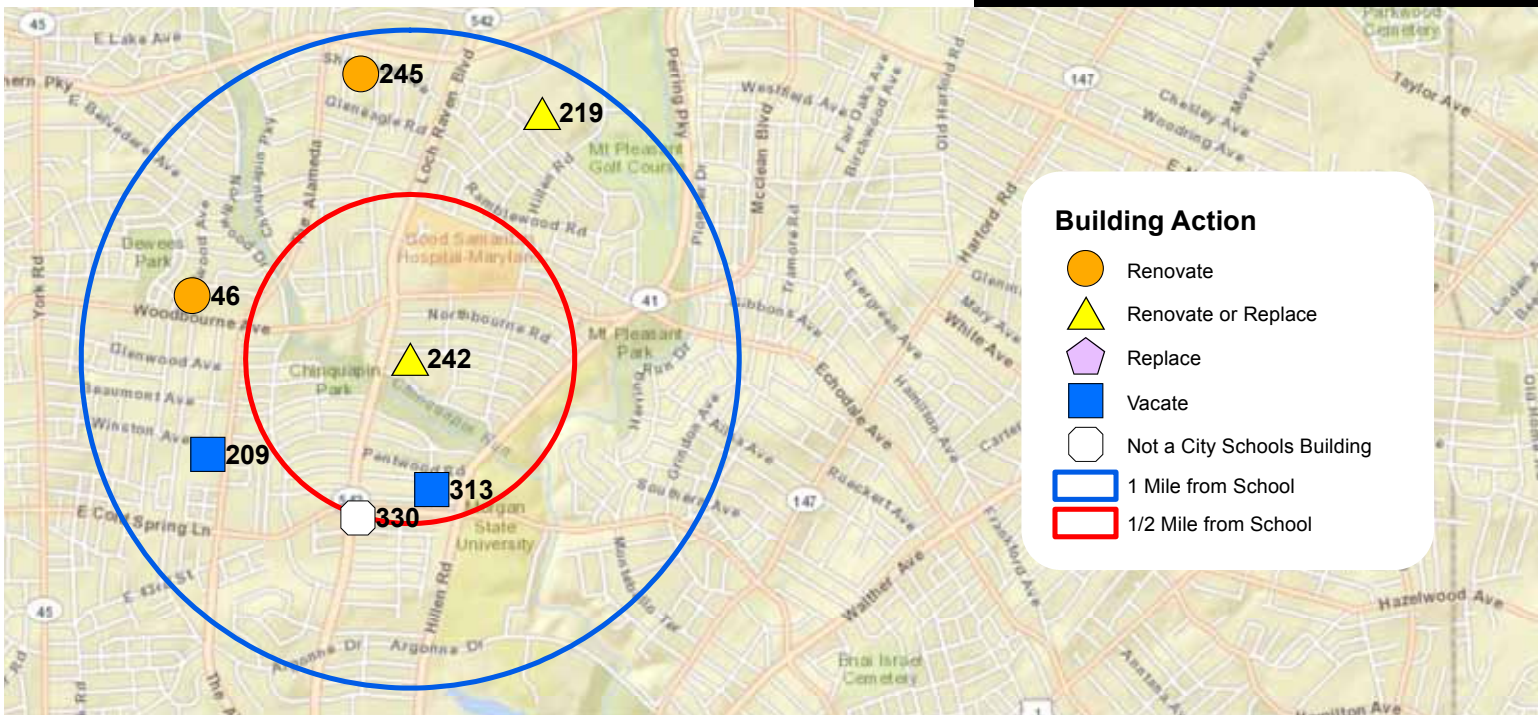
»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Northwestern building has an Educational Adequacy Score of 66.7, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 1,603 and a projected 2016 enrollment of 385, the Northwestern building is on track to be utilized at a rate of 24 percent.

»In the northwest part of the city, the Northwestern and Forest Park High School buildings both have large capacity and low utilization, demonstrating that the community can support only one of these high schools.

»The low utilization rate, excess capacity and high costs of renovation, combined with other available school data, lead to a recommendation of closure for Northwestern High School. Students from Northwestern will participate in the High School Choice process to select which school they will attend. Forest Park is the nearest traditional high school with capacity for these students.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 242 = Northwood; 46 = Baltimore IT Academy (Chinquapin Building); 209 = Baltimore Design School (Winston Building); 219 = Yorkwood; 245 = Leith Walk; 313 = Lois T. Murray; 330 = Northwood Appold Community Academy Elementary

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $22,963,367 to renovate the Northwood building and $20,092,111 to replace it, giving an FCI of 114.3 percent. This FCI suggests that renovation or replacement should both be considered, and that replacement may be the more cost-effective option.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Northwood building has an Educational Adequacy Score of 62.9, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 578 and a projected 2016 enrollment of 697, the Northwood building would be utilized at a rate of 120.6 percent. This utilization rate, together with an analysis of projected enrollment trends in the community, points to the need to increase the capacity of this building (either with an addition as part of renovation of the existing building or with a new, larger building) to lower its utilization rate to a target of 75 to 90 percent.

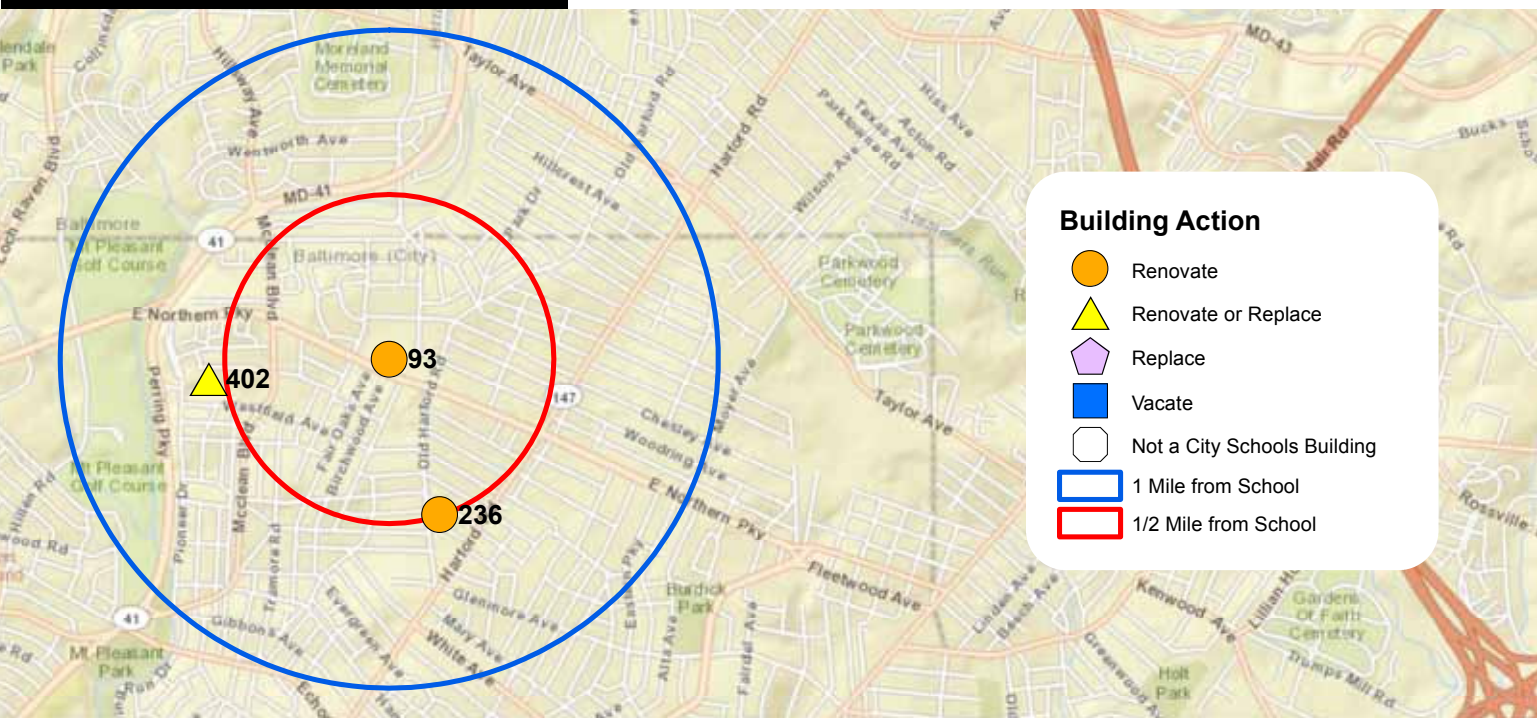
Northwood Elementary School

School/building number: 242
Address: 5201 Loch Raven Boulevard, 21239
Planning area: North

Recommendation: RENOVATE WITH POSSIBLE ADDITION OR REPLACE

Proposed Year: 2

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 93 = Northwood Appold Community Academy (NACA) Freedom and Democracy II, Friendship Academy of Engineering and Technology (Professional Development Building); 236 = Hamilton; 402 = Reginald F. Lewis, W.E.B. DuBois (Northern Building)

The Northwood Appold Community Academy (NACA) Freedom and Democracy II

(Professional Development Building)

School/building number: 349/93
Address: 2500 E. Nothern Parkway, 21214
Planning area: Northeast

Recommendation: RENOVATE

Proposed Year: 6

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $34,105,227 to renovate the Professional Development Building and $72,151,920 to replace it, giving an FCI of 47.3 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

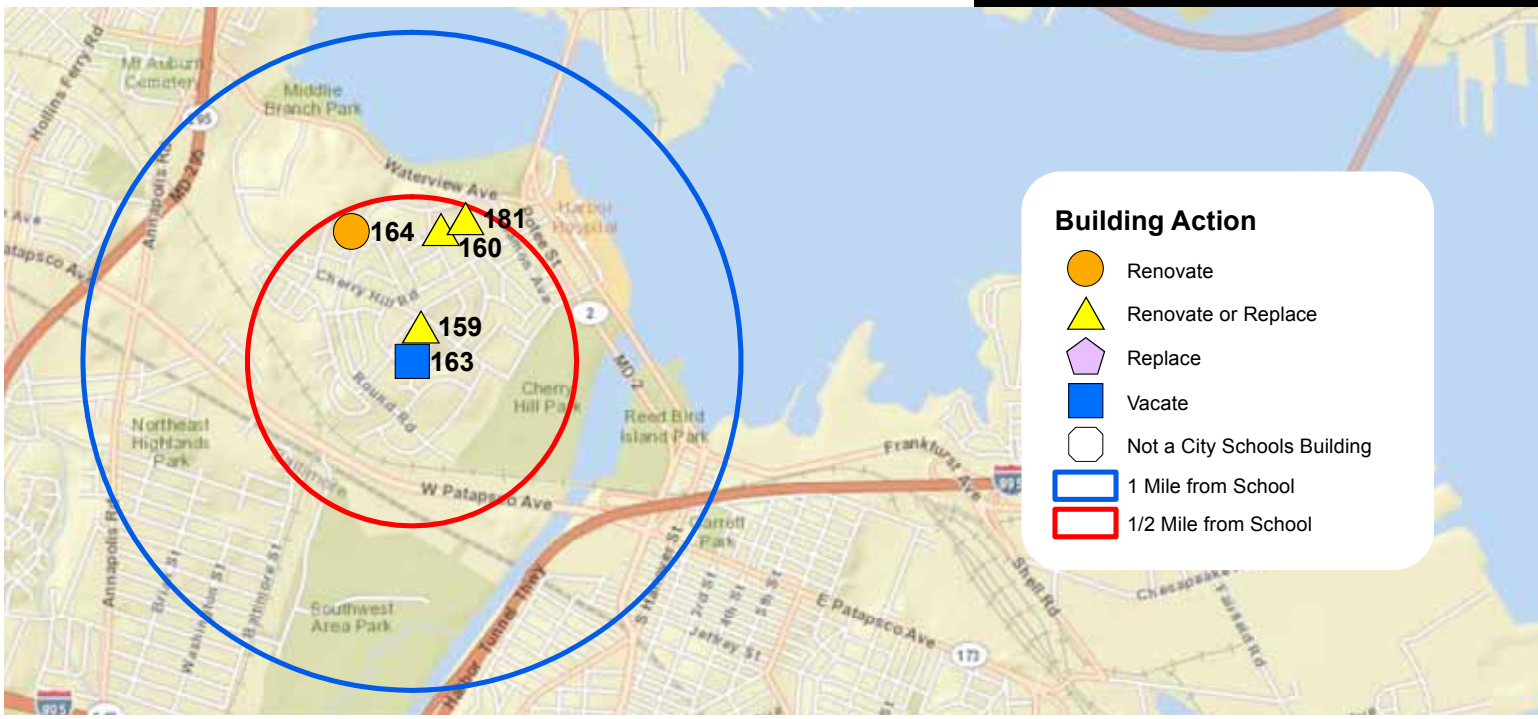
»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Professional Development Building has an Educational Adequacy Score of 60.1, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 2,345 and a projected 2016 enrollment of 1,366 for the two schools that occupy this building (NACA and the Friendship Academy of Engineering and Technology) combined, the Professional Development Building is on track to be utilized at a rate of 58.3 percent.

»Some space in this building is used for districtwide administrative purposes. Its current size is anticipated to be adequate, based on analysis of projected enrollment in the two school programs and ongoing plans by the district to use the building.

»NACA and Friendship Academy of Engineering and Technology are transformation schools with outside operators whose contracts are up for renewal in 2013–14 and 2012–13, respectively. Final plans for this building will take into account the outcome of that renewal process.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 163 = Patapsco; 159 = Cherry Hill; 160 = Dr. Carter Godwin Woodson; 164 = Arundel; 181 = New Era, Southside (Southside Building)

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $11,606,411 to renovate the Patapsco building and $17,360,206 to replace it, giving an FCI of 66.9 percent. While this FCI suggests that it is more cost effective to renovate this building than to replace it, additional factors (described below) lead to a recommendation to vacate this building and close its program at the end of the 2012–13 school year.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. Patapsco has an Educational Adequacy Score of 59.7, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 525 and a projected 2016 enrollment of 306, Patapsco is on track to be utilized at a rate of 58.3 percent.

»There are three schools serving pre-k to grade 8 within a half-mile of Patapsco: Cherry Hill (adjacent to Patapsco), Dr. Carter Godwin Woodson and Arundel elementary/middle schools. Enrollment projections for the community indicate that there are sufficient students for three schools serving these grades, rather than four.

»The projected utilization rate at Patapsco is the second lowest among the four existing schools, and the academic program at Patapsco is the least strong. Students from Patapsco will attend Cherry Hill, Arundel or Dr. Carter Godwin Woodson elementary/middle schools, all of which will be renovated.

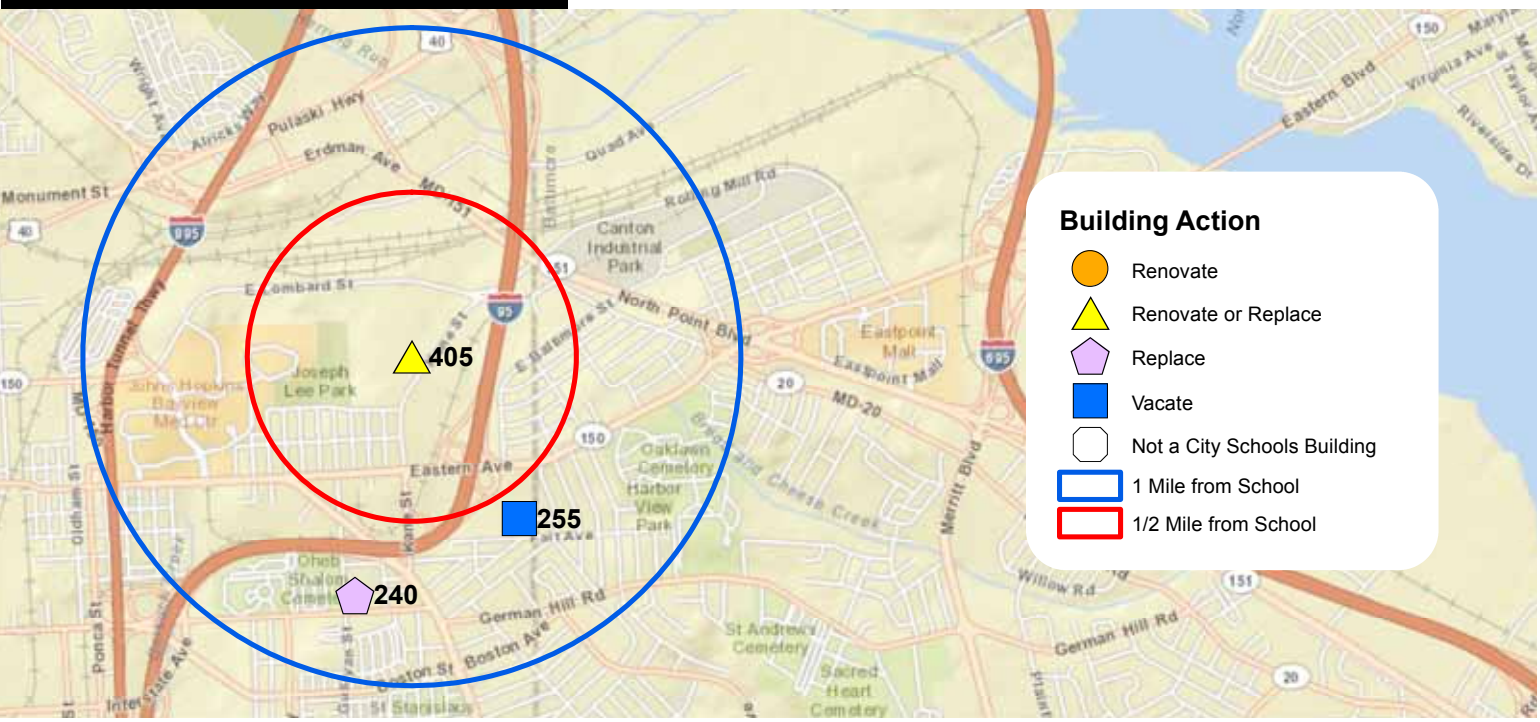
Patapsco Elementary/Middle School

School/building number: 163
Address: 844 Roundview Road, 21225
Planning area: South

Recommendation: VACATE; CLOSE PROGRAM

Proposed Year: CURRENT

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 405 = Patterson; 240 = Graceland Park/O'Donnell Heights; 255 = Baltimore Community (Southeast Building)

Patterson High School

School/building number: 405
Address: 100 Kane Street, 21224
Planning area: Southeast

Recommendation: RENOVATE OR REPLACE WITH POSSIBLE REDUCTION

Proposed Year: 1

Rationale for Recommendation

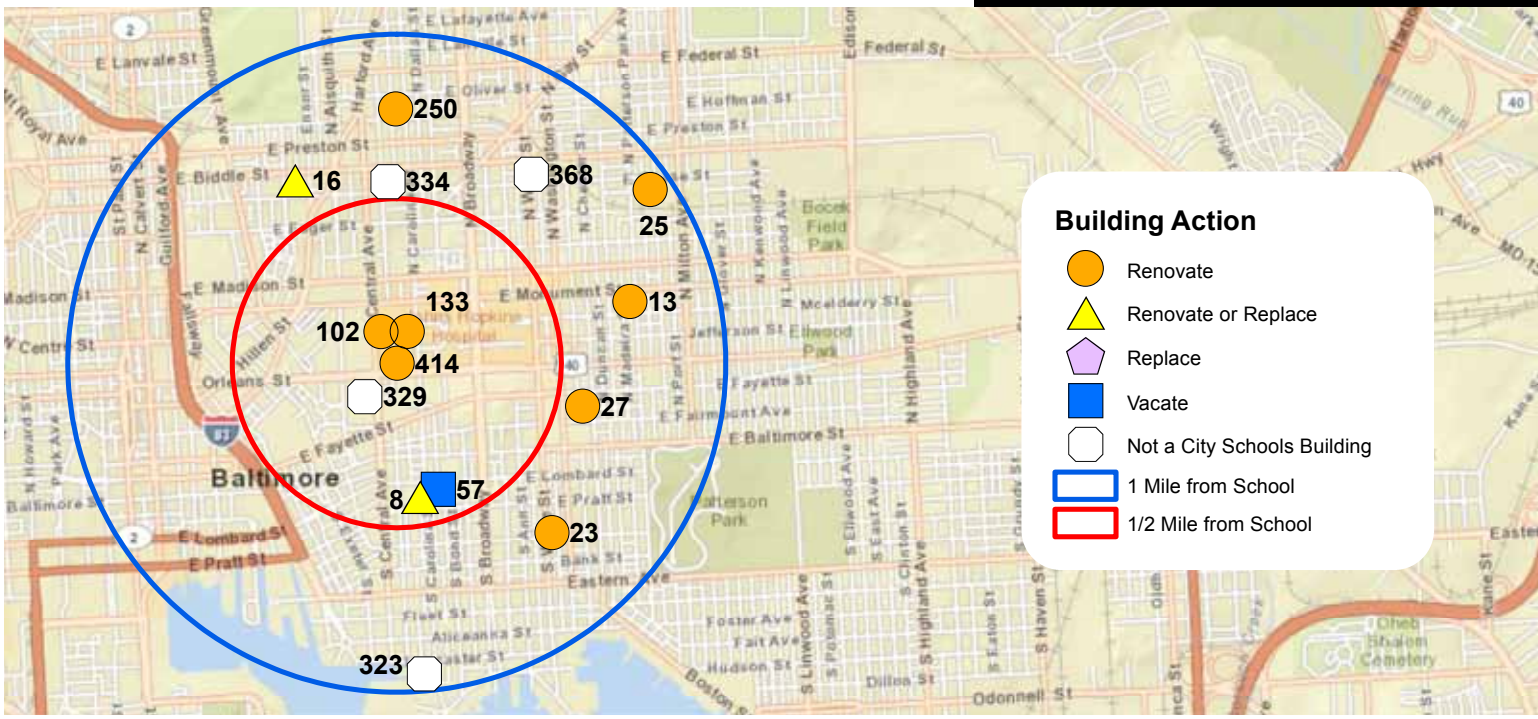
»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $48,585,017 to renovate the Patterson building and $72,321,552 to replace it, giving an FCI of 67.2 percent. While the FCI points to the need for renovation, factors described below suggest that replacement at a smaller size should also be considered. The cost of replacing this building at a smaller size would likely be lower than the $48,585,017 cost of renovating the existing building at the current size.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Patterson building has an Educational Adequacy Score of 64, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 2,205 and a projected 2016 enrollment of 541, the Patterson building is on track to be utilized at a rate of 24.5 percent. A high school is required to serve this area of the city, but enrollment trends do not support the need for a building with the current capacity.

»The projected utilization suggests that constructing a new, smaller building for the Patterson High School program is the most appropriate and cost-effective means of providing a 21st-century learning environment for Patterson students. A new building would be sized to meet a target utilization rate of 75 to 90 percent, taking into account projected enrollment trends.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 414 = Paul Laurence Dunbar; 8 = City Springs; 13 = Tench Tilghman; 16 = Johnston Square; 23 = Wolfe Street; 25 = Dr. Rayner Browne; 27 = Commodore John Rodgers; 57 = Baltimore Freedom Academy (Lombard Building); 102 = National Academy Foundation (Thomas Hayes Building); 133 = National Academy Foundation (Paul Laurence Dunbar Middle Building); 250 = Dr. Bernard Harris; 323 = Crossroads; 329 = Inner Harbor East; 334 = Bluford Drew Jemison Middle; 368 = Elmer A. Henderson

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $18,070,384 to renovate the Paul Laurence Dunbar building and $69,876,662 to replace it, giving an FCI of 25.9 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Paul Laurence Dunbar building has an Educational Adequacy Score of 63.2, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The ideal utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 1,585 and a projected 2016 enrollment of 930, the Paul Laurence Dunbar building is on track to be utilized at a rate of 58.7 percent. With a need for high school seats as a result of other school closures, City Schools anticipates increased enrollment at Dunbar High School, which will increase the building utilization rate. With these additional students, the current size of this building is anticipated to be adequate, based on analysis of projected enrollment trends.

