

ROCHESTER JOINT SCHOOLS CONSTRUCTION BOARD



Rochester Schools Modernization Program

ANNUAL REPORT FY 2014-2015

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Introduction

The Rochester City School District has a demonstrated, twenty-year commitment to providing regular maintenance to its schools. This commitment, however, has been hampered by limits in borrowing and capacity to take on more debt service. While the buildings have been maintained, they are in need of updates to bring the learning environment into the 21st century and provide students with facilities that are comparable to neighboring suburban districts.

The RCSD occupies fifty school buildings. Nearly half are more than 75 years old. Given the number and overall age of the buildings in the inventory, there is a constant demand for building repair and upgrading. The RCSD does not have any buildings that have dangerous conditions; however, given the nature and use of the buildings it still must maintain a constant emphasis on long-term building maintenance.

In addition to maintenance it is also important that the instructional demands of the District's school programs are met. These demands include maintaining low class size, providing Pre-K classrooms, creating labs for computers and other technologies, expanding Special Education rooms, and providing space for school-based health centers and Student and Family Support Centers. All of these measures help to improve the overall delivery of a quality instructional program and a quality learning environment.

The Rochester Schools Modernization Program (the "RSMP") was created by New York State Legislation in 2007 in order to provide the City of Rochester (the "City") and the Rochester City School District (the "RCSD") with increased flexibility to meet the needs of its school children by providing alternative financing mechanisms for up to thirteen projects, collectively known as the RSMP.

Phase I authorized \$325 million with \$239 million in estimated "hard" construction expenses and \$86 million in design, management, financing, and other "soft" incidental program expenses. With Phases II, III, and IV the Rochester Schools Modernization Program is expected to span two decades, total approximately \$1.2 billion, and be the largest public works project in Rochester's history.

The Legislation also created the Rochester Joint Schools Construction Board (the "RJSCB") and designated the RJSCB as agent for the City and the District to undertake the RSMP projects on their behalf. The City's Finance Director is currently the Treasurer of the RJSCB.

The RJSCB Chair meets with District's Senior Leadership team, including the Superintendent, on a monthly basis. In addition, the District has assigned a senior level facilities manager as the liaison to the program.

The powers granted to the RJSCB enable a more efficient approach to the reconstruction and rehabilitation of the District's educational facilities. The Legislation was sponsored by members of Rochester's local delegation and approved unanimously in both houses of the New York State Legislature.

In 2010 the RJSCB hired a Program Manager, Gilbane Building Company ("Gilbane") along with their partner Savin Engineers P.C. ("Savin"), to implement Phase 1 of the RSMP. The first task of the Gilbane/Savin team was to establish a Master Plan for the project using the criteria set forth by the District.

Beginning in the summer of 2010, Gilbane/Savin, and SWBR Architects, created the Master Plan for the RSMP. The Master Plan identified twelve school projects and a technology project ("District Wide Technology")

to be included in Phase 1 of the RSMP. The Master Plan was subsequently approved by the Board of Education and the State Education Department in 2011.

Also in 2011, the RJSCB officially selected the County of Monroe Industrial Development Agency ("COMIDA") as the source to provide the Bond funds necessary to carry out the project. The Bonds will be paid by State Aid reimbursements up to a certain percentage, the balance of which is the local share.

In 2012, a Project Labor Agreement ("PLA") was negotiated with the Rochester Building and Construction Trades Council for use during the RSMP. The stipulations of the PLA provide economic savings to the project and support the RJSCB's goal to ensure a diverse workforce for the project.

Construction began on schedule in the summer of 2012. Enrico Fermi School 17, Helen Barrett Montgomery School 50, Charlotte High School and Franklin High School were the first projects to break ground in July 2012 followed by The World of Inquiry School 58 in October 2012.

In December 2014, the Governor of the State of New York signed the Legislation for Phase 2 of the RSMP. Phase 2 authorizes up to 26 projects, including 25 buildings plus a District Wide Technology project, with a total value of \$435 million. Planning for Phase 2 is currently underway.

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Executive Summary

Formed in the fall of 2008, the RJSCB is comprised of three members appointed by the Rochester City School District Superintendent and three appointed by the Mayor of the City of Rochester. The seventh member is jointly appointed by both the Superintendent and the Mayor. The RJSCB's Independent Compliance Officer ("ICO") is a non-voting member hired by the Board.

The RJSCB members represent a wide variety of backgrounds and skillsets. Each member has attained a high level of expertise and achievement in their respective fields. Their individual experience and work history provide an excellent cross section of knowledge on many subjects which is essential to guide this project through its many challenges.

Following two orientation sessions in late fall 2008, the RJSCB initiated its official proceedings in January 2009. The RJSCB began by completing a number of foundational tasks required to become fully functional. Among those initial accomplishments were: Adoption of RJSCB Bylaws, election of Officers, and the establishment of a committee system. In August of 2009, following an extensive Request for Proposals and interview process, the RJSCB identified its general counsel.

In January of 2010 a Cooperative Agreement between the City School District, the City, and the RJSCB established the relationship and the roles and responsibilities of each party as it relates to the RSMP. The Cooperative Agreement confirms that the City shall not be obligated, directly or indirectly, to provide funding for the projects, to provide payment for debt service on any bond or notes, or any other obligations including, specifically, and local share obligation related to the project.

In the summer of 2010 the RJSCB hired a Program Manager, Gilbane Building Company ("Gilbane") along with their partner Savin Engineers P.C. ("Savin"), to implement the RSMP. The first task of the Gilbane/Savin team was to establish a Master Plan for the project using the criteria set forth by the District.

Also in 2010, the RJSCB established policies covering ethics, responsibilities, procurement, and communications. In addition, the RJSCB selected its Financial Advisor and its Bond Underwriter for the project, selected a firm to provide an energy efficiency study, and identified its Independent Compliance Officer ("ICO") following an extensive RFP and interview process.

Working with the Independent Compliance Officer and the Program Manager the RJSCB established a Preliminary Diversity Plan for the project which established the Minority and Women Business Utilization goals and Work Force Participation (EEO) goals for the project. (The goals and current RSMP participation are discussed later in the MBE/WBE/SBE/DBE Business Utilization and EEO Compliance section of this report)

The RJSCB engaged the services of a firm to assist the Board with SEQRA documentation for the RSMP. The Board acted as the lead agent for the assessment. In March of 2011, the RJSCB determined that the Phase 1 projects will not result in significant adverse environmental impacts. The Negative Declaration was distributed by the RJSCB to all interested and involved parties.

Beginning in the summer of 2010, Gilbane/Savin, along with a team of other firms, created the Master Plan for the RSMP. The Master Plan identified twelve school