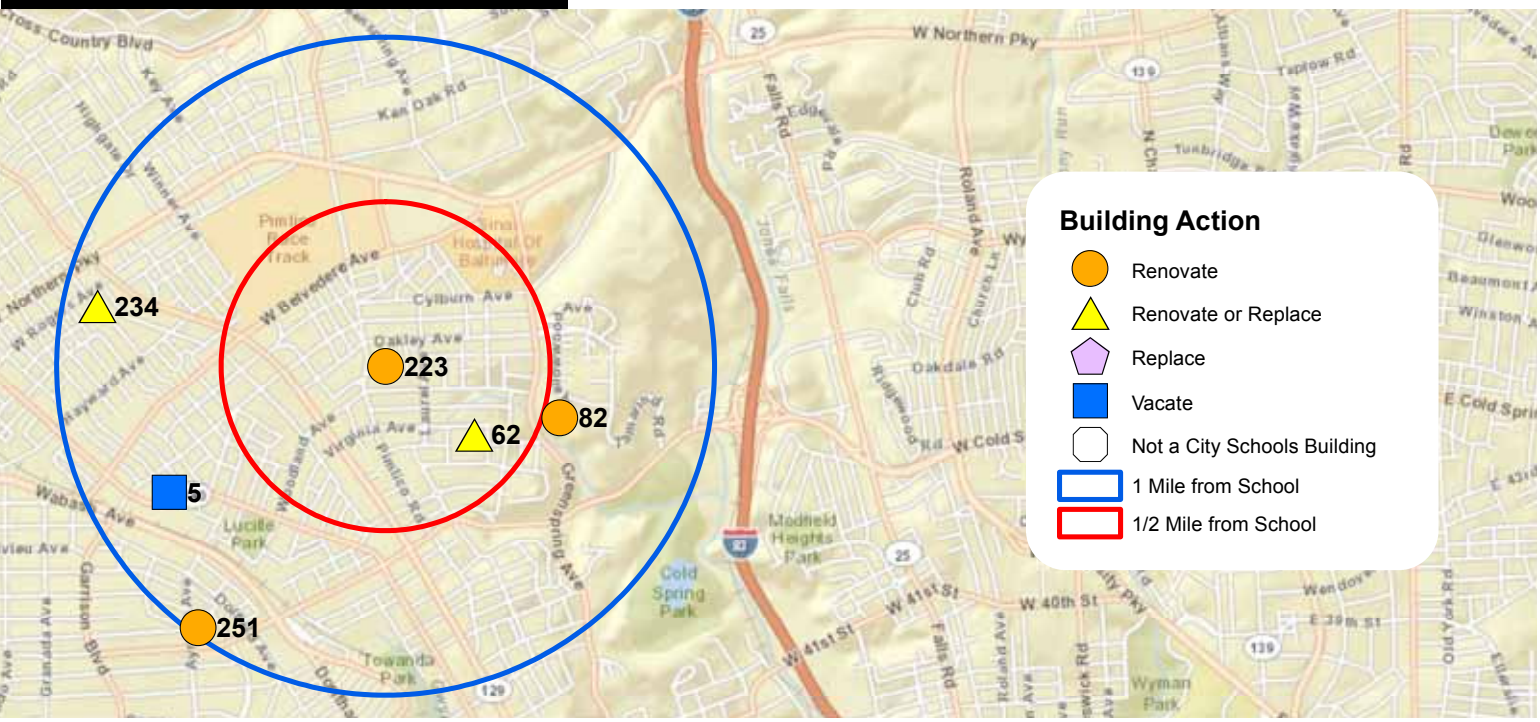
Paul Laurence Dunbar High School

School/building number: 414
Address: 1400 Orleans Street, 21231
Planning area: East

Recommendation: RENOVATE

Proposed Year: 4

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 223= Pimlico; 5 = Langston Hughes; 62 = Edgecombe Circle; 82 = KIPP Harmony, KIPP Ujima Village; 234 = Arlington; 251 = Callaway

Pimlico Elementary/Middle School

School/building number: 223
Address: 4849 Pimlico Road, 21215
Planning area: Northwest

Recommendation: RENOVATE

Proposed Year: 1

Rationale for Recommendation

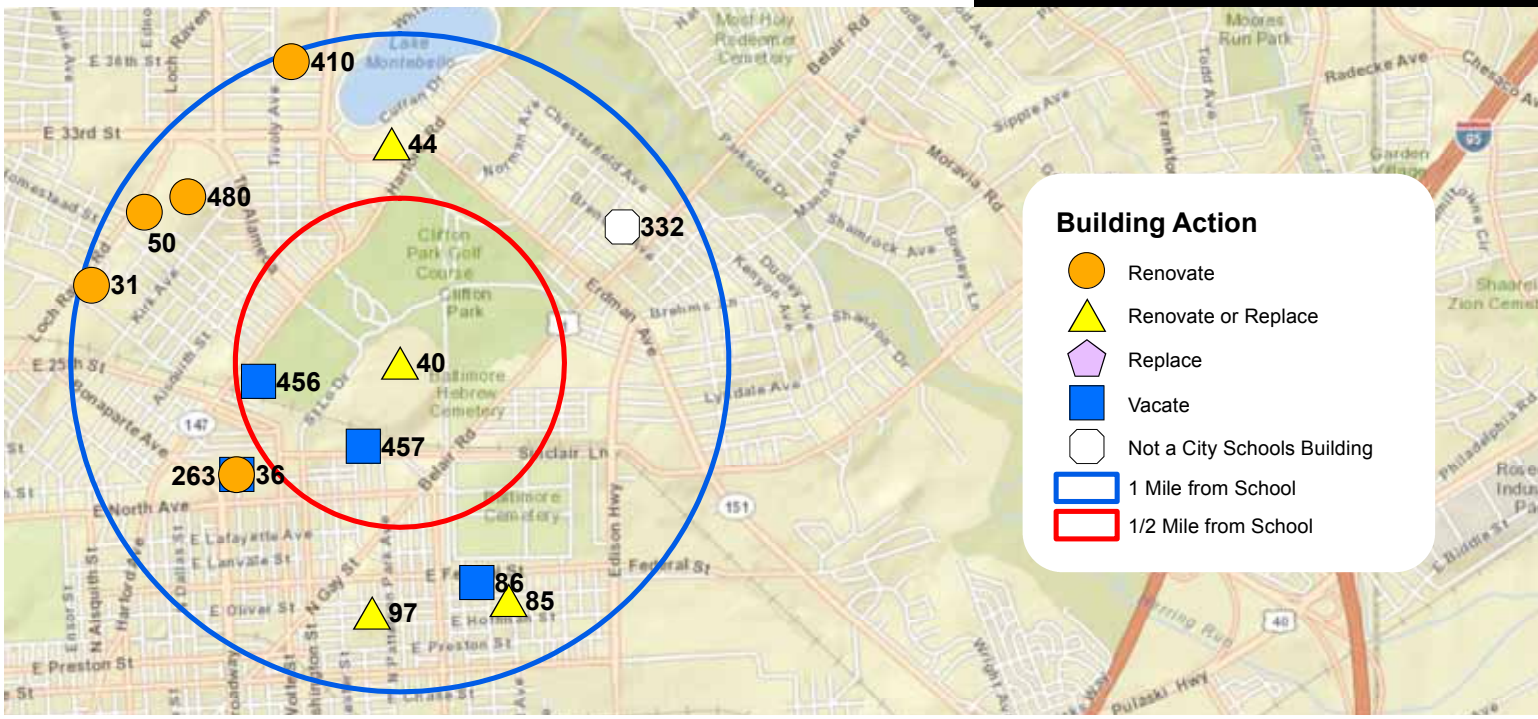
»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $12,359,055 to renovate the Pimlico building and $22,989,240 to replace it, giving an FCI of 53.8 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Pimlico building has an Educational Adequacy Score of 57, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 773 and a projected 2016 enrollment of 365, the Pimlico building is on track to be utilized at a rate of 47.2 percent.

»Many students from the Langston Hughes Elementary School program, which is recommended for closure, will attend Pimlico Elementary/Middle School. The increased enrollment will raise the utilization rate toward a target of 75 to 90 percent.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 40 = REACH!, Heritage (Lake Clifton Building); 31 = Coldstream Park; 36 = Harford Heights (Harford Heights Building); 44 = Montebello; 50 = Abbottston, Stadium (Abbottston Building); 85 = Fort Worthington; 86 = Lakewood; 97 = Collington Square; 263 = William C. March; 332 = Green School; 410 = Mergenthaler; Achievement Academy, Baltimore Antioch Diploma Plus (Fairmount-Harford Building); 457 = Baltimore Rising Star (Laurence Paquin Building); 480 = Baltimore City College

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an index greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $60,221,837 to renovate the Lake Clifton Building and $107,522,584 to replace it, giving an FCI of 56 percent. Despite this relatively low FCI, additional factors (described below) indicate that both renovation and replacement should be considered.

»The Lake Clifton Building is extremely large and faces significant structural problems, some of them associated with its site in the bed of a former lake, which has led to sinking in places over the years.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Lake Clifton Building has an Educational Adequacy Score of 60.3, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 3,313 and a projected 2016 enrollment of 1,019 for the two schools located at this site (REACH! and Heritage High School) combined, the Lake Clifton Building is on track to be utilized at a rate of 30.8 percent. The low utilization rate and an analysis of projected enrollment trends in this community point to the need to reduce the capacity of this building to accommodate a student population at a target building utilization rate of 75 to 90 percent.

»The current Lake Clifton Building will be renovated or replaced with a new, smaller building (at a different location on the site) that meets the program and space requirements of REACH! and the co-located Claremont High School. REACH! will be available as a school choice option for students from Heritage High School, a program recommended for closure.

»REACH! is a transformation school with an outside operator whose contract is up for renewal in 2012–13. Final plans for this building will take into account the outcome of that renewal process.

The REACH! Partnership School

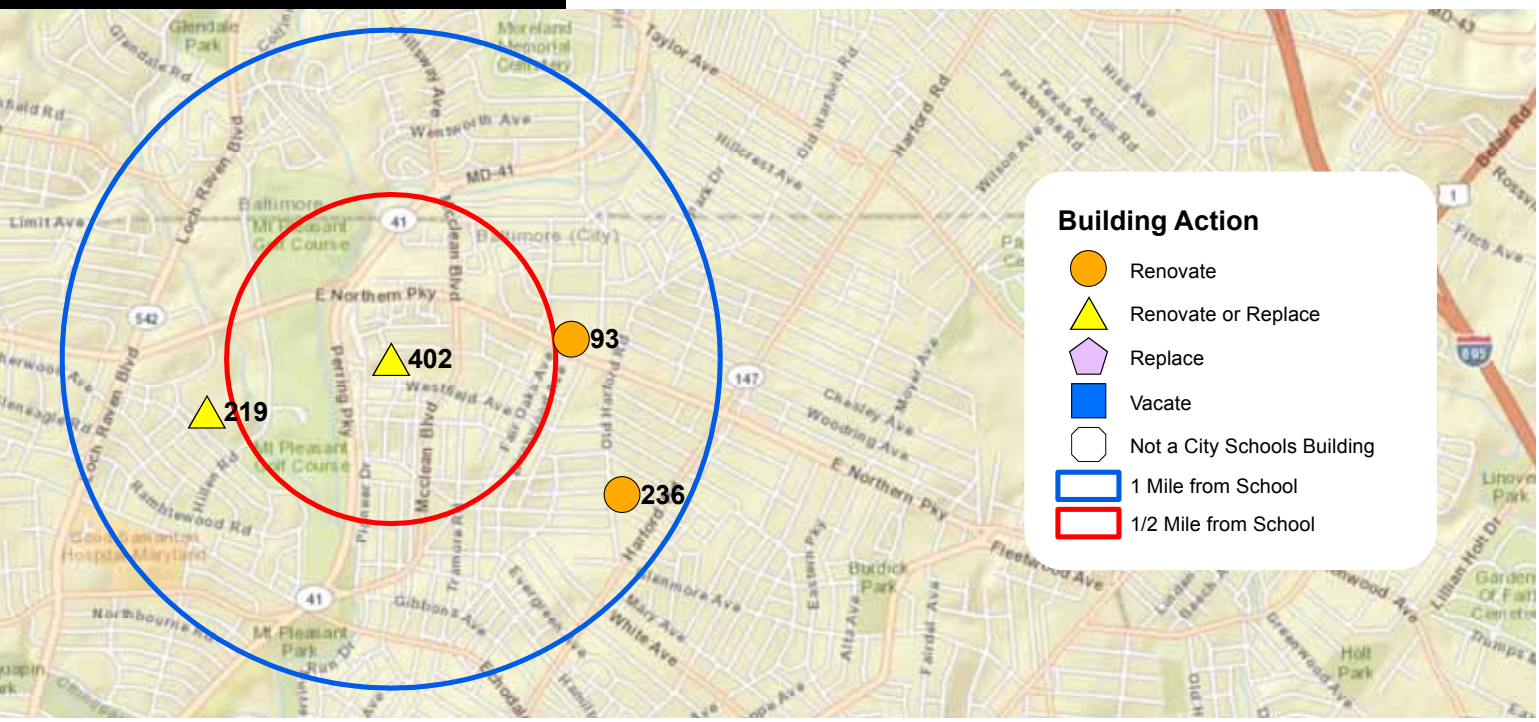
(Lake Clifton Building)

School/building number: 341/40
Address: 2801 Saint Lo Drive, 21213
Planning area: Northeast

Recommendation: RENOVATE OR REPLACE WITH POSSIBLE REDUCTION

Proposed Year: 1

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 402 = Reginald F. Lewis, W.E.B. DuBois (Northern Building); 93 = Friendship Academy of Engineering and Technology, Northwood Appold Community Academy (NACA) Freedom and Democracy II (Professional Development Building); 219 = Yorkwood; 236 = Hamilton

Reginald F. Lewis High School

(Northern Building)

School/building number: 419/402
Address: 2201 Pinewood Avenue, 21214
Planning area: Northeast

Recommendation: RENOVATE OR REPLACE WITH POSSIBLE REDUCTION

Proposed Year: 4

Rationale for Recommendation

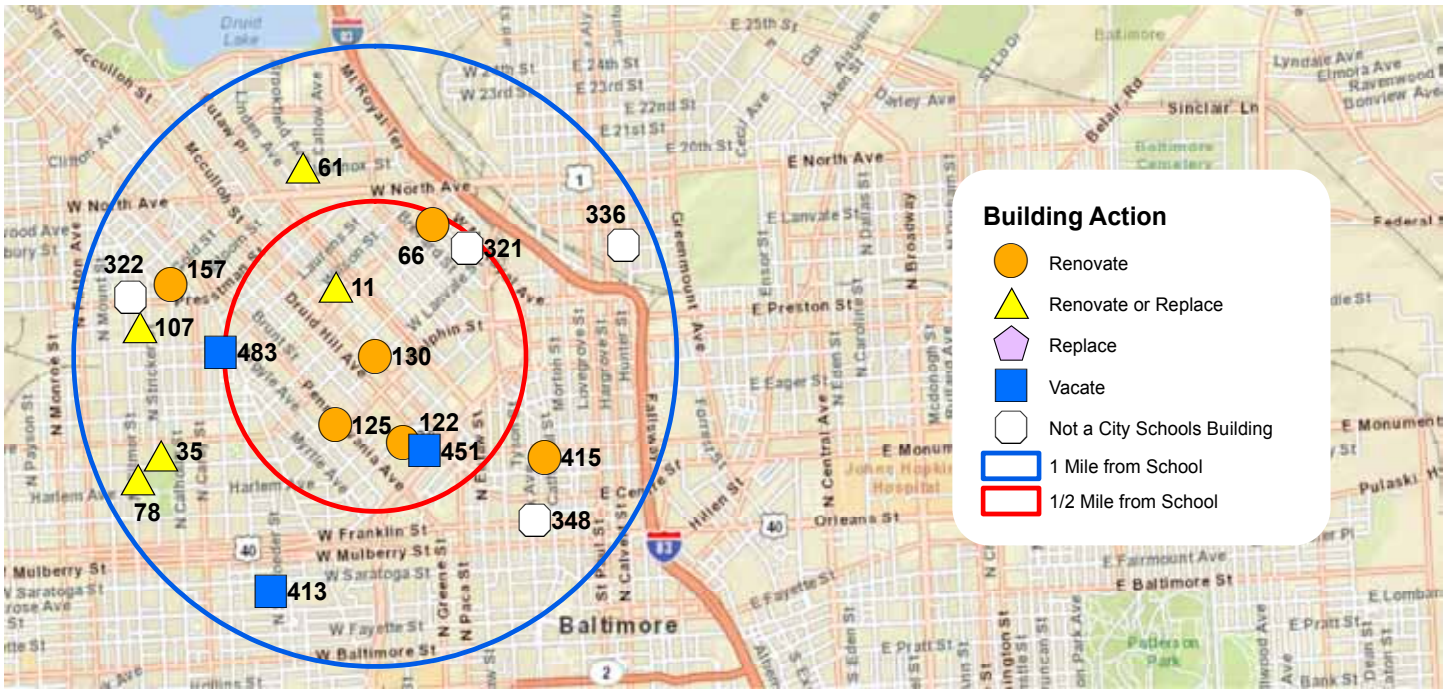
»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an index greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $57,755,997 to renovate the Northern Building and $84,327,712 to replace it, giving an FCI of 68.5 percent. Despite this relatively low FCI, additional factors (described below) indicate that both renovation and replacement should be considered.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Northern Building has an Educational Adequacy Score of 58, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 2,066 and a projected 2016 enrollment of 559 for the two schools located at this site (Reginald F. Lewis and W.E.B. DuBois High School) combined, the Northern Building is on track to be utilized at a rate of 27.1 percent.

»The low utilization rate and an analysis of projected enrollment trends in this community point to the need to reduce the capacity of this building to accommodate a student population at a target building utilization rate of 75 to 90 percent. The current Northern Building will be renovated or replaced with a new, smaller building that meets the program and space requirements of Reginald F. Lewis High School and of Maritime Industries Academy, which will be co-located in this building after the closure of the Thurgood Marshall Building.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 130 = Renaissance Academy, Booker T. Washington (Booker T. Washington Building); 11 = Eutaw-Marshburn; 35 = Harlem Park; 61 = John Eager Howard; 66 = Mount Royal; 78 = Augusta Fells Savage, Baltimore Talent Development (Harlem Park Building); 107 = Gilmor; 122 = Historic Samuel Coleridge-Taylor; 125 = Furman L. Templeton; 157 = William Pinderhughes (George Kelson Building); 321 = Midtown Academy; 322 = New Song; 336 = Baltimore Montessori; 348 = Baltimore Leadership School; 413 = Excel Academy (Harbor City Building); 415 = Baltimore School for the Arts; 451 = New Hope (Joseph Briscoe Building); 483 = Monarch Academy (William Pinderhughes Building)

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an index greater than 75 percent indicates that constructing a new building should be considered. It would cost $ 35,861,031 to renovate the Booker T. Washington Building and $47,851,756 to replace it, giving an FCI of 74.9 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it. Moreover, the existing building has significant historical importance.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Booker T. Washington Building has an Educational Adequacy Score of 50.8, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 capacity of 1,335 and a projected 2016 enrollment of 623 for the two schools that occupy this building (Renaissance and Booker T. Washington Middle School) combined, the Booker T. Washington building is on track to be utilized at a rate of 46.7 percent.

»With a strengthening arts program at Booker T. Washington Middle School and a need for seats in grades 6 to 8 as a result of other school closures, City Schools anticipates enrollment in the middle school program housed in this building will increase, raising the utilization rate toward a target of 75 to 90 percent.

Renaissance Academy High School

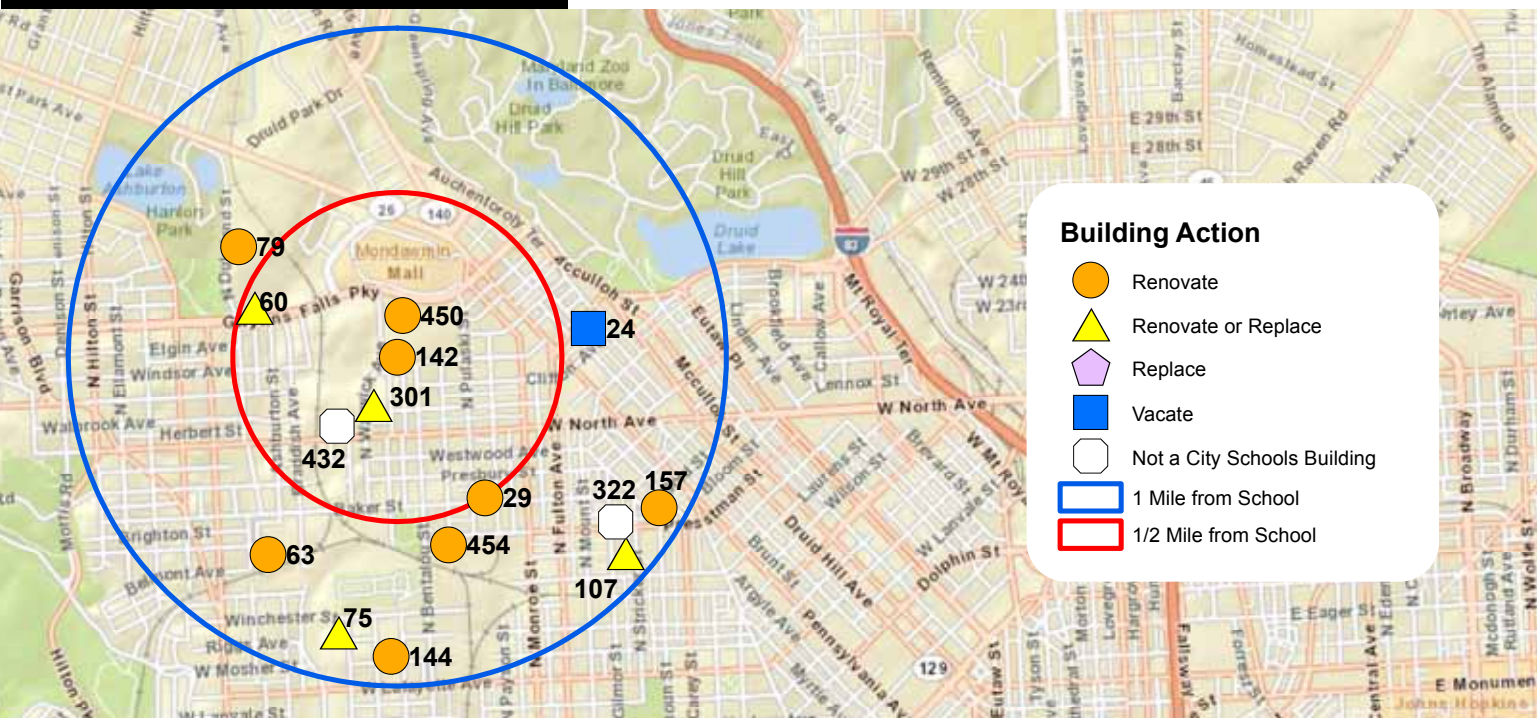
(Booker T. Washington Building)

School/building number: 433/130
Address: 1301 McCulloh Street, 21217
Planning area: West

Recommendation: RENOVATE

Proposed Year: 3

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 142 = Robert W. Coleman; 24 = Westside; 29 = Matthew A. Henson; 60 = John Eager Howard; 63 = Rosemont; 75 = Friendship Academy at Calverton; 79 = Baltimore Liberation Diploma Plus, ConneXions, Maryland Academy of Technology and Health Sciences (William Lemmel Building); 107 = Gilmor; 144 = James Mosher; 157 = William Pinderhughes (George Kelson Building); 301 = William S. Baer; 322 = New Song Academy; 432 = Coppin Academy; 450 = Frederick Douglass; 454 = Carver

Robert W. Coleman Elementary School

School/building number: 142
Address: 2400 Windsor Avenue, 21216
Planning area: West

Recommendation: RENOVATE WITH POSSIBLE ADDITION

Proposed Year: 2

Rationale for Recommendation

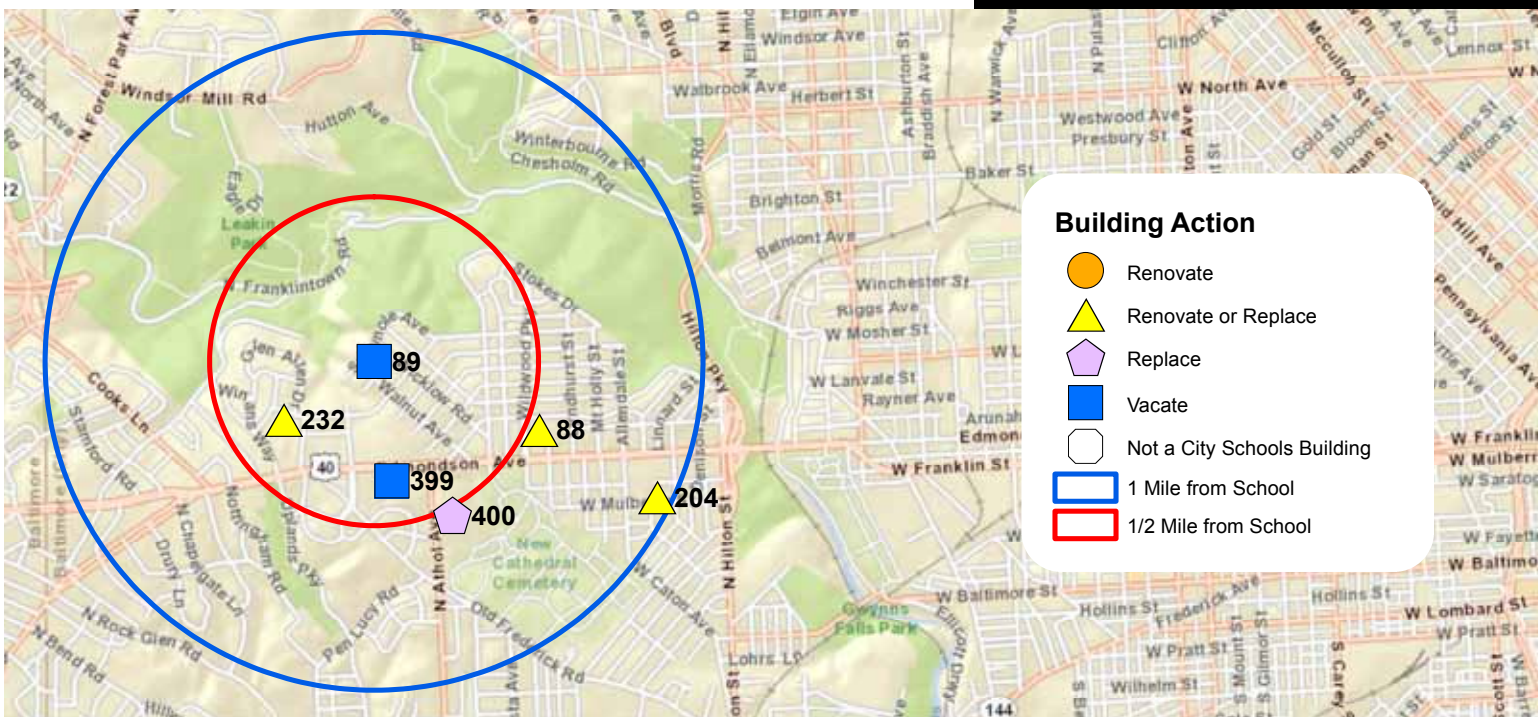
»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $5,531,396 to renovate the Robert W. Coleman building and $9,912,174 to replace it, giving an FCI of 55.8 percent. This FCI suggests that it is more cost effective to renovate the building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Robert W. Coleman building has an Educational Adequacy Score of 57.2, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 339 and a projected 2016 enrollment of 342, the Robert W. Coleman building is on track to be utilized at a rate of 100.9 percent.

»Some students from Westside Elementary School, which is recommended for closure, will attend the newly renovated Robert W. Coleman Elementary, further increasing the school's enrollment and the building's already high utilization. This, together with an analysis of projected enrollment trends in the community, points to the need to construct an addition as part of the building's renovation to reach a target utilization rate of 75 to 90 percent.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 89 = Rognel Heights; 88 = Lakewood; 204 = Mary E. Rodman; 232 = Thomas Jefferson; 399 = Edmondson-Westside (Edmondson-Westside Skill Center); 400 = Edmondson-Westside (Edmondson Building)

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an index greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $12,474,099 to renovate the Rognel Heights building and $16,958,730 to replace it, giving an FCI of 73.6 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it, but additional factors (described below) lead to a recommendation to vacate the building and close its program.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Rognel Heights building has an Educational Adequacy Score of 60.6, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 677 and a projected 2016 enrollment of 262, the Rognel Heights building is on track to be utilized at a rate of 38.7 percent.

»Lyndhurst Elementary School and Thomas Jefferson Elementary/Middle School are both located within approximately a half-mile of Rognel Heights. Projected enrollment trends in the community demonstrate excess capacity in the area for the elementary and middle grades.

»The Rognel Heights location is not as accessible for students as the Lyndhurst location, which is more central to where most students live. The Lyndhurst location has sufficient room to build a new school with greater capacity; unlike at Rognel Heights, construction could occur without need to close the program during building work.

»The low utilization and extra capacity, combined with other available school data, lead to a recommendation of closure. Students from the Rognel Heights Elementary/Middle program will attend Lyndhurst Elementary, in a building that will accommodate a program serving pre-k to grade 8. Middle school students will attend Lyndhurst or participate in the Middle School Choice process to select a school.

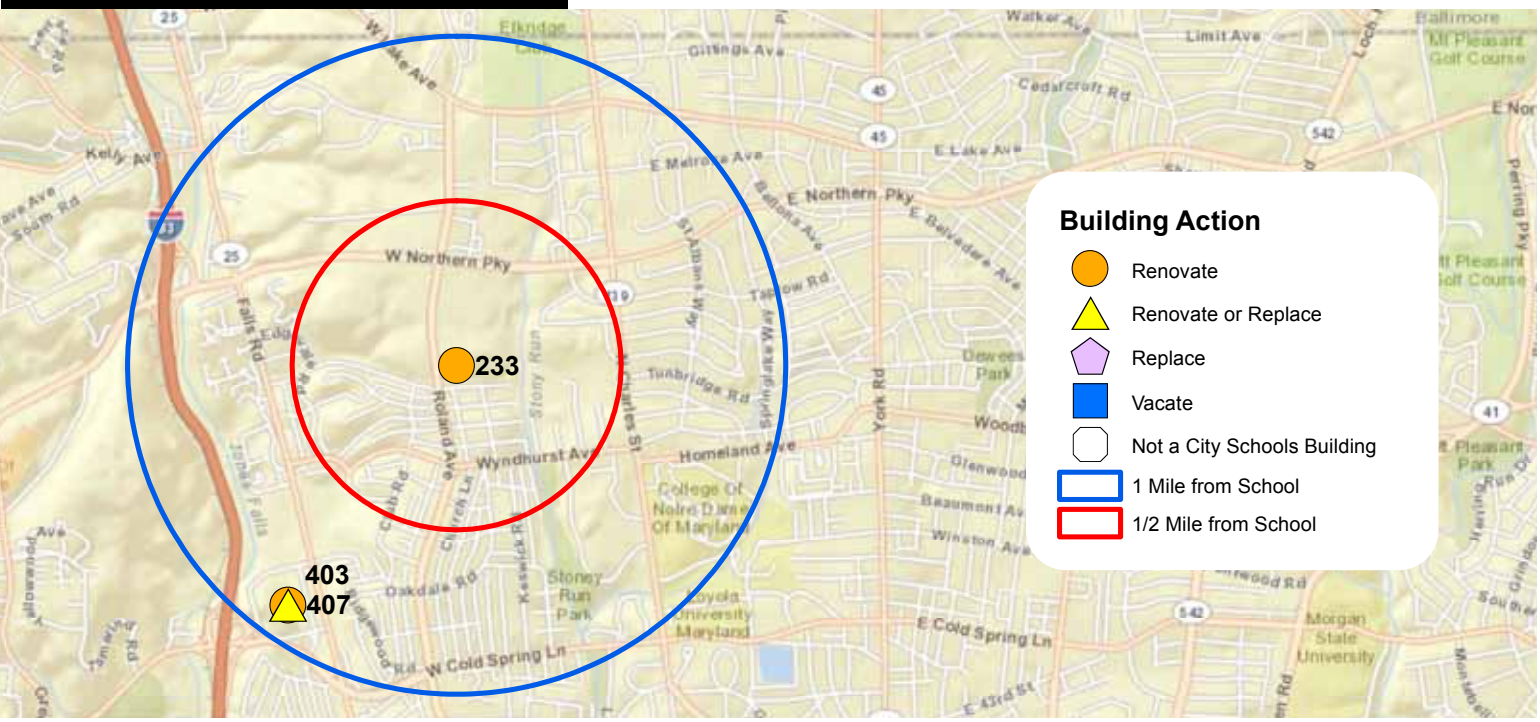
Rognel Heights Elementary/Middle School

School/building number: 89
Address: 4300 Sidehill Road, 21229
Planning area: Southwest

Recommendation: VACATE; CLOSE PROGRAM

Proposed Year: 3

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 233 = Roland Park; 403 = Baltimore Polytechnic; 407 = Western

Roland Park Elementary/Middle School

School/building number: 233
Address: 5207 Roland Avenue, 21210
Planning area: North

Recommendation: RENOVATE

Proposed Year: 6

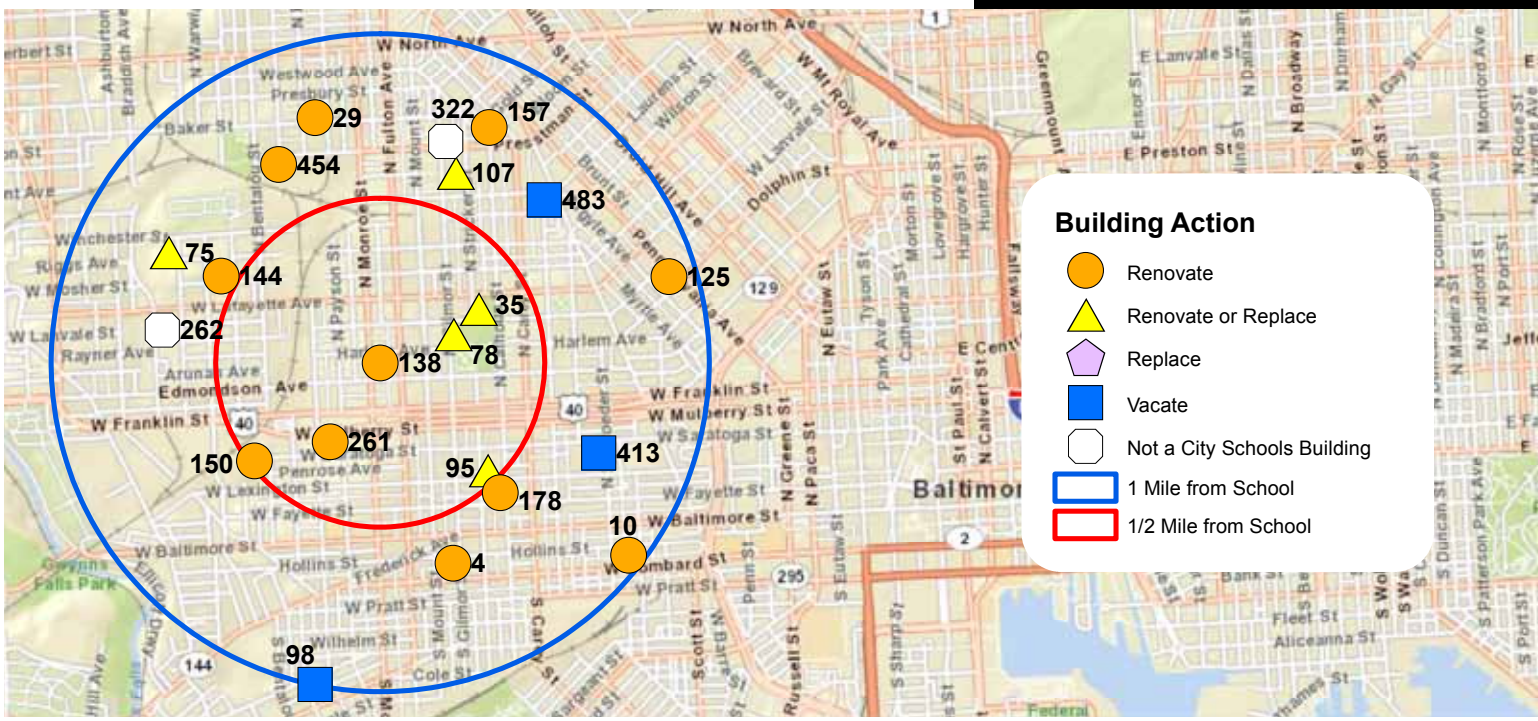
Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $16,976,658 to renovate the Roland Park building and $37,666,564 to replace it, giving an FCI of 45.1 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Roland Park building has an Educational Adequacy Score of 59.2, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 1,602 and a projected 2016 enrollment of 1,327, the Roland Park building is on track to be utilized at a rate of 82.8 percent.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 138 = Roots and Branches (Harriet Tubman Building); 4 = Steuart Hill; 10 = James McHenry; 29 = Matthew A. Henson; 35 = Harlem Park; 75 = Friendship Academy at Calverton; 78 = Augusta Fells Savage, Baltimore Talent Development (Harlem Park Building); 95 = Franklin Square; 98 = Samuel F.B. Morse; 107 = Gilmor; 125 = Furman L. Templeton; 144 = James Mosher; 150 = Mary Ann Winterling; 157 = William Pinderhughes (George Kelson Building); 178 = Vivien T. Thomas (Francis Wood Building); 261 = Lockerman Bundy; 262 = Empowerment Academy; 322 = New Song Academy; 413 = Excel Academy (Harbor City Building); 454 = Carver; 483 = Monarch Academy (William Pinderhughes Building)

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered.Estimated costs are $6,125,256 to renovate the Harriet Tubman Building and $11,559,627 to replace it, giving an FCI of 53 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Harriet Tubman Building has an Educational Adequacy Score of 50.3, indicating it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 402 and a projected 2016 enrollment of 212 for the Roots and Branches School, the Harriet Tubman building is on track to be utilized at a rate of 52.7 percent. While this utilization is low, Roots and Branches has plans to expand the grades it offers, which will result in increased enrollment and a corresponding increase in utilization rate. As a result, the building's size is determined to be appropriate.

»Monarch Academy is a charter school whose charter is up for renewal in 2015–16. Final plans for this building will take into account the outcome of that renewal process.

Roots and Branches School

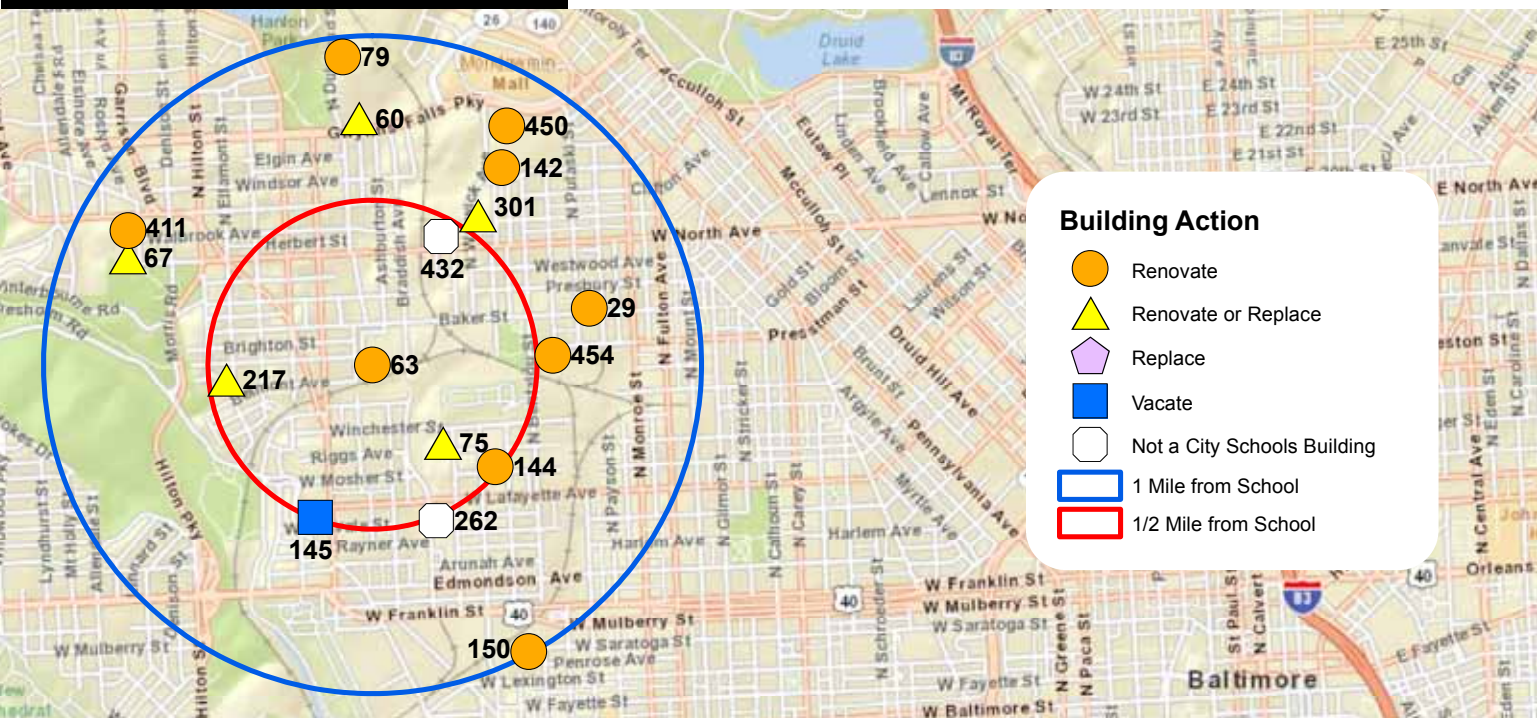
(Harriet Tubman Building)

School/building number: 379/138
Address: 1807 Harlem Avenue, 21217
Planning area: West

Recommendation: RENOVATE

Proposed Year: 4

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 63 = Rosemont; 29 = Matthew A. Henson; 60 = Gwynns Falls; 67 = Edgewood; 75 = Friendship Academy at Calverton; 79 = Baltimore Liberation Diploma Plus, ConneXions, Maryland Academy of Technology and Health Sciences (William Lemmel Building); 142 = Robert W. Coleman; 144 = James Mosher; 145 = Alexander Hamilton; 150 = Mary Ann Winterling; 217 = Belmont; 262 = Empowerment Academy; 301 = William S. Baer; 411 = Baltimore Civitas, Bluford Drew Jemison West (Walbrook Building); 432 = Coppin Academy; 450 = Frederick Douglass; 454 = Carver

Rosemont Elementary/Middle School

School/building number: 63
Address: 2777 Presstman Street, 21216
Planning area: West

Recommendation: RENOVATE

Proposed Year: 7

Rationale for Recommendation

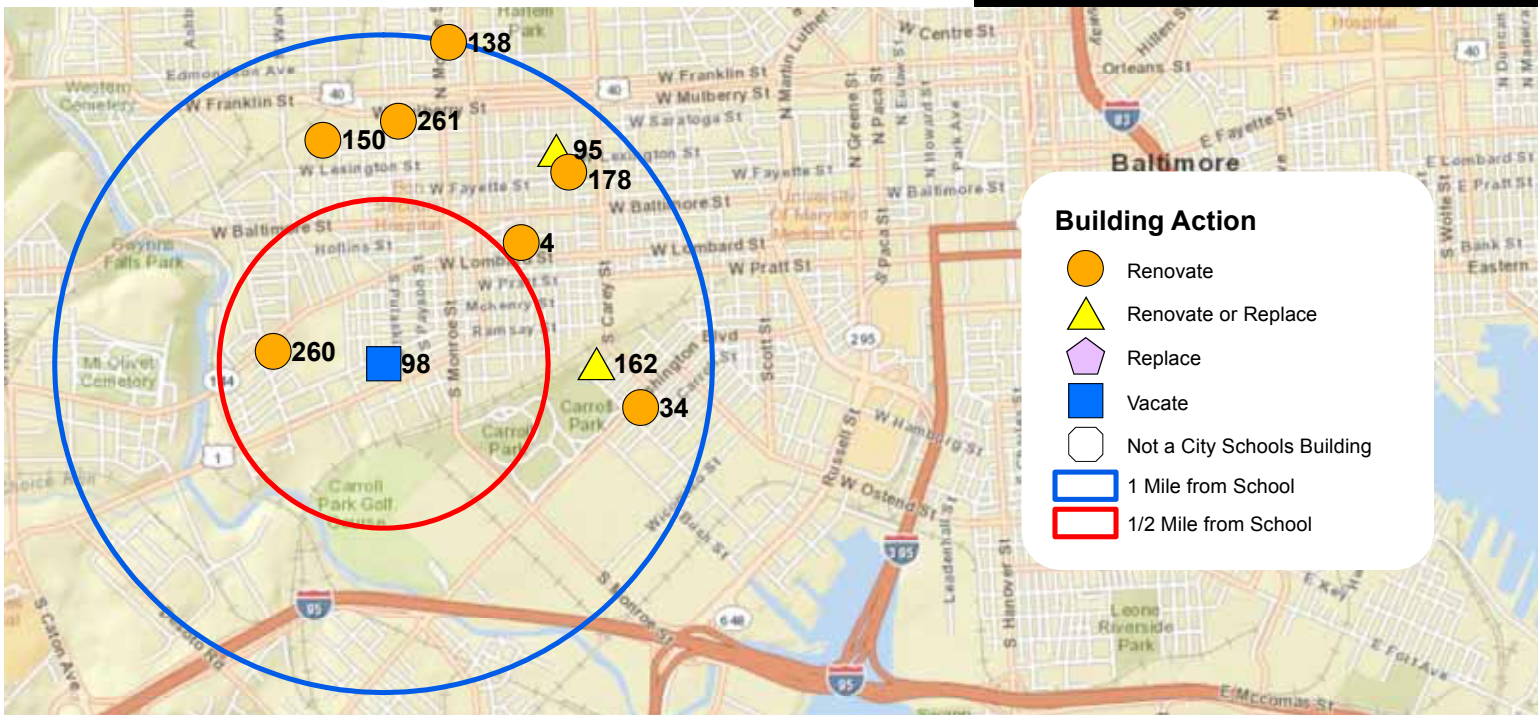
»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $9,412,127 to renovate the Rosemont building and $17,709,109 to replace it, giving an FCI of 53.1 percent. This FCI suggest that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Rosemont building has an Educational Adequacy Score of 61.4, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 614 and a projected 2016 enrollment of 450, the Rosemont building is on track to be utilized at a rate of 73.3 percent.

»Rosemont is a charter school whose charter is up for renewal in 2013–14. Final plans for this building will take into account the outcome of that renewal process.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 98 = Samuel F.B. Morse; 4 = Steuart Hill; 34 = Charles Carroll Barrister; 95 = Franklin Square; 138 = Roots and Branches (Harriet Tubman Building); 150 = Mary Ann Winterling; 162 = Southwest Baltimore (Diggs-Johnson Building); 178 = Vivien T. Thomas (Francis Wood Building); 260 = Frederick; 261 = Lockerman Bundy

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $7,893,234 to renovate the Samuel F.B. Morse building and $14,322,860 to replace it, giving an FCI of 55.1 percent. Although this FCI suggests that it is more cost effective to renovate this building than to replace it, other factors (described below) lead to a recommendation to vacate the building and close its program.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Samuel F.B. Morse building has an Educational Adequacy Score of 58.5, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 485 and a projected 2016 enrollment of 332, the Samuel F.B. Morse building is on track to be utilized at a rate of 68.5 percent.

»There are seven schools serving pre-k to grade 5 within a mile of Samuel F.B. Morse: the neighborhood schools Charles Carroll Barrister, Franklin Square, Frederick, Steuart Hill, Mary Ann Winterling and Lockerman Bundy, along with the Southwest Baltimore Charter School. An analysis of projected enrollment trends in the community points to excess capacity for these grades in this area. This, combined with other available school data from Samuel F.B. Morse, leads to a recommendation of closure.

»Students from the Samuel F.B. Morse program will attend Frederick Elementary School, whose building will be renovated and possibly expanded, or another nearby school with available capacity. The Frederick site, at 3.8 acres, has the space necessary for possible expansion; the Samuel F.B. Morse site, at 1.4 acres, is too small to allow appropriate construction.

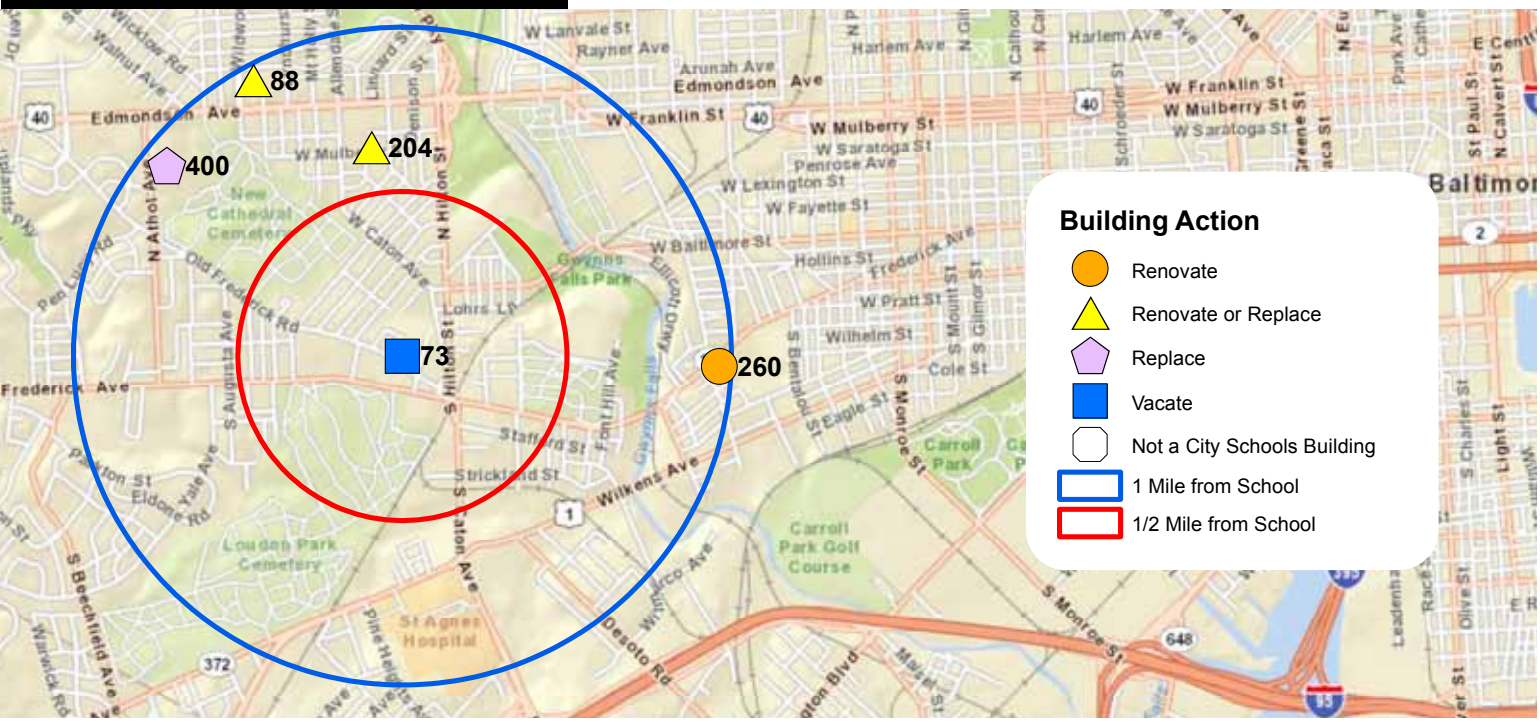
Samuel F.B. Morse Elementary School

School/building number: 98
Address: 424 S. Pulaski Street, 21223
Planning area: South

Recommendation: VACATE; CLOSE PROGRAM

Proposed Year: 3

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 73 = Sarah M. Roach; 88 = Lyndhurst; 204 = Mary E. Rodman; 260 = Frederick; 400 = Edmondson-Westside (Edmondson Building)

Sarah M. Roach Elementary School

School/building number: 73
Address: 3434 Old Fredeick Road, 21229
Planning area: Southwest

Recommendation: VACATE; CLOSE PROGRAM

Proposed Year: 4

Rationale for Recommendation

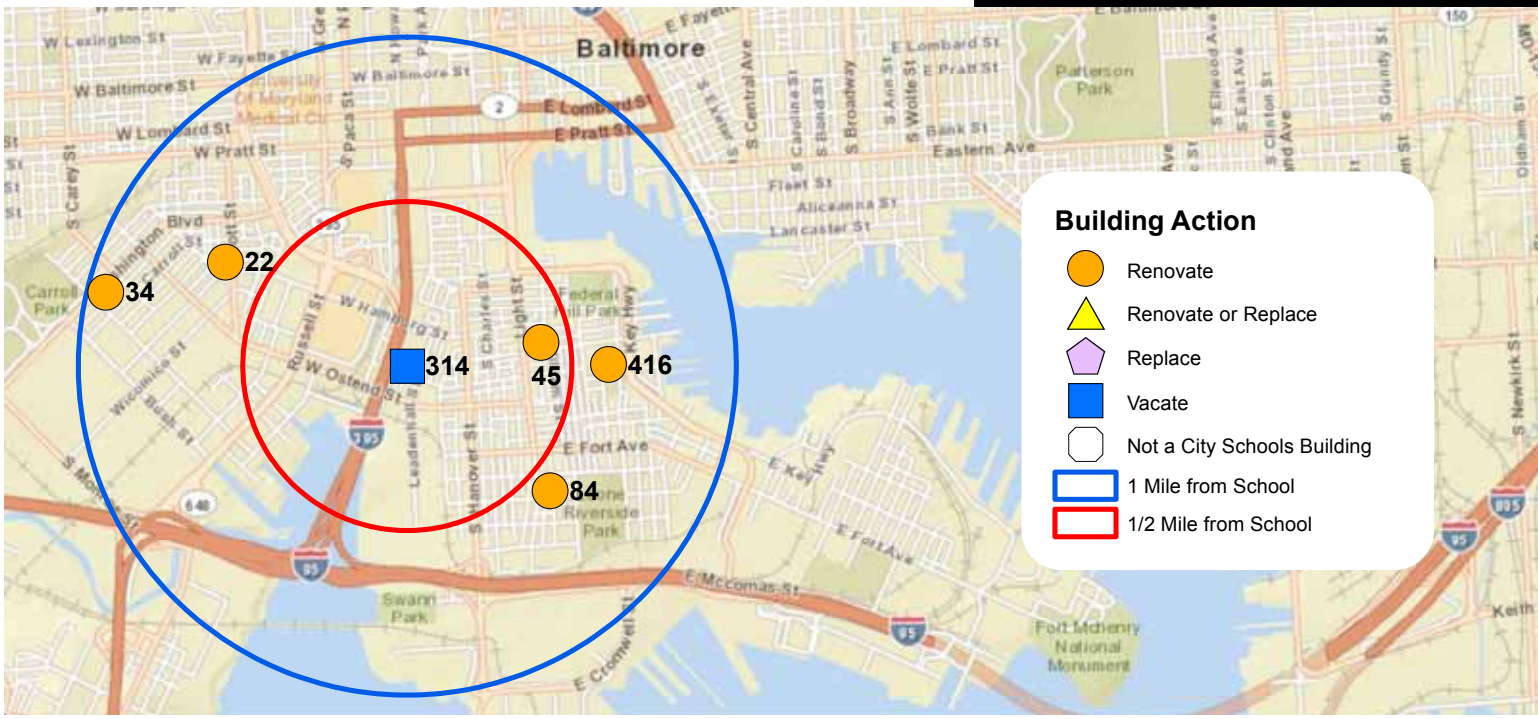
»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $6,555,159 to renovate the Sarah M. Roach building and $9,279,295 to replace it, giving an FCI of 70.6 percent. While this FCI suggests it is more cost effective to renovate this building than to replace it, other factors (described below) lead to a recommendation to close both this building and its program.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Sarah M. Roach building has an Educational Adequacy Score of 58.2, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 412 and a projected 2016 enrollment of 258, the Sarah M. Roach building is on track to be utilized at a rate of 62.6 percent. This utilization rate, together with an analysis of projected enrollment trends in the community, points to excess capacity in this region for the elementary grades.

»These factors, combined with other available school data, lead to a recommendation of closure. Most Sarah M. Roach students live north of the building, within a half-mile of Mary E. Rodman Elementary School. The Mary E. Rodman building will be renovated and has capacity to receive students. Other nearby elementary schools (for example, Beechfield) have capacity to receive the small number of Sarah M. Roach students who live to the east, west or south of the building.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 314 = Sharp-Leadenhall; 22 = George Washington; 34 = Charles Carroll Barrister; 45 = Federal Hill Prep; 84 = Thomas Johnson; 416 = Digital Harbor

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $4,583,907 to renovate the Sharp-Leadenhall building and $4,385,662 to replace it, giving an FCI of 104.5 percent. While this FCI suggests replacement of the building should be considered, additional factors (described below) lead to a recommendation to close the Sharp-Leadenhall building and relocate its program.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Sharp-Leadenhall building has an Educational Adequacy Score of 44.4, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 108 and a projected 2016 enrollment of 67, the Sharp-Leadenhall building is on track to be utilized at a rate of 62 percent. The specialized nature of this program requires additional space, which lowers the building's target utilization rate below that of traditional schools. Nevertheless, projected enrollment trends indicate that the Sharp-Leadenhall building will have excess capacity.

»The high FCI, low educational adequacy and low utilization rate suggest that the current Sharp-Leadenhall building is not an effective learning environment for its students. In addition, where practical, schools for students with special needs should not be located in isolated buildings but housed instead within specially designed campuses co-located with traditional schools of the same grade configuration. This provides all students with a better educational experience by leveraging resources and offering joint programming, as appropriate.

»While there remains a need for this program, it can serve students more successfully in a different location that meets its size and programmatic needs. Accordingly, the current Sharp-Leadenhall building will be vacated and Sharp-Leadenhall Elementary School will move to the Harford Heights building, where it will be co-located with that program.

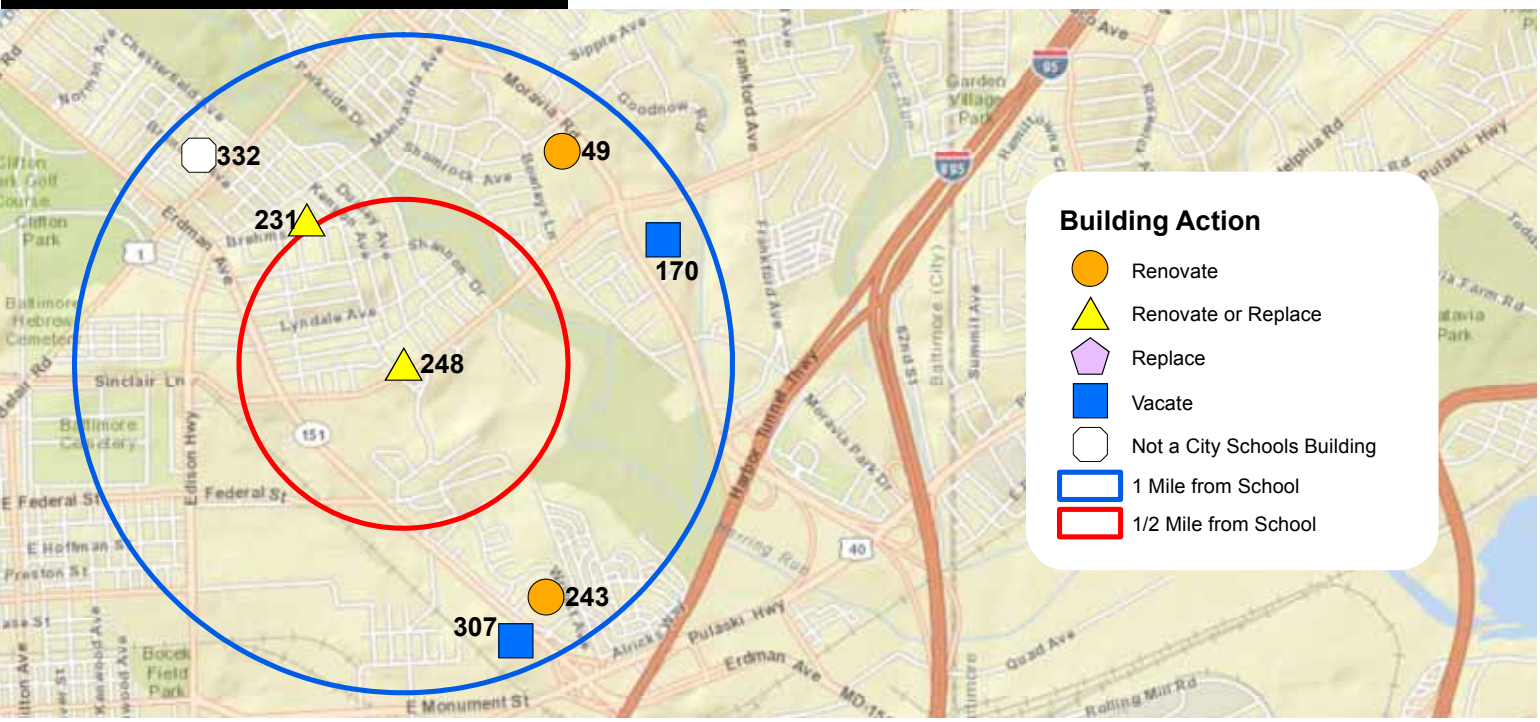
Sharp-Leadenhall Elementary School

School/building number: 314
Address: 150 W. West Street, 21230
Planning area: South

Recommendation: VACATE; MOVE PROGRAM

Proposed Year: 4

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 248 = Sinclair Lane; 49 = Northeast; 170 = Maritime Industries Academy, Vanguard (Thurgood Marshall Building); 231 = Brehms Lane; 243 = Armistead Gardens; 307 = Claremont; 332 = Green Street

Sinclair Lane Elementary School

School/building number: 248
Address: 3880 Sinclair Lane, 21213
Planning area: Northeast

Recommendation: RENOVATE OR REPLACE; EXPAND PROGRAM

Proposed Year: 6

Rationale for Recommendation

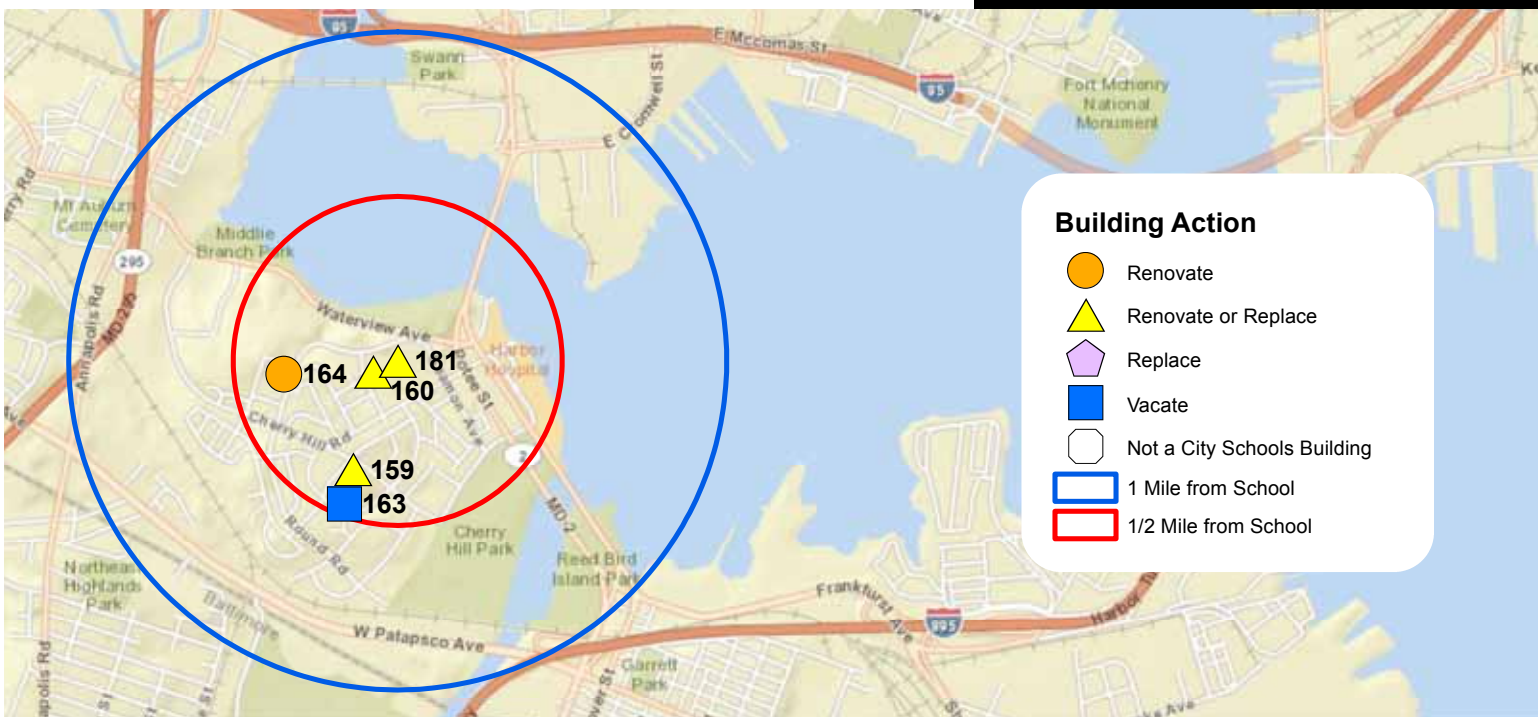
»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $17,454,731 to renovate the Sinclair Lane building and $16,000,127 to replace it, giving an FCI of 109.1 percent. This FCI suggests that renovation or replacement should both be considered, and that replacement may be the more cost-effective option.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Sinclair Lane building has an Educational Adequacy Score of 63.4, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 564 and a projected 2016 enrollment of 419, the Sinclair Lane building is on track to be utilized at a rate of 74.3 percent.

»The Sinclair Lane program currently serves students in pre-k to grade 5 but will expand to serve students up to grade 8. With the recommended closure of Northeast Middle School, it is anticipated that some students from Northeast will choose to attend Sinclair Lane. The final capacity of the renovated building will be determined based on future enrollment.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 181 = Southside, New Era (Southside Building); 159 = Cherry Hill; 160 = Dr. Carter Godwin Woodson; 163 = Patapsco; 164 = Arundel

Rationale for Recommendation

»The Southside Academy High School program will close at the conclusion of the 2012-13 school year, as decided in Spring 2012 by the Baltimore City Board of School Commissioners.

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an index greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $30,933,647 to renovate the Southside Building and $40,079,408 to replace it, giving an FCI of 77.2 percent. This FCI suggests that renovation or replacement should both be considered, and that replacement may be the more cost-effective option.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Southside Building has an Educational Adequacy Score of 55.6, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 percent to 100 percent. With a 2011–12 functional capacity of 1,347 and a projected 2016 enrollment of 463 for New Era Academy (which will be the sole occupant of the building after the closing of the Southside Academy program), the Southside Building is on track to be utilized at a rate of 34.4 percent.

»This utilization rate, together with an analysis of projected enrollment trends in the community, points to excess capacity in this region for these grades. A new or newly renovated smaller building for a high school in this area will serve both projected enrollment and programmatic needs. A community planning process is now underway to determine what high school program would occupy this new or renovated building.

Southside Academy

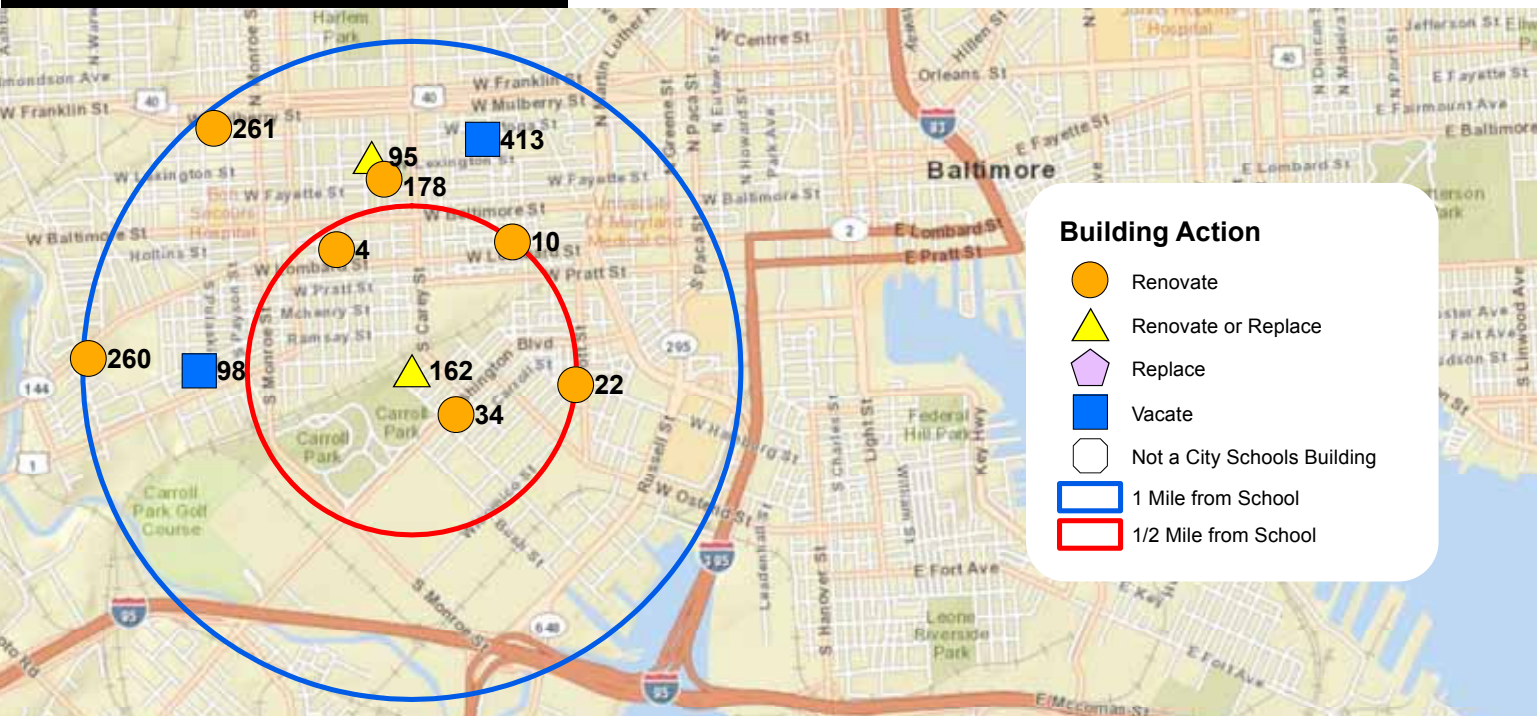
(Southside Building)

School/building number: 181
Address: 2700 Seamon Avenue, 21225
Planning area: South

Recommendation: RENOVATE OR REPLACE WITH POSSIBLE REDUCTION; CLOSE PROGRAM

Proposed Year: 5 (building renovation); in process (program closure)

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 162 = Southwest Baltimore; 4 = Steuart Hill; 10 = James McHenry; 22 = George Washington; 34 = Charles Carroll Barrister; 95 = Franklin Square; 98 = Samuel F.B. Morse; 178 = Vivien T. Thomas (Francis Wood Building); 260 = Frederick; 261 = Lockerman Bundy; 413 = Excel Academy (Harbor City Building)

Southwest Baltimore Charter Elementary School

(Diggs-Johnson Building)

School/building number: 328/162
Address: 1300 Herkimer Street, 21223
Planning area: South

Recommendation: RENOVATE OR REPLACE

Proposed Year: 4

Rationale for Recommendation

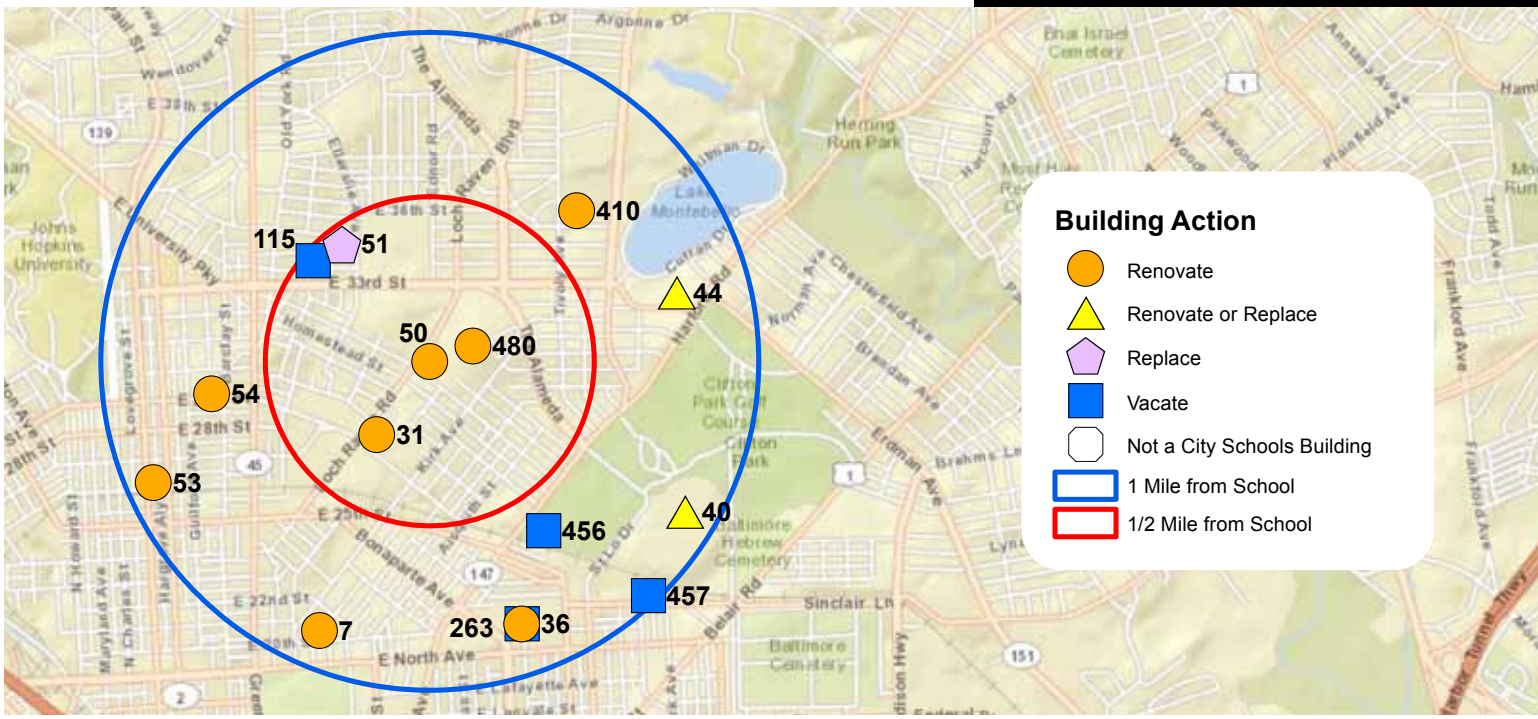
»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $15,480,026 to renovate the Diggs-Johnson Building and $16,085,800 to replace it, giving an FCI of 96.2 percent. This FCI suggests that renovation or replacement should both be considered, and that replacement may be the more cost-effective option.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Diggs-Johnson Building has an Educational Adequacy Score of 48.9, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 502 and a projected 2016 enrollment of 480, the Diggs-Johnson Building is on track to be utilized at a rate of 95.6 percent.

»Southwest Baltimore is a charter school whose charter is up for renewal in 2014–15. Final plans for this building will take into account the outcome of that renewal process.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 50 = Stadium, Abbottston (Abbottston Building); 7 = Cecil; 31 = Coldstream Park; 36 = Harford Heights (Harford Heights Building); 40 = Heritage, REACH! (Lake Clifton Building); 44 = Montebello; 51 = Waverly (elementary grades building); 53 = Margaret Brent; 54 = Barclay; 115 = Waverly (middle grades building); 263 = William C. March; 410 = Mergenthaler; 456 = Achievement Academy, Baltimore Antioch Diploma Plus (Fairmount-Harford Building); 457 = Baltimore Rising Star (Laurence Paquin Building); 480 = Baltimore City College

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $4,023,124 to renovate the Abbottston building and $14,232,602 to replace it, giving an FCI of 28.3 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Abbottston building has an Educational Adequacy Score of 61, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 502 and a projected 2016 enrollment of 535 for the two schools currently located in the Abbottston building (Stadium and Abbottston Elementary School) combined, this building is on track for a utilization rate of 106.6 percent.

»Action on this building is not planned until the final year of the 10-year plan. The appropriate size for the building will be addressed at that time, taking into account up-to-date enrollment projections.

Stadium School Middle

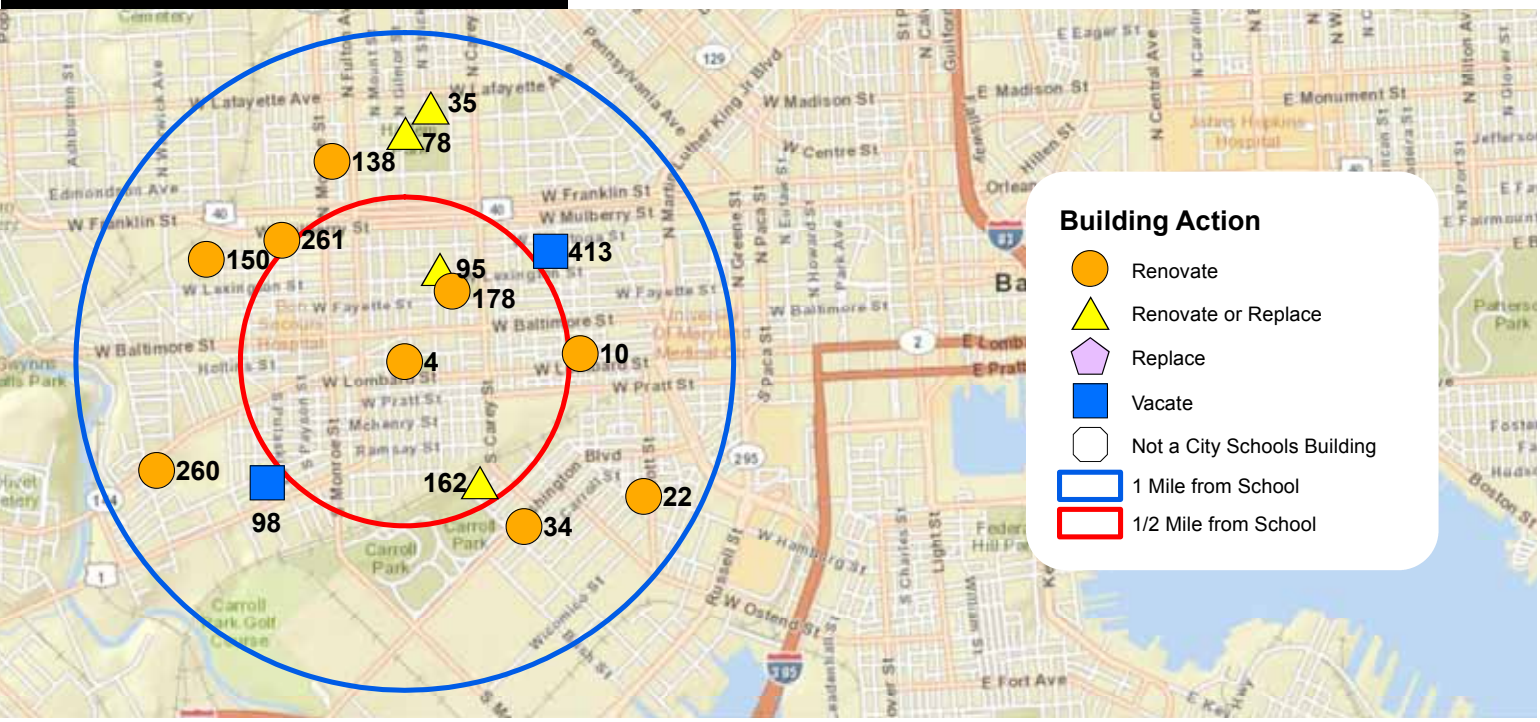
(Abbottston Building)

School/building number: 15/50
Address: 1300 Gorsuch Avenue, 21218
Planning area: Northeast

Recommendation: RENOVATE

Proposed Year: 10

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 4 = Steuart Hill; 10 = James McHenry; 22 = George Washington; 34 = Charles Carroll Barrister; 35 = Harlem Park; 78 = Augusta Fells Savage, Baltimore Talent Development (Harlem Park Building); 95 = Franklin Square; 98 = Samuel F.B. Morse; 138 = Roots and Branches (Harriet Tubman Building); 150 = Mary Ann Winterling; 162 = Southwest Baltimore (Diggs-Johnson Building); 178 = Vivien T. Thomas (Francis Wood Building); 260 = Frederick; 261 = Lockerman Bundy; 413 = Excel Academy (Harbor City Building)

Steuart Hill Academic Academy

School/building number: 4
Address: 30 S. Gilmor Street, 21223
Planning area: South

Recommendation: RENOVATE WITH POSSIBLE REDUCTION

Proposed Year: 4

Rationale for Recommendation

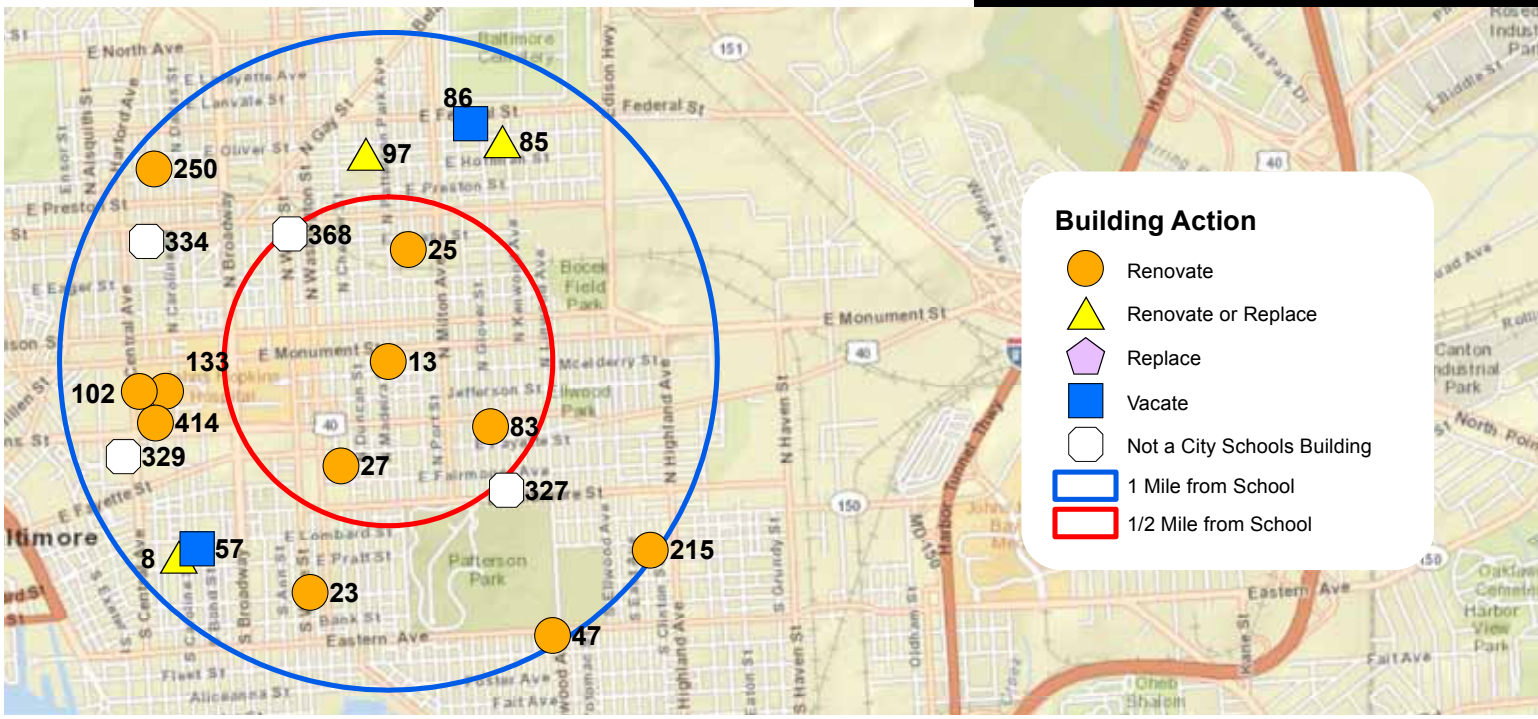
»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $10,021,388 to renovate the Steuart Hill building and $18,095,348 to replace it, giving an FCI of 55.4 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Steuart Hill building has an Educational Adequacy Score of 55.2, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 632 and a 2016 projected enrollment of 300, the Steuart Hill building is on track to be utilized at a rate of 47.5 percent.

»While the projected utilization for this building is low, an analysis of enrollment trends and consideration of plans for other buildings in this region indicate that a school serving these grades is needed in this area. Further, Steuart Hill Academic Academy has been identified as a Priority School under Maryland's ESEA (Elementary and Secondary Education Act) Flexibility Waiver. This will provide resources that can be used to develop a plan for improving the educational programming and outcomes at this school, which, in turn, is anticipated to increase enrollment. Renovation could result in a reduction of the building size to meet projected enrollment needs.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 13= Tench Tilghman; 8 = City Springs; 23 = Wolfe Street; 25 = Dr. Rayner Browne; 27 = Commodore John Rodgers; 47 = Hampstead Hill; 57 = Baltimore Freedom Academy (Lombard Building); 83 = William Paca; 85 = Fort Worthington; 86 = Lakewood; 97 = Collington Square; 102 = National Academy Foundation (Thomas Hayes Building); 133 = National Academy Foundation (Paul Laurence Dunbar Middle Building); 215 = Highlandtown #215; 250 = Dr. Bernard Harris; 327 = Patterson Park; 329 = Inner Harbor East; 334 = Bluford Drew Jemison Middle; 368 = Elmer A. Henderson; 414 = Paul Laurence Dunbar

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $6,121,654 to renovate the Tench Tilghman building and $12,868,877 to replace it, giving an FCI of 47.6 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Tench Tilghman building has an Educational Adequacy Score of 50.4, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 364 and a projected 2016 enrollment of 500, the Tench Tilghman building is on track to be utilized at a rate of 137.4 percent. This utilization rate, together with an analysis of projected enrollment trends in the community, points to the need to construct an addition as part of the building's renovation, to lower its utilization to a target of 75 to 90 percent.

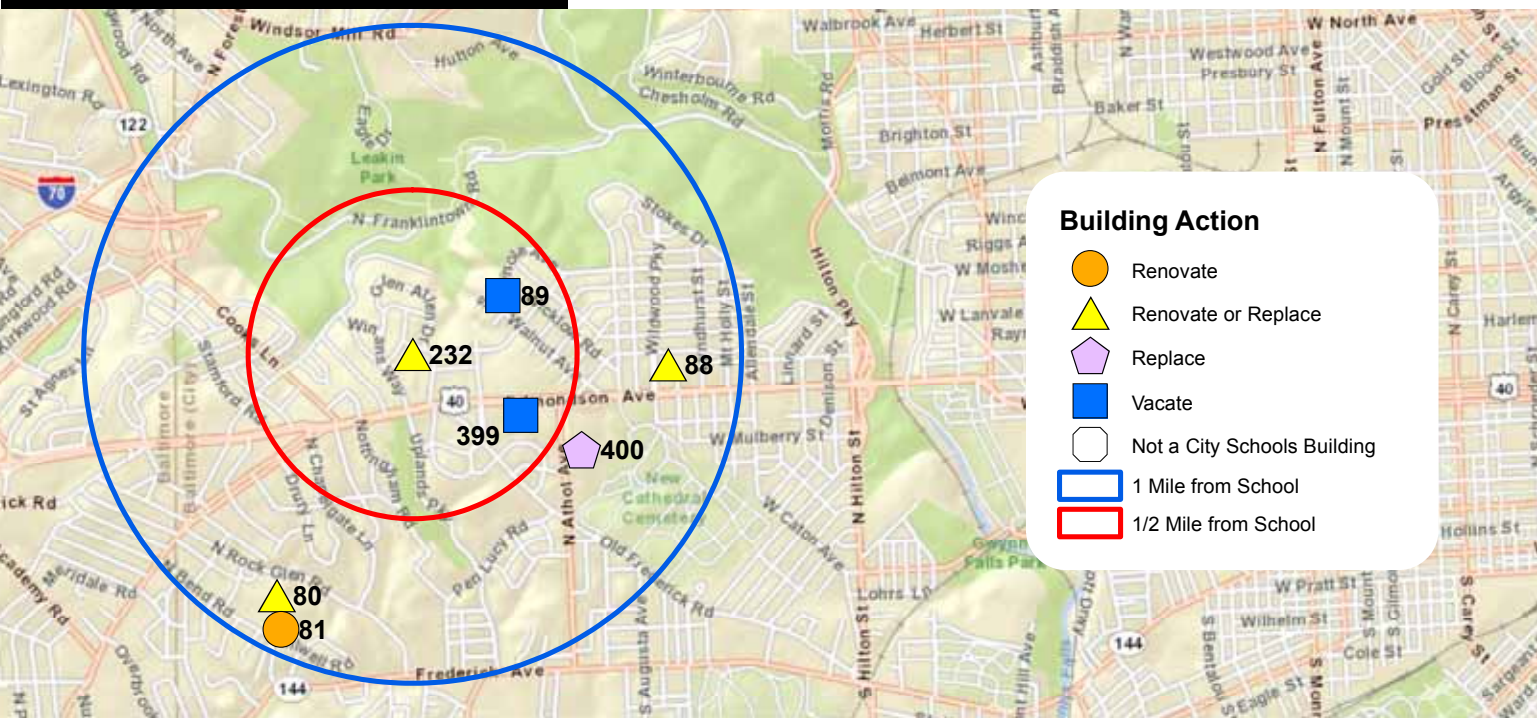
Tench Tilghman Elementary/Middle School

School/building number: 13
Address: 600 N. Patterson Park Avenue, 21205
Planning area: Southeast

Recommendation: RENOVATE WITH POSSIBLE ADDITION

Proposed Year: 9

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 232 = Thomas Jefferson; 80 = Green Street Academy, KASA (West Baltimore Building); 81 = North Bend; 88 = Lyndhurst; 89 = Rognel Heights; 399 = Edmondson-Westside (Edmondson-Westside Skill Center); 400 = Edmondson-Westside (Edmondson Building)

Thomas Jefferson Elementary/Middle School

School/building number: 232
Address: 605 Dryden Drive, 21229
Planning area: Southwest

Recommendation: RENOVATE WITH POSSIBLE ADDITION OR REPLACE

Proposed Year: 3

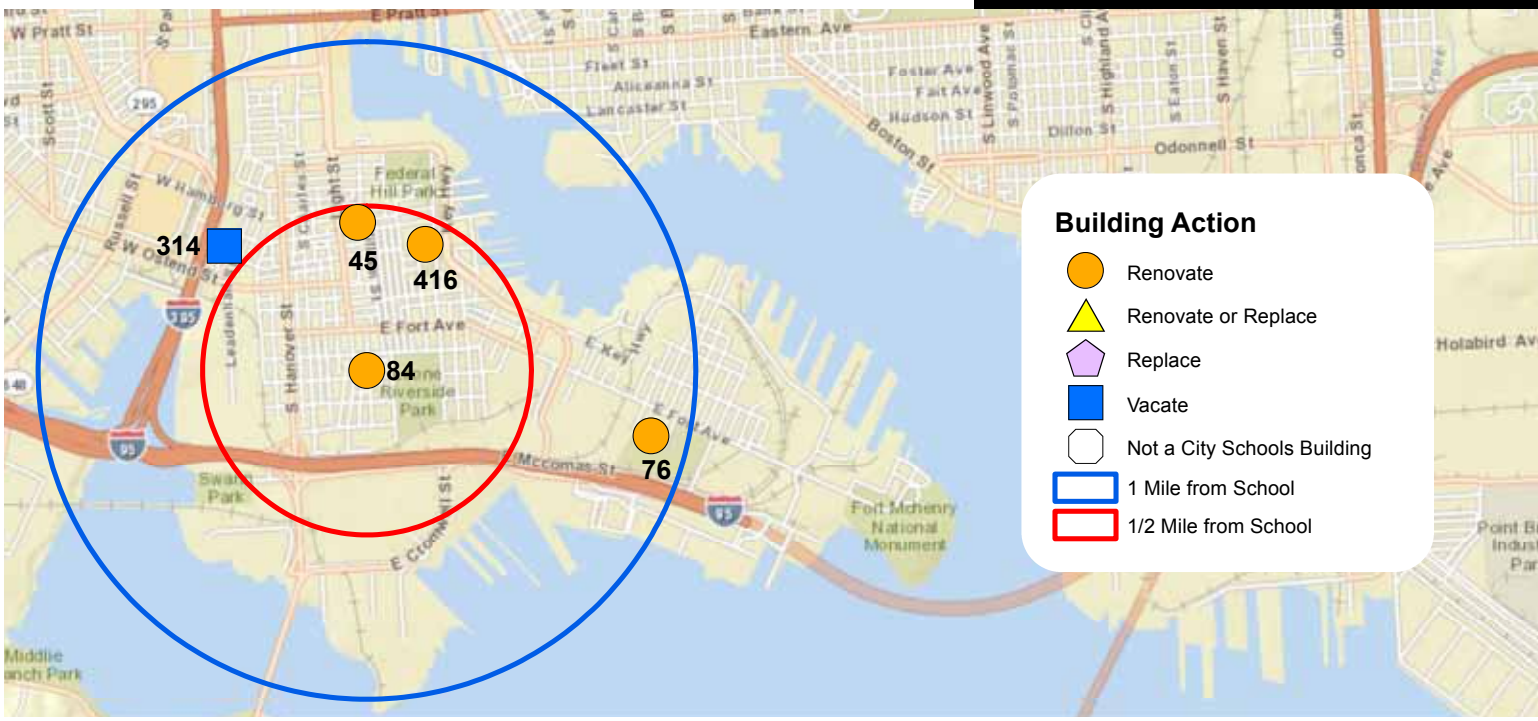
Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $12,168,054 to renovate the Thomas Jefferson building and $13,054,417 to replace it, giving an FCI of 93.2 percent. This FCI suggests that renovation or replacement should both be considered, and that replacement may be the more cost-effective option.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Thomas Jefferson building has an Educational Adequacy Score of 54.2, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 398 and a projected 2016 enrollment of 574, the Thomas Jefferson building is on track to be utilized at a rate of 144.2 percent. This utilization rate, together with an analysis of projected enrollment trends in the community, points to the need to increase capacity of this building (either with an addition as part of renovation of the existing building or with a new, larger building) to lower its utilization rate to a target of 75 to 90 percent.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 84 = Thomas Johnson; 45 = Federal Hill Prep; 76 = Francis Scott Key; 314 = Sharp-Leadenhall; 416 = Digital Harbor

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $7,188,059 to renovate the Thomas Johnson building and $15,144,689 to replace it, giving an FCI of 47.5 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Thomas Johnson building has an Educational Adequacy Score of 53.7, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 550 and a projected 2016 enrollment of 608, the Thomas Johnson building is on track to be utilized at a rate of 110.5 percent. The current size of this building is anticipated to be adequate, based on analysis of projected enrollment trends in the community and available capacity at nearby schools.

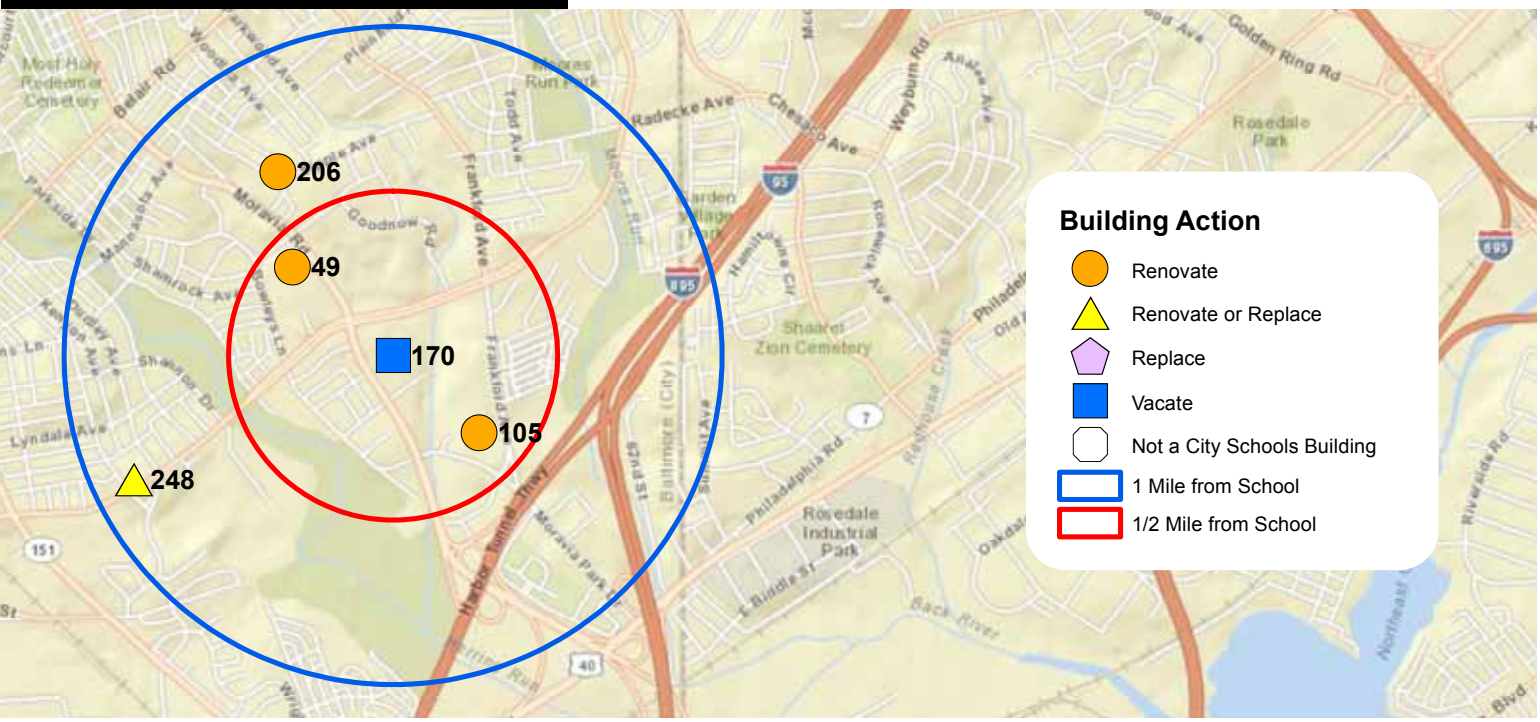
Thomas Johnson Elementary/Middle School

School/building number: 84
Address: 100 E. Heath Street, 21230
Planning area: South

Recommendation: RENOVATE

Proposed Year: 9

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 170 = Vanguard, Maritime Industries Academy (Thurgood Marshall Building); 49 = Northeast; 105 = Moravia Park; 206 = Furley; 248 = Sinclair Lane

Vanguard Collegiate Middle School

(Thurgood Marshall Building)

School/building number: 374/170
Address: 5001 Sinclair Lane, 21206
Planning area: Northeast

Recommendation: VACATE; MOVE PROGRAM

Proposed Year: 6

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $38,002,960 to renovate the Thurgood Marshall Building and $59,637,610 to replace it, giving an FCI of 63.7 percent. While this FCI suggests that it is more cost effective to renovate this building than to replace it, additional factors (described below) lead to a recommendation to vacate this building and relocate its programs.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Thurgood Marshall Building has an Educational Adequacy Score of 66.4, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 1,653 and a projected 2016 enrollment of 1,098 for the two schools that occupy the Thurgood Marshall Building (Vanguard and Maritime Industries Academy) combined, the building is on track to be utilized at a rate of 66.4 percent.

»Vanguard will relocate to the Furley building, after the Furley program relocates and the building is renovated, where it will have dedicated facilities to meet its program needs.

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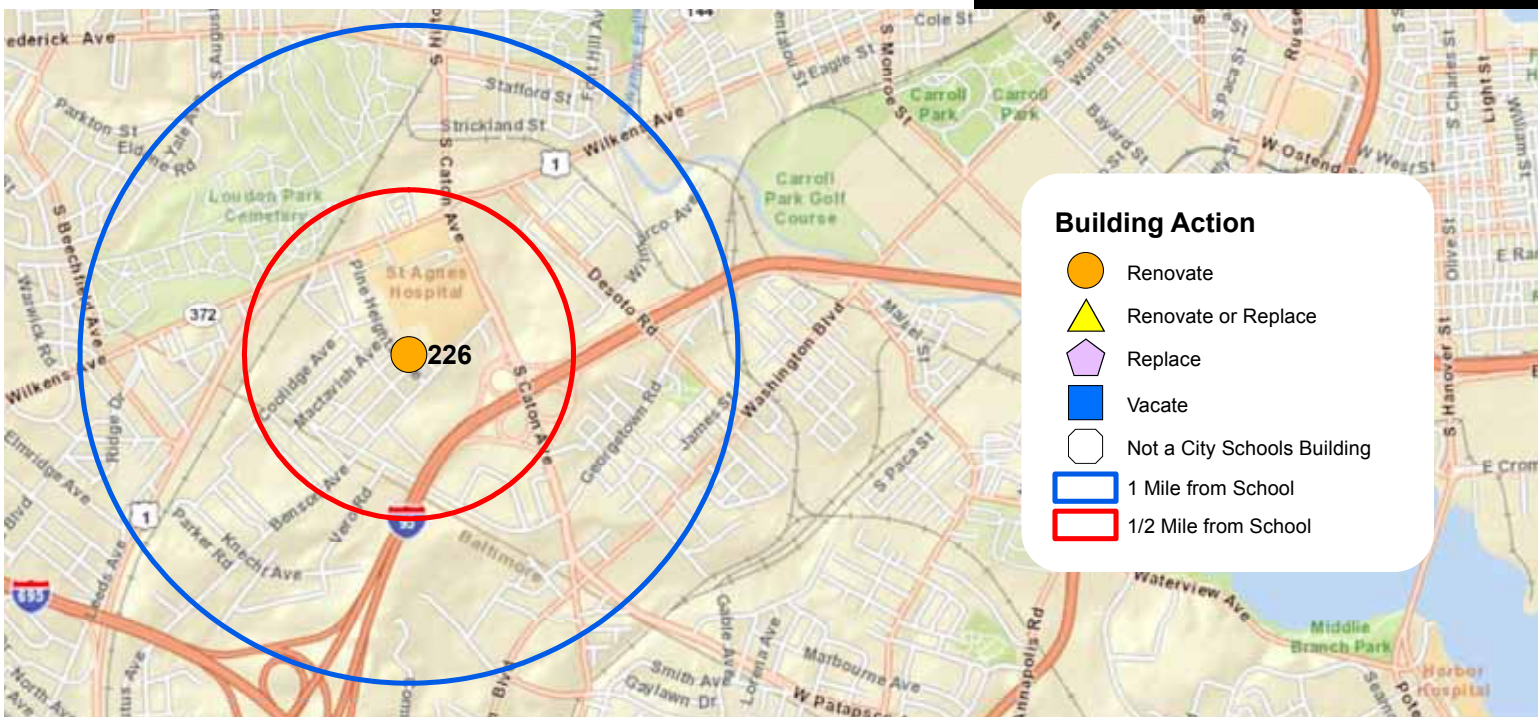


» 226 = Violetville

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $3,037,722 to renovate the Violetville building and $18,024,538 to replace it, giving an FCI of 16.9 percent. This FCI reflects the recently completed renovations to this building and suggests that, for the purposes of future planning, it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Violetville building has an Educational Adequacy Score of 65.3, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 591 and a projected 2016 enrollment of 499, the Violetville building is on track to be utilized at a rate of 84.4 percent.

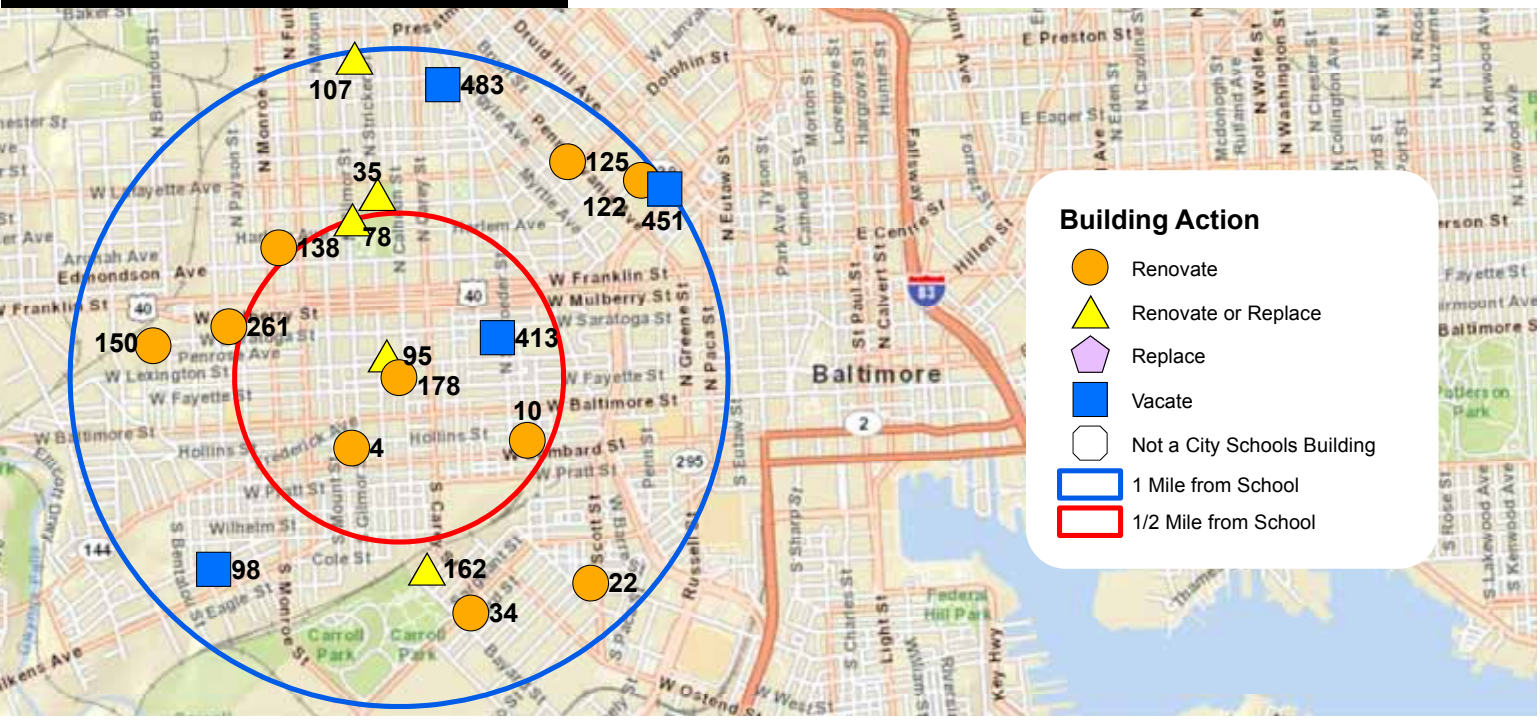
Violetville Elementary/Middle School

School/building number: 226
Address: 1207 Pine Heights Avenue, 21229
Planning area: Southwest

Recommendation: RENOVATE

Proposed Year: 10

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 178 = Viven T. Thomas (Francis Wood Building); 4 = Steuart Hill; 10 = James McHenry; 22 = George Washington; 34 = Charles Carroll Barrister; 35 = Harlem Park; 78 = Augusta Fells Savage, Baltimore Talent Development (Harlem Park Building); 95 = Franklin Square; 98 = Samuel F.B. Morse; 107 = Gilmor; 122 = Historic Samuel Coleridge-Taylor; 125 = Furman L. Templeton; 138 = Roots and Branches (Harriet Tubman Building); 150 = Mary Ann Winterling; 162 = Southwest Baltimore Charter; 261 = Lockerman Bundy; 413 = Excel Academy (Harbor City Building); 451 = New Hope Academy (Josesph Briscoe Building); 483 = Monarch Academy (William Pinderhughes Building)

Vivien T. Thomas Medical Arts Academy High School

(Francis M. Wood Building)

School/building number: 429/178
Address: 100 N. Calhoun Street, 21223
Planning area: West

Recommendation: RENOVATE WITH POSSIBLE ADDITION

Proposed Year: 8

Rationale for Recommendation

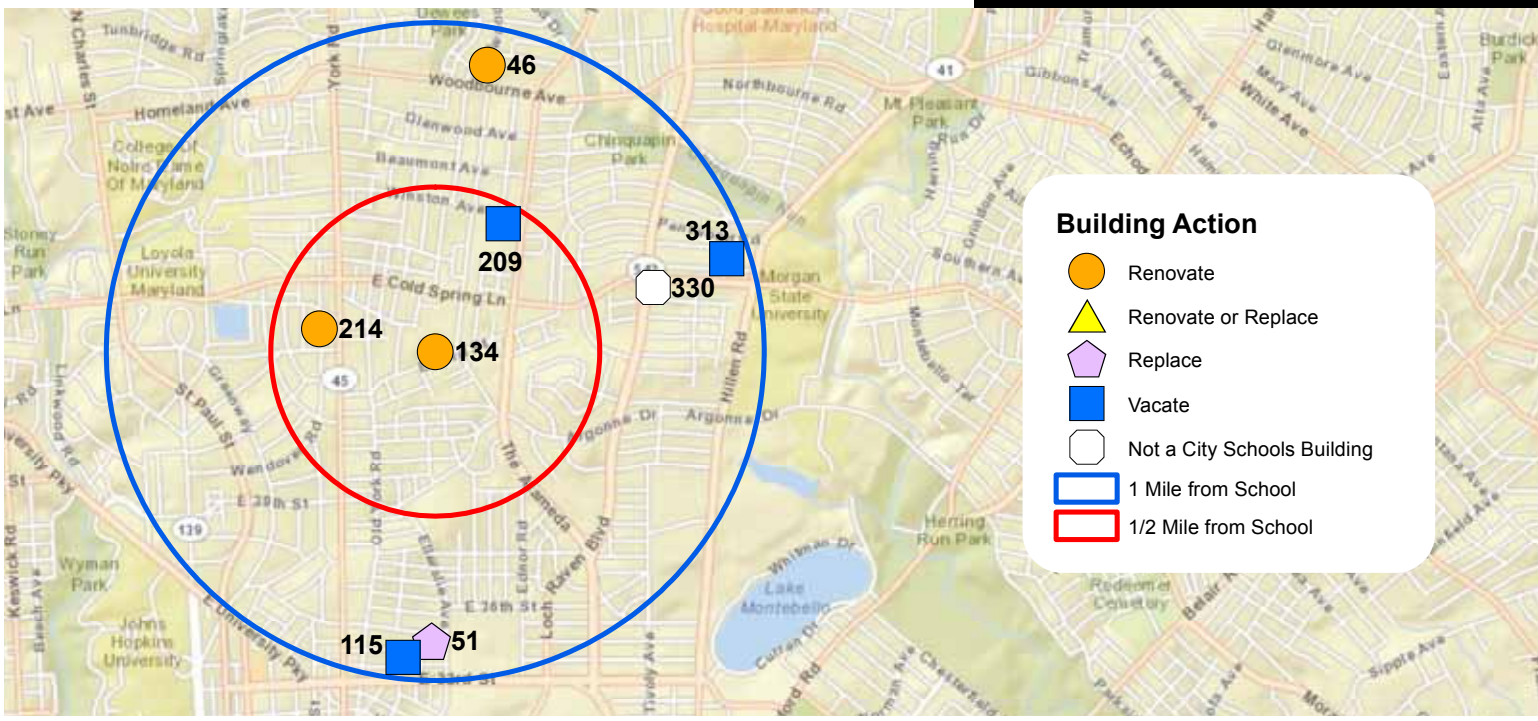
»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $7,693,621 to renovate the Francis M. Wood Building and $16,209,027 to replace it, giving an FCI of 47.5 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Francis M. Wood Building has an Educational Adequacy Score of 52.9, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 470 and a projected 2016 enrollment of 407, the Francis M. Wood Building is on track to be utilized at a rate of 86.6 percent.

»As a result of recommended closure of other secondary schools, the Vivien T. Thomas Medical Arts Academy may need to expand its capacity to serve additional students. The current utilization rate, together with this potential for increased enrollment and expansion of the program, points to the possible need for an addition to this building as part of its renovation.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 134 = Walter P. Carter; 46 = Baltimore IT Academy (Chinquapin Building); 51 = Waverly (elementary grades building); 115 = Waverly (middle grades building); 209 = Baltimore Design School (Winston Building); 214 = Guilford; 313 = Lois T. Murray; 330 = Northwood Appold Community Academy Elementary

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $10,793,303 to renovate the Walter P. Carter building and $15,764,175 to replace it, giving an FCI of 68.5 percent. This FCI suggest that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Walter P. Carter building has an Educational Adequacy Score of 60.3, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 413 and a projected 2016 enrollment of 343, the Walter P. Carter building is on track to be utilized at a rate of 83.1 percent.

»The Lois T. Murray program, which will vacate its building, will be co-located in a renovated Walter P. Carter building that meets the needs of both the Walter P. Carter and Lois T. Murray programs. The small number of students served by Lois T. Murray is not anticipated to have a significant effect on overall building utilization rate.

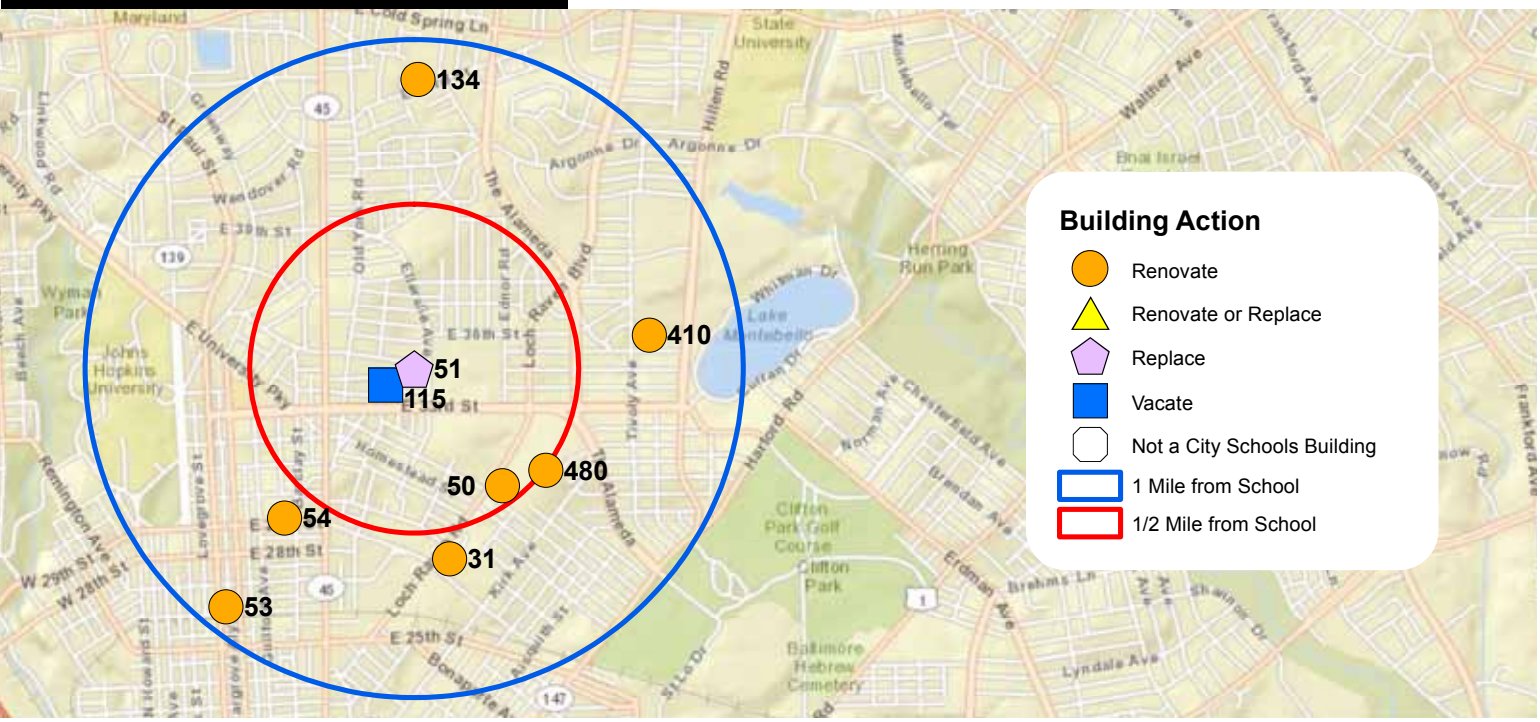
Walter P. Carter Elementary/Middle School

School/building number: 134
Address: 820 E. 43rd Street, 21212
Planning area: North

Recommendation: RENOVATE

Proposed Year: 2

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 51 = Waverly (elementary grades building); 31 = Coldstream Park; 50 = Abbottston, Stadium (Abbottston Building); 53 = Margaret Brent; 54 = Barclay; 115 = Waverly (middle grades building); 134 = Walter P. Carter; 410 = Mergenthaler; 480 = Baltimore City College

Waverly Elementary/Middle School

School/building number: 51
Address: 3400 Ellerslie Avenue, 21218
Planning area: North

Recommendation: REPLACE

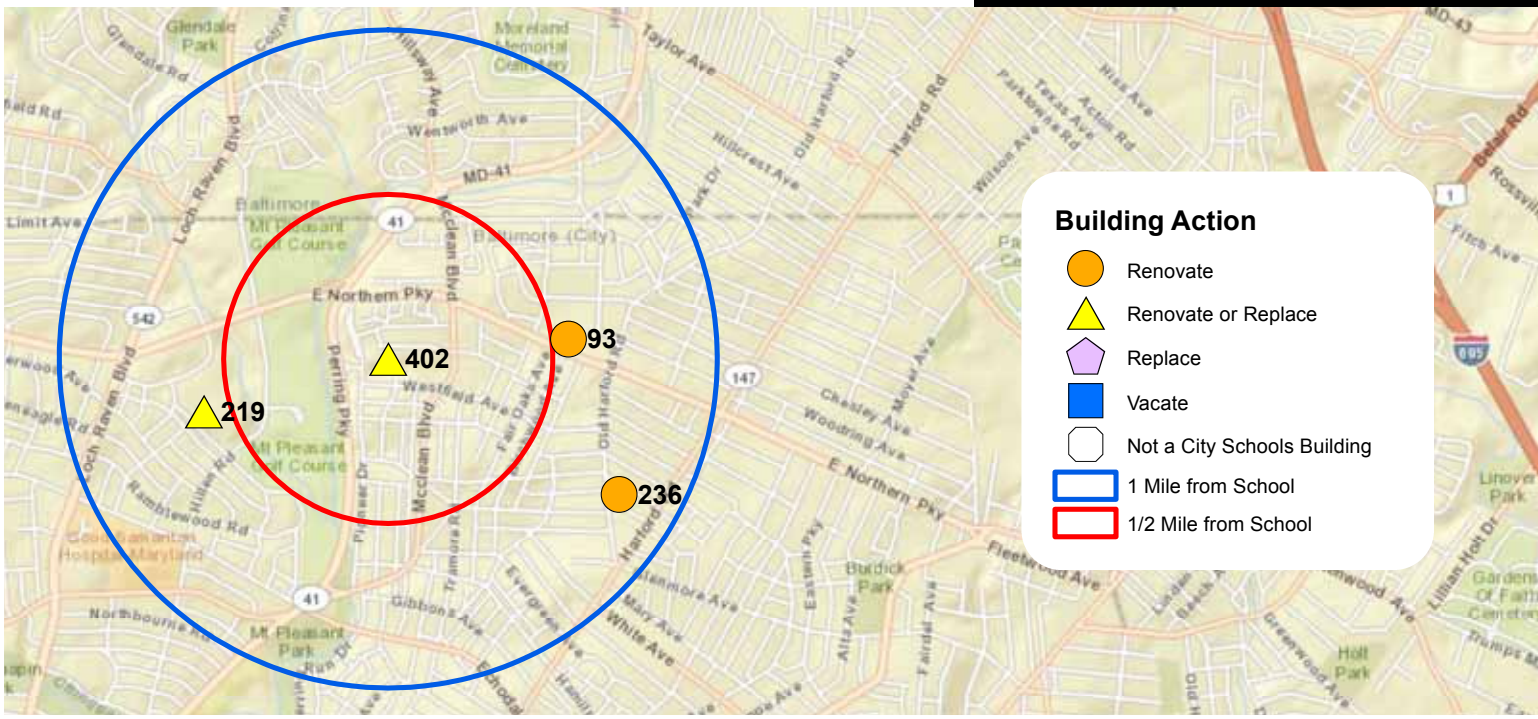
Proposed Year: IN PROCESS

Rationale for Recommendation

»As part of a state-approved plan within the Capital Improvement Program, a new Waverly building is currently under construction as part of a previously approved plan.

»Further renovation may be considered in year 10 of the 10-year plan, depending on building condition and program size and needs at that time.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 402 = W.E.B. DuBois, Reginald F. Lewis (Northern Building); 93 = Friendship Academy of Engineering and Technology, Northwood Appold Community Academy (NACA) Freedom and Democracy II (Professional Development Building); 219 = Yorkwood; 236 = Hamilton

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an index greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $57,755,997 to renovate the Northern Building and $84,327,712 to replace it, giving an FCI of 68.5 percent. Despite this relatively low FCI, additional factors (described below) indicate that both renovation and replacement should be considered.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Northern Building has an Educational Adequacy Score of 58, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 2,066 and a projected 2016 enrollment of 559 for the two schools located at this site (W.E.B. DuBois and Reginald F. Lewis High School) combined, the Northern Building is on track to be utilized at a rate of 27.1 percent.

»The low utilization rate and an analysis of projected enrollment trends in this community point to the need to reduce the capacity of this building to accommodate a student population at a target building utilization rate of 75 to 90 percent. The low enrollment at W.E.B. DuBois, combined with other available school data, leads to a recommendation for closure of this program. Students from W.E.B. DuBois will participate in the High School Choice process to select which school they will attend, with Reginald F. Lewis available as an option.

»The current Northern Building will be renovated or replaced with a new, smaller building that meets the program and space requirements of Reginald F. Lewis High School and, eventually, Maritime Industries Academy.

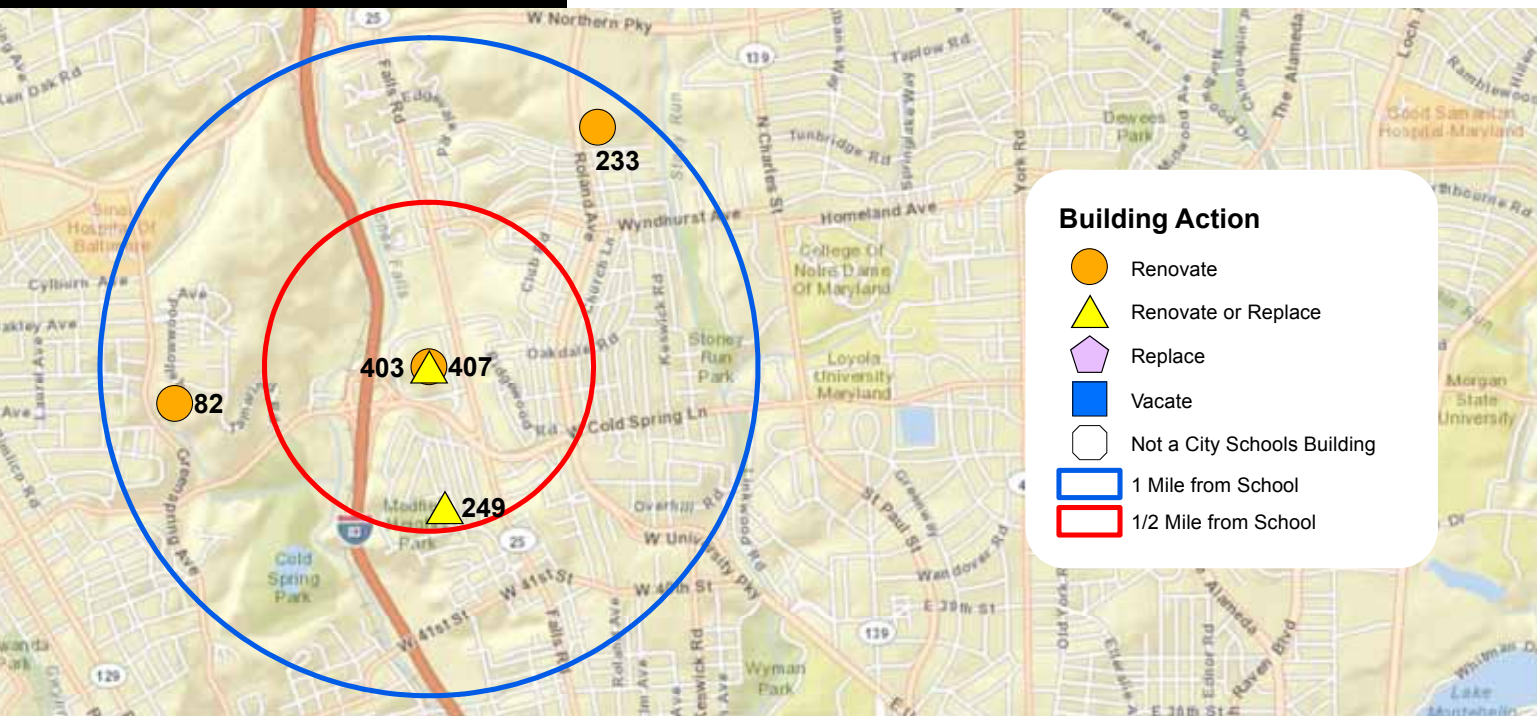
W.E.B. DuBois High School
(Northern Building)

School/building number: 418/402
Address: 2201 Pinewood Avenue, 21214
Planning area: Northeast

Recommendation: RENOVATE OR REPLACE WITH POSSIBLE REDUCTION; CLOSE PROGRAM

Proposed Year: 4 (building action); 2 (program closure)

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 407 = Western; 82 = KIPP Harmony, KIPP Ujima Village (Roland Patterson Building); 233 = Roland Park; 249 = Medfield Heights; 403 = Baltimore Polytechnic

Western High School

School/building number: 407
Address: 4600 Falls Road, 21209
Planning area: North

Recommendation: RENOVATE

Proposed Year: 6

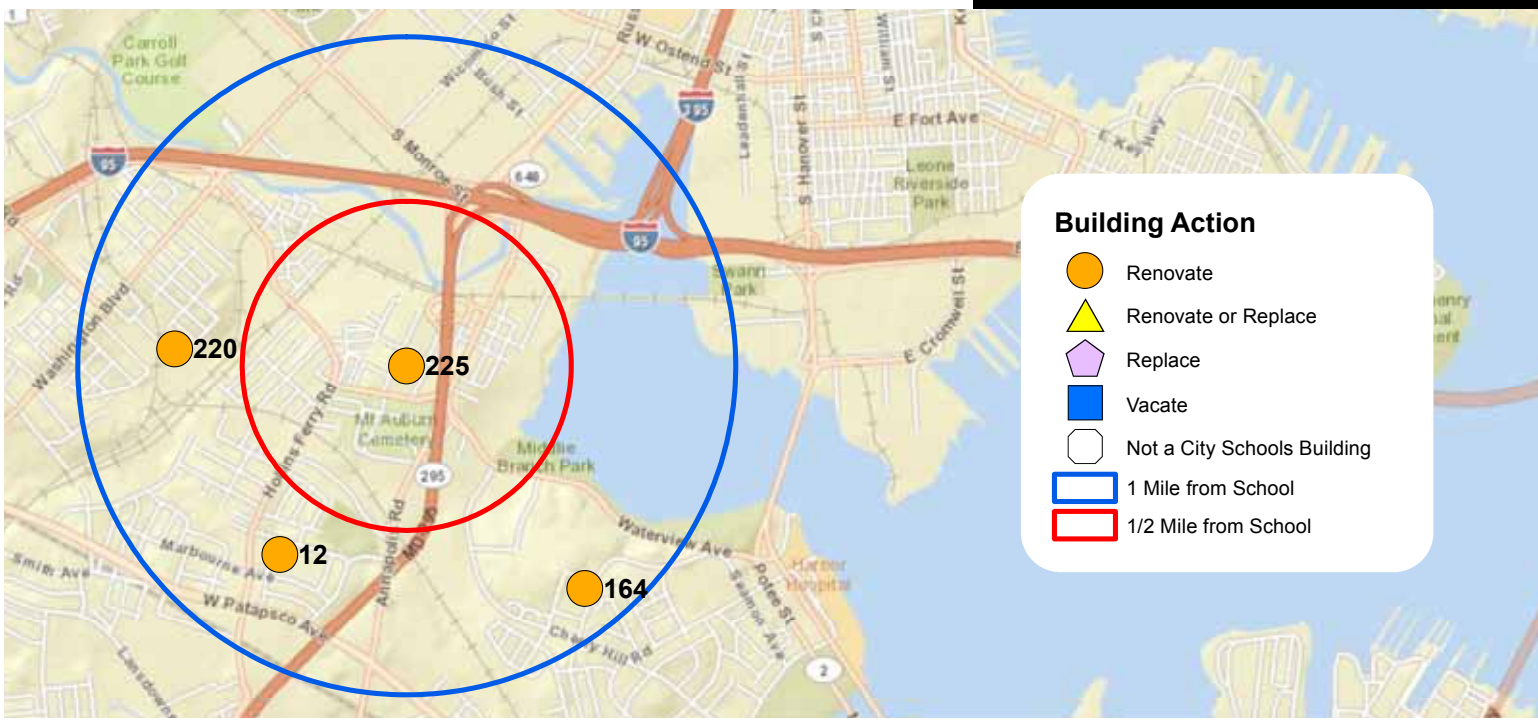
Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $39,721,430 to renovate the Western building and $56,246,552 to replace it, giving an FCI of 70.6 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Western building has an Educational Adequacy Score of 47.2, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 1,553 and a projected 2016 enrollment of 943, the Western building is on track to be utilized at a rate of 60.7 percent. This utilization rate allows for growth in this citywide program with entrance criteria.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 225 = Westport; 12 = Lakeland; 164 = Arundel; 220 = Morrell Park

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $12,261,786 to renovate the Westport Academy building and $22,873,252 to replace it, giving an FCI of 53.6 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Westport Academy building has an Educational Adequacy Score of 53.5, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 724 and a projected 2016 enrollment of 313, the Westport building is on track to be utilized at a rate of 43.2 percent.

»There are no other schools within a half-mile of Westport Academy, and schools that are located within a mile are separated from Westport by major geographic obstacles (e.g., highways, railway tracks). Given these geographic considerations, renovation of the building is recommended despite its low utilization rate.

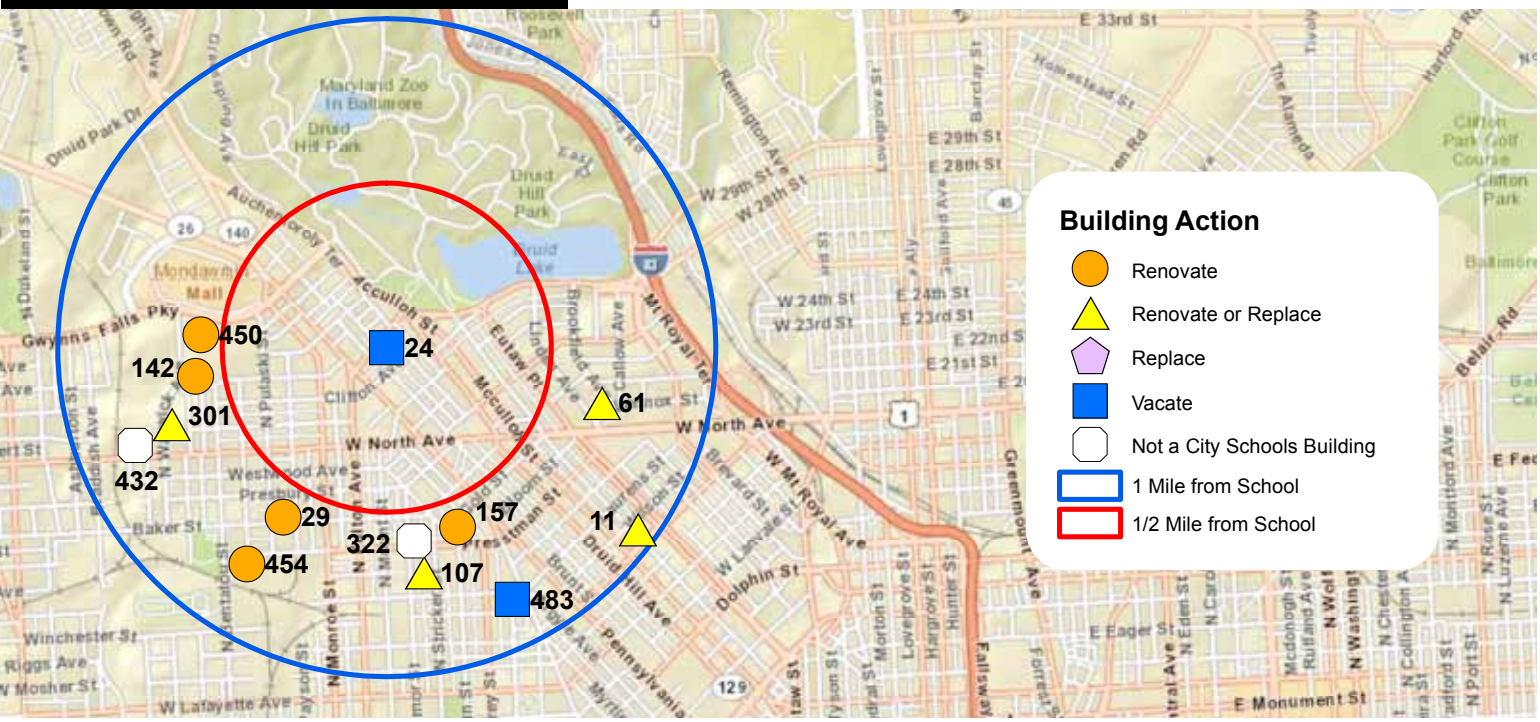
Westport Academy Elementary/Middle School

School/building number: 225
Address: 2401 Nevada Street, 21230
Planning area: South

Recommendation: RENOVATE

Proposed Year: 4

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 24 = Westside; 11 = Eutaw-Marshburn; 29 = Matthew A. Henson; 61 = John Eager Howard; 107 = Gilmor; 142 = Robert W. Coleman; 157 = William Pinderhughes (George Kelson Building); 301 = William S. Baer; 322 = New Song Academy; 432 = Coppin Academy; 450 = Frederick Douglass; 454 = Carver; 483 = Monarch Academy (William Pinderhughes Building)

Westside Elementary School

School/building number: 24
Address: 2235 N. Fulton Avenue, 21217
Planning area: West

Recommendation: VACATE; CLOSE PROGRAM

Proposed Year: 4

Rationale for Recommendation

»The Facilities Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an index greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $10,981,359 to renovate the Westside building and $15,127,486 to replace it, giving an FCI of 72.6 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it, but additional factors (described below) lead to a recommendation to vacate the building and close its program.

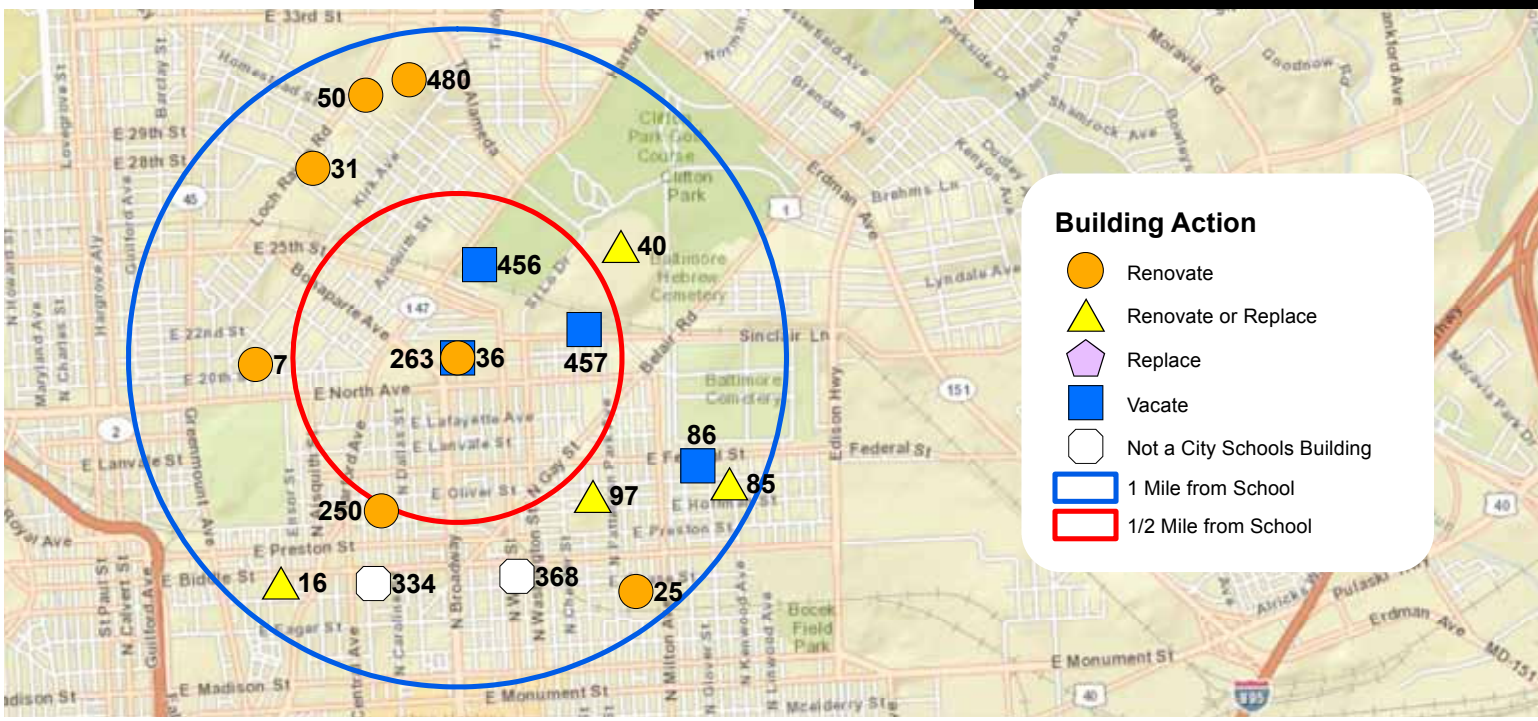
»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Westside Elementary building has an Educational Adequacy Score of 61, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 639 and a projected 2016 enrollment of 314, the Westside Elementary building is on track to be utilized at a rate of 49.1 percent.

»The low utilization rate, together with an analysis of projected enrollment trends in the community, points to excess capacity in this region for these grades. These factors, combined with the relatively high FCI and with other available school data, lead to a recommendation for closure.

»Students from Westside will attend Robert W. Coleman Elementary School and John Eager Howard Elementary School, both of which will be renovated and expanded as necessary.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 263 = William C. March; 7 = Cecil; 16 = Johnston Square; 25 = Dr. Rayner Browne; 31 = Coldstream Park; 36 = Harford Heights (Harford Heights Building); 40 = Heritage, REACH! (Lake Clifton Building); 50 = Abbottston, Stadium (Abbottston Building); 85 = Fort Worthington; 86 = Lakewood; 97 = Collington Square; 250 = Dr. Bernard Harris; 334 = Bluford Drew Jemison Middle; 368 = Elmer A. Henderson; 456 = Achievement Academy, Baltimore Antioch Diploma Plus (Fairmount-Harford Building); 457 = Baltimore Rising Star (Laurence Paquin Building); 480 = Baltimore City College

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an index greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $5,246,160 to renovate the William C. March building and $21,397,446 to replace it, giving an FCI of 24.5 percent. While this FCI suggests it is more cost effective to renovate than to replace this building, other factors (described below) lead to a recommendation to vacate the William C. March building and close its program at the end of the 2012–13 school year.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The William C. March building has an Educational Adequacy Score of 55.6, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 689 and a projected 2016 enrollment of 158, the William C. March building is on track to be utilized at a rate of 22.9 percent.

»This utilization rate, together with an analysis of projected enrollment trends in the community, points to excess capacity in this region for the middle school grades. Combined with other available school data, this leads to a recommendation to close the William C. March program and vacate its building.

»Students from William C. March will participate in the Middle School Choice process to select which school they will attend.

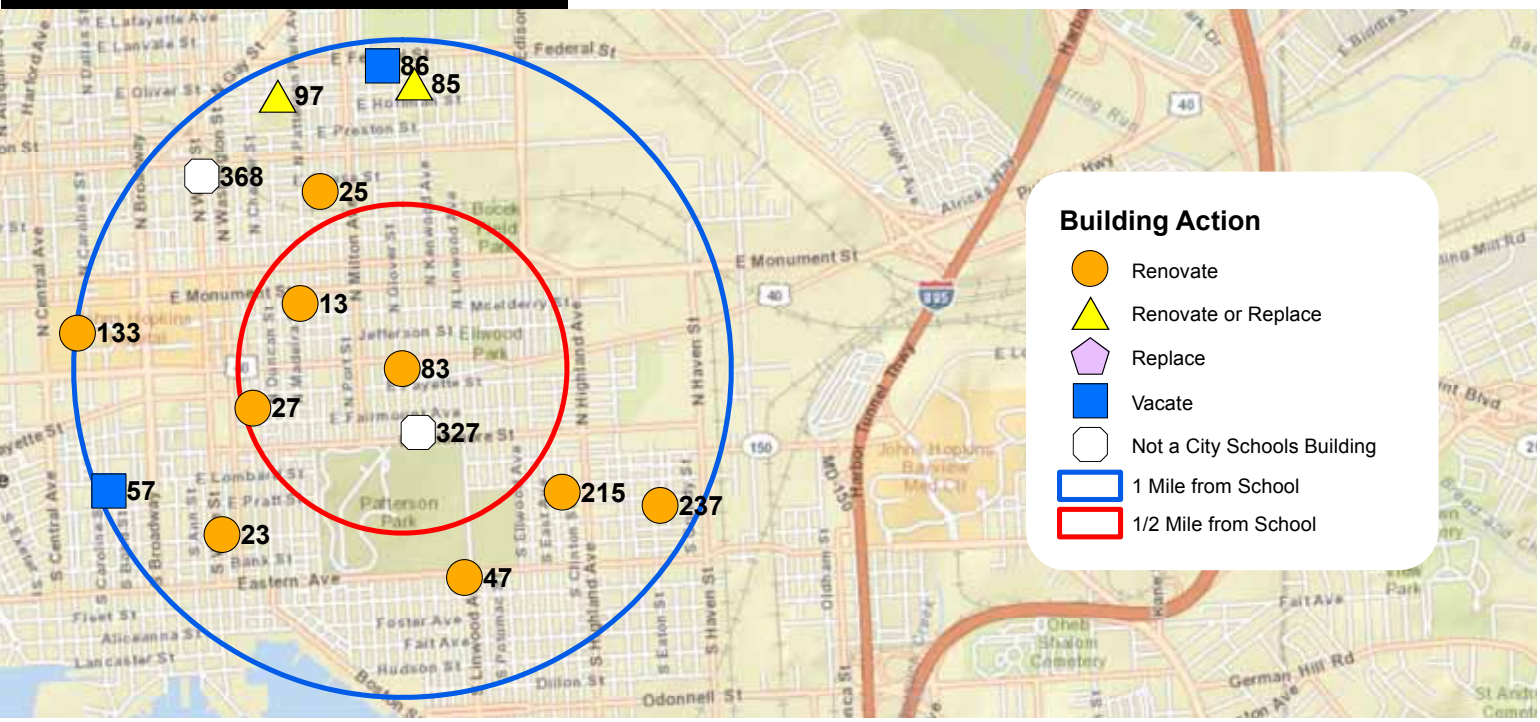
William C. March Middle School

School/building number: 263
Address: 2050 N. Wolfe Street, 21213
Planning area: East

Recommendation: VACATE; CLOSE PROGRAM

Proposed Year: CURRENT

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 83 = William Paca; 13 = Tench Tilghman; 23 = Wolfe Street; 25 = Dr. Rayner Browne; 27 = Commodore John Rodgers; 47 = Hampstead Hill; 57 = Baltimore Freedom Academy (Lombard Building); 85 = Fort Worthington; 86 = Lakewood; 97 = Collington Square; 133 = National Academy Foundation (Paul Laurence Dunbar Middle Building); 215 = Highlandtown #215; 237 = Highlandtown #237; 327 = Patterson Park; 368 = Elmer A. Henderson

William Paca Elementary School

School/building number: 83
Address: 200 N. Lakewood Avenue, 21224
Planning area: Southeast

Recommendation: RENOVATE WITH POSSIBLE ADDITION

Proposed Year: 8

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $10,087,722 to renovate the William Paca building and $16,538,898 to replace it, giving an FCI of 61 percent. This FCI suggests that it is more cost effective to renovate the building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The William Paca building has an Educational Adequacy Score of 53.5, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 590 and a projected 2016 enrollment of 613, the William Paca building would be utilized at a rate of 103.9 percent. This utilization rate, along with an analysis of projected enrollment trends in the community, points to the need to construct an addition as part of the building's renovation, lowering its utilization to a target of 75 to 90 percent.

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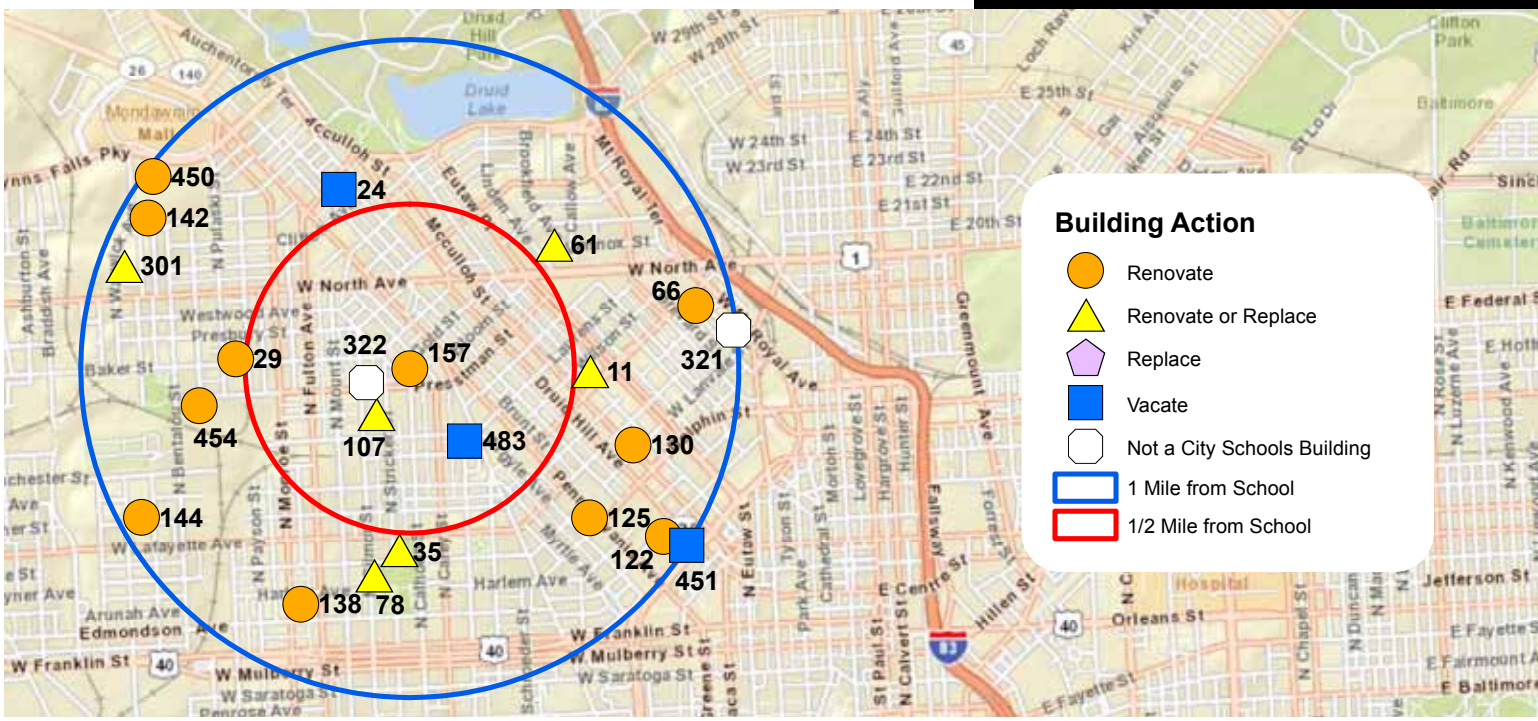


» 157 = William Pinderhughes (George Kelson Building); 11 = Eutaw-Marshburn; 24 = Westside; 29 = Matthew A. Henson; 35 = Harlem Park; 61 = John Eager Howard; 66 = Mount Royal; 78 = Augusta Fells Savage, Baltimore Talent Development (Harlem Park Building); 107 = Gilmor; 122 = Historic Samuel Coleridge-Taylor; 125 = Furman L. Templeton; 130 = Booker T. Washington, Renaissance Academy (Booker T. Washington Building); 138 = Roots and Branches (Harriet Tubman Building); 142 = Robert W. Coleman; 144 = James Mosher; 301 = William S. Baer; 321 = Midtown Academy; 322 = New Song Academy; 450 = Frederick Douglass; 451 = New Hope Academy (Joseph Briscoe Building); 454 = Carver; 483 = Monarch Academy (William Pinderhughes Building)

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $9,488,391 to renovate the George G. Kelson Building and $15,558,756 to replace it, giving an FCI of 61 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The George G. Kelson Building has an Educational Adequacy Score of 55.4, indicating it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 521 and a projected 2016 enrollment of 521 for William Pinderhughes Elementary/Middle School, the George G. Kelson building is on track to be utilized at a rate of 100 percent.

William Pinderhughes Elementary/Middle School

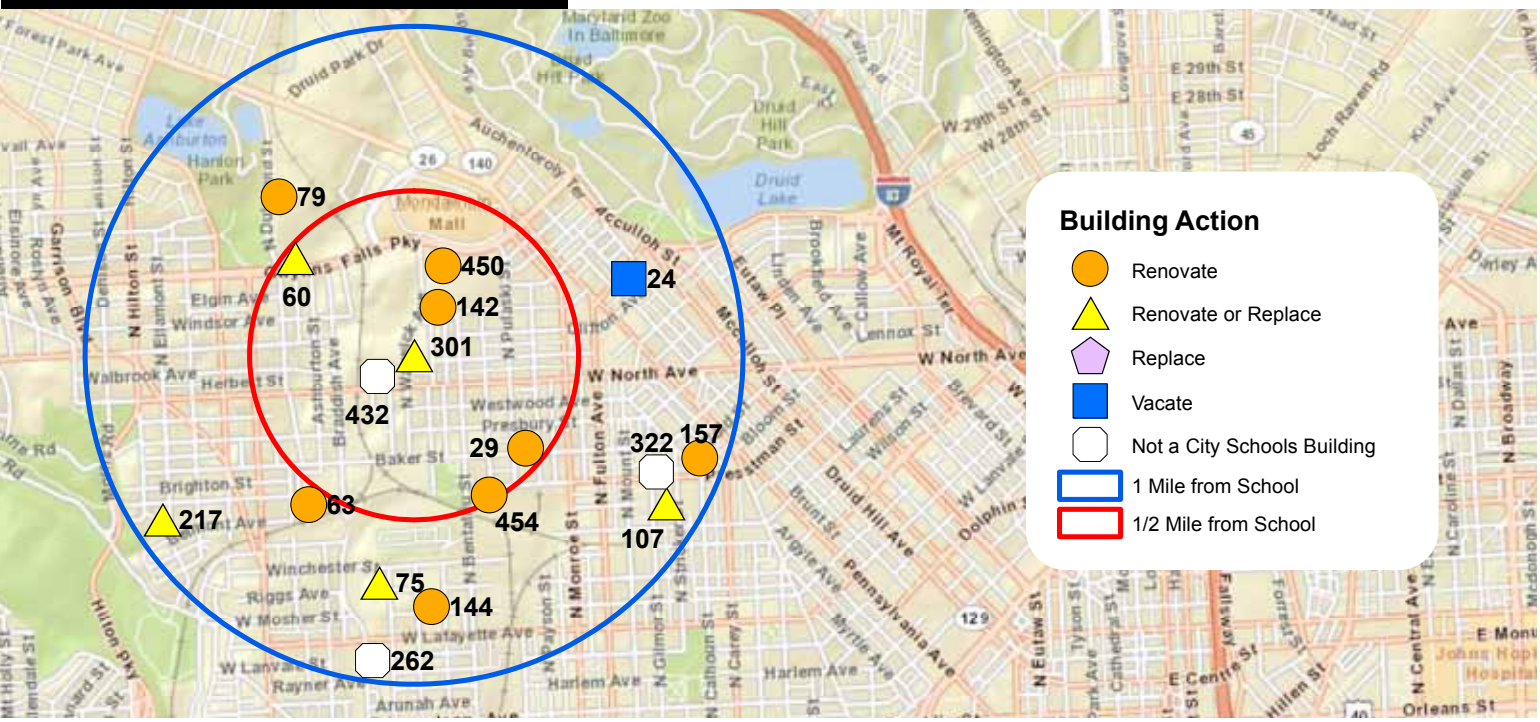
(George G. Kelson Building)

School/building number: 28/157
Address: 701 Gold Street, 21217
Planning area: West

Recommendation: RENOVATE

Proposed Year: 5

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 301 = William S. Baer; 24 = Westside; 29 = Matthew A. Henson; 60 = John Eager Howard; 63 = Rosemont; 75 = Friendship Academy at Calverton; 79 = Baltimore Liberation Diploma Plus, ConneXions, Maryland Academy of Technology and Health Sciences (William Lemmel Building); 107 = Gilmor; 142 = Robert W. Coleman; 144 = James Mosher; 157 = William Pinderhughes (George Kelson Building); 217 = Belmont; 262 = Empowerment Academy; 322 = New Song Academy; 432 = Coppin Academy; 450 = Frederick Douglass; 454 = Carver

William S. Baer School

School/building number: 301
Address: 2001 N. Warwick Avenue, 21216
Planning area: West

Recommendation: RENOVATE OR REPLACE

Proposed Year: 7

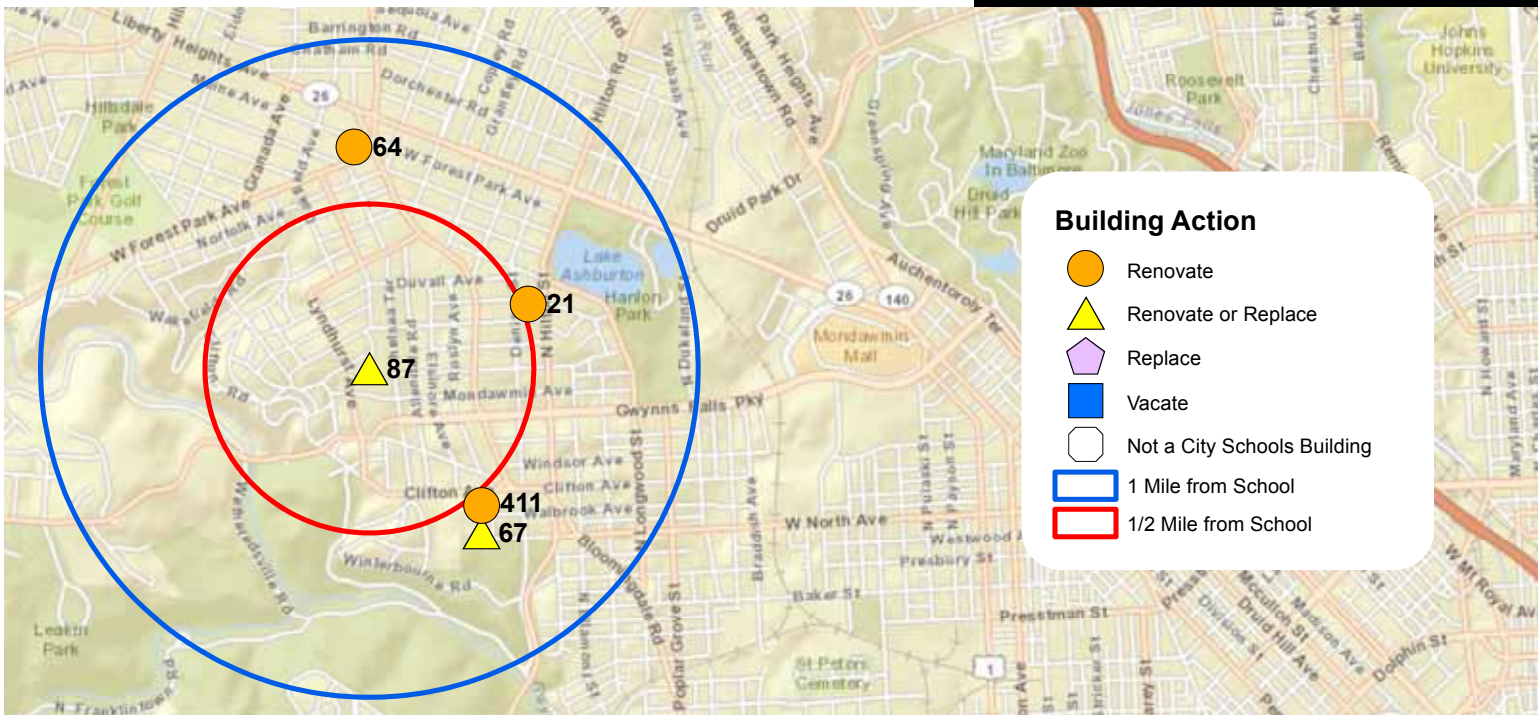
Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $20,517,992 to renovate the William S. Baer building and $20,093,626 to replace it, giving an FCI of 102.1 percent. This FCI suggests that renovation or replacement should both be considered, and that replacement may be the more cost-effective option.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The William S. Baer building has an Educational Adequacy Score of 53.7, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 299 and a projected 2016 enrollment of 185, the William S. Baer building is on track to be utilized at a rate of 61.9 percent. The specialized nature of this program requires additional space, which lowers its target utilization rate below that of traditional schools. The current size of this building is anticipated to be adequate, based on programmatic needs and analysis of projected enrollment trends.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 87 = Windsor Hills; 21 = Hilton; 64 = Liberty; 67 = Edgewood; 411 = Baltimore Civitas, Bluford Drew Jemison West (Walbrook Building)

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $9,164,114 to renovate the Windsor Hills building and $9,953,193 to replace it, giving an FCI of 92.1 percent. This FCI suggests that renovation or replacement should both be considered, and that replacement may be the more cost-effective option.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Windsor Hills building has an Educational Adequacy Score of 61.4, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 281 and a projected 2016 enrollment of 213, the Windsor Hills building would be utilized at a rate of 75.8 percent.

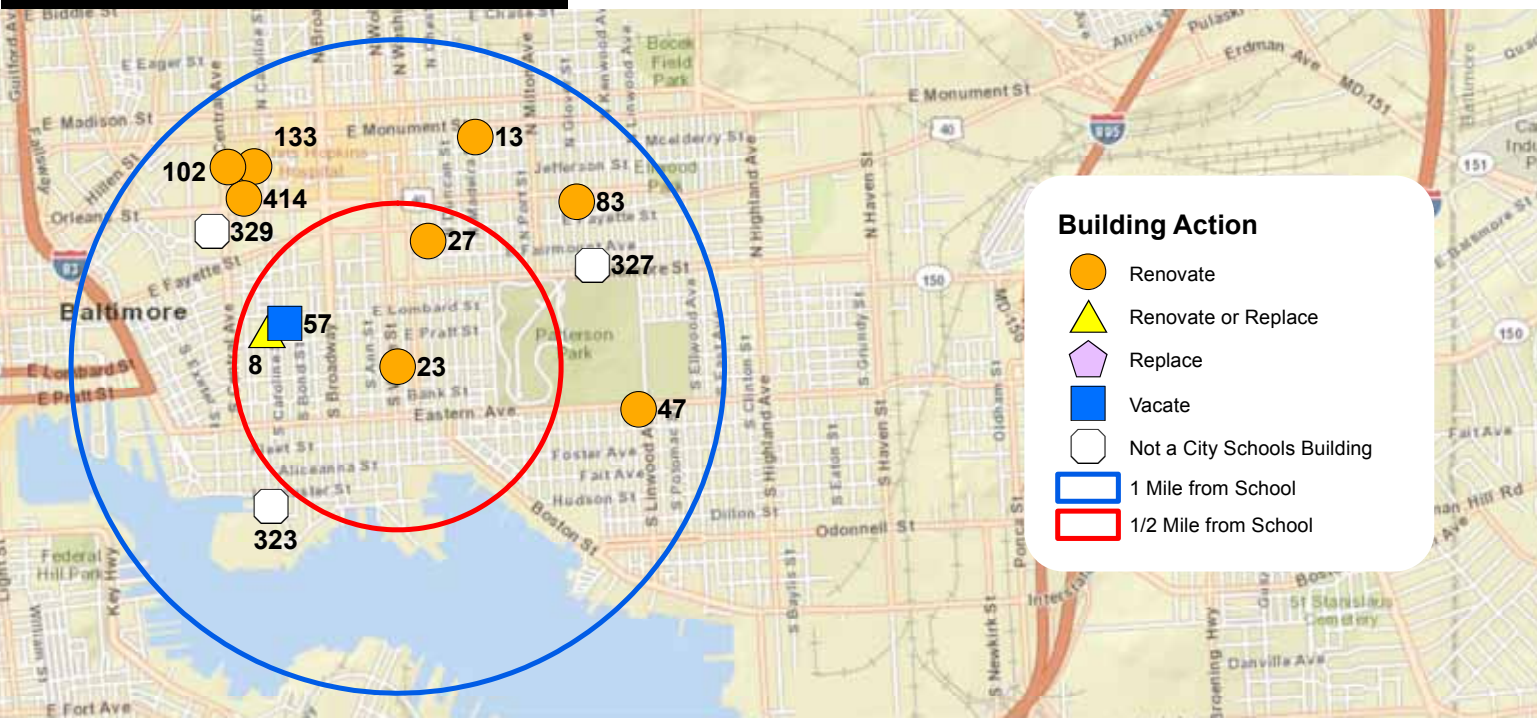
Windsor Hills Elementary/Middle School

School/building number: 87
Address: 4001 Alto Road, 21216
Planning area: Northwest

Recommendation: RENOVATE OR REPLACE

Proposed Year: 4

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 23 = Wolfe Street; 8 = City Springs; 13 = Tench Tilghman; 27 = Commodore John Rodgers; 47 = Hampstead Hill; 57 = Baltimore Freedom Academy (Lombard Building); 83 = William Paca; 102 = National Academy Foundation (Thomas Hayes Building); 133 = National Academy Foundation (Paul Laurence Dunbar Middle Building); 323 = Crossroads; 327 = Patterson Park; 329 = Inner Harbor East; 414 = Paul Laurence Dunbar

Wolfe Street Academy Elementary School

School/building number: 23
Address: 245 S. Wolfe Street, 21231
Planning area: Southeast

Recommendation: RENOVATE

Proposed Year: 10

Rationale for Recommendation

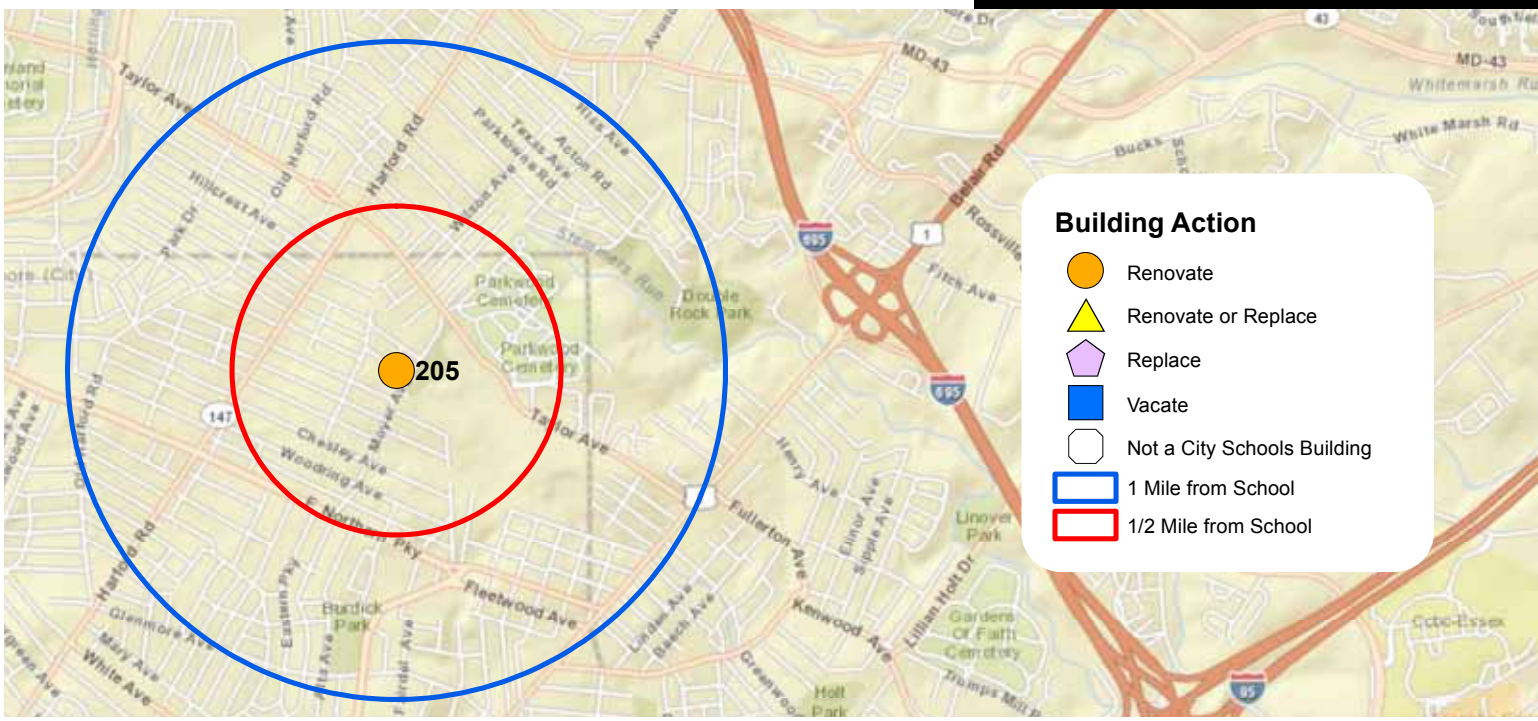
»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $3,157,203 to renovate the Wolfe Street Academy building and $4,848,932 to replace it, giving an FCI of 65.1 percent. This FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Wolfe Street Academy building has an Educational Adequacy Score of 50.2, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 210 and a projected 2016 enrollment of 211, the Wolfe Street Academy building is on track to be utilized at a rate of 100.5 percent. While the utilization may point to the need to construct an addition, the limited size of the property at this school site will make an addition unlikely to be feasible.

»Wolfe Street Academy is a charter school whose charter is up for renewal in 2014–15. Final plans for this building will take into account the outcome of that renewal process.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 205 = Woodhome

Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $8,782,515 to renovate the Woodhome building and $13,738,775 to replace it, giving an FCI of 63.9 percent. The FCI suggests that it is more cost effective to renovate this building than to replace it.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Woodhome building has an Educational Adequacy Score of 54.7, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 560 and a projected 2016 enrollment of 485, the Woodhome building is on track to be utilized at a rate of 86.6 percent.

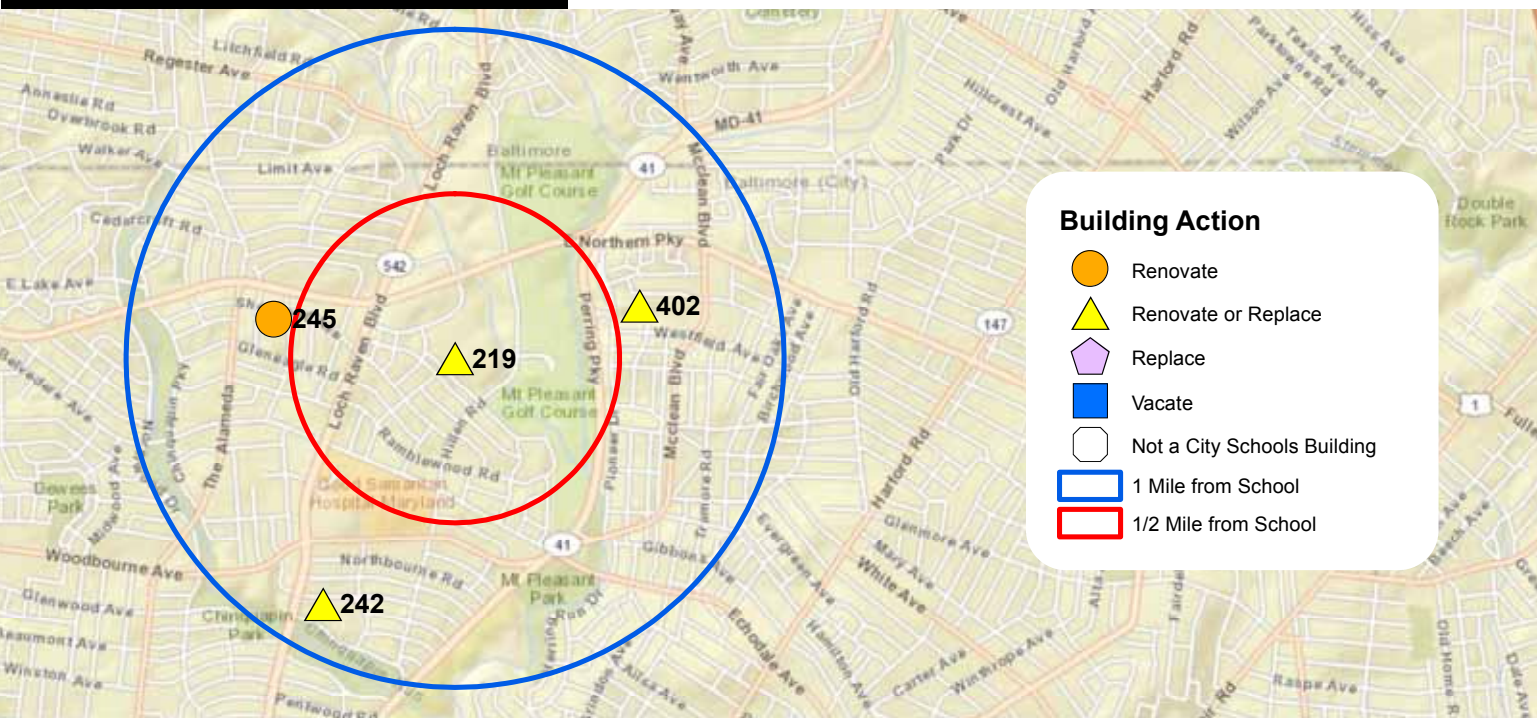
Woodhome Elementary/Middle School

School/building number: 205
Address: 7300 Moyer Avenue, 21234
Planning area: Northeast

Recommendation: RENOVATE

Proposed Year: 8

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 219 = Yorkwood; 242 = Northwood; 245 = Leith Walk; 402 = Reginald F. Lewis, W.E.B. DuBois (Northern Building)

Yorkwood Elementary School

School/building number: 219
Address: 5931 Yorkwood Road, 21239
Planning area: North

Recommendation: RENOVATE OR REPLACE

Proposed Year: 7

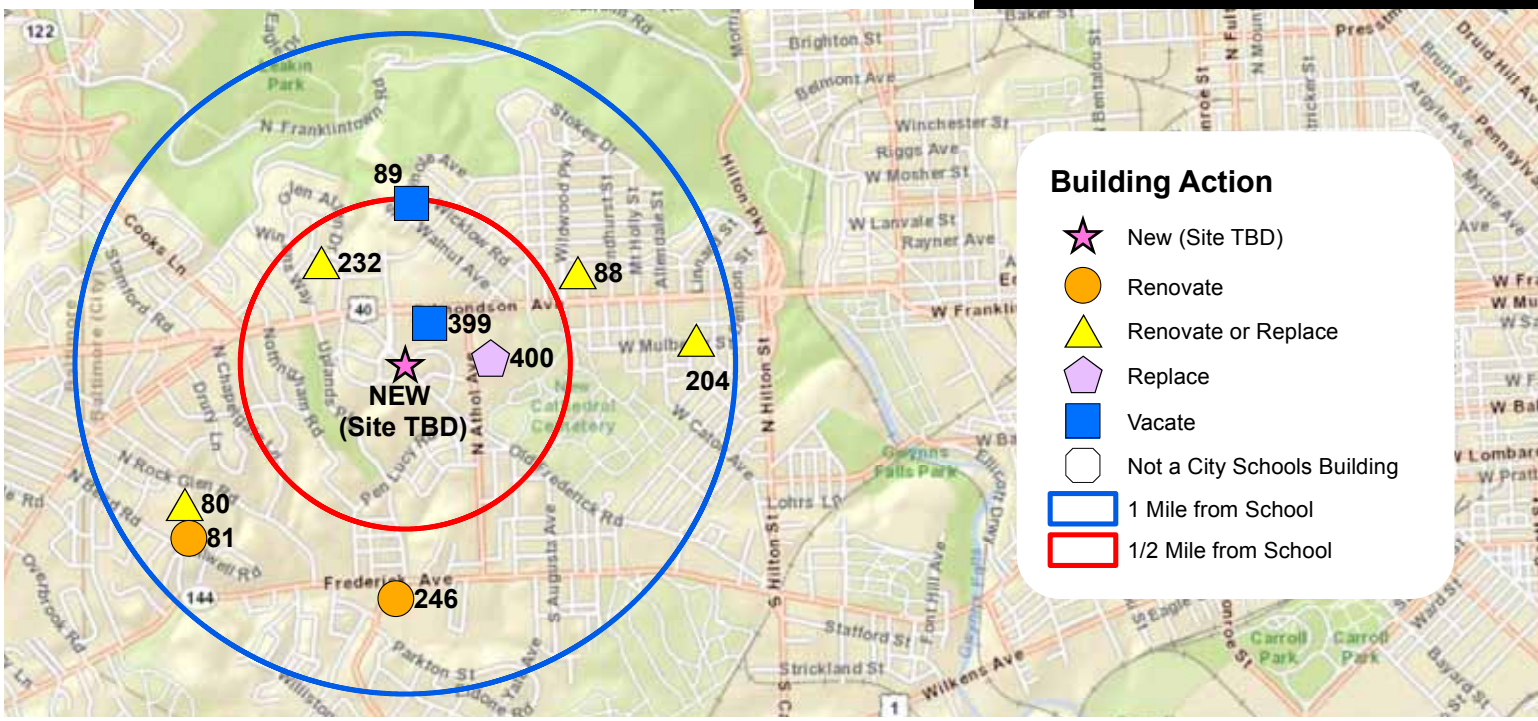
Rationale for Recommendation

»The Facility Condition Index (FCI) is an indicator of the basic condition of the building. It compares the cost of renovating an existing building to the cost of constructing a new building of the same size; in general, an FCI greater than 75 percent indicates that constructing a new building should be considered. Estimated costs are $14,712,791 to renovate the Yorkwood building and $14,925,200 to replace it, giving an FCI of 98.6 percent. This FCI suggests that renovation or replacement should both be considered, and that replacement may be the more cost-effective option.

»The target Educational Adequacy Score is 80 for district buildings in which instruction occurs. The Yorkwood building has an Educational Adequacy Score of 56, indicating that it does not meet the standard for supporting excellent teaching and learning.

»The acceptable utilization rate for City Schools buildings is 65 to 100 percent. With a 2011–12 functional capacity of 569 and a projected 2016 enrollment of 328, the Yorkwood building would be utilized at a rate of 57.6 percent. City Schools anticipates the need for increased capacity at these grade levels in this region, indicating the building size is appropropriate.

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.



» 80 = Green Street, KASA (West Baltimore Building); 81 = North Bend; 88 = Lyndhurst; 89 = Rognel Heights; 204 = Mary E. Rodman; 232 = Thomas Jefferson; 246 = Beechfield; 399 = Edmondson-Westside (Edmondson-Westside Skill Center); 400 = Edmondson-Westside (Edmondson Building)

Rationale for Recommendation

»The 10-year plan recommends the construction of a new elementary school in the southwest region of Baltimore City.

»A new residential development is planned for the area, with 761 units of housing to be built in phases over a 10-year period and the first homes expected to be ready for occupancy in 2012.

»A new elementary school will be needed in this area to relieve overcrowding at the existing schools that serve the elementary grades, and to provide a neighborhood school for families who will move into the new housing.

»This school will be built to accommodate an enrollment of 650 students.

A new elementary school

Planning area: Southwest

Proposed Year: 2

All recommendations in the proposed 10-year buildings plan are pending Board approval; implementation requires full funding of the plan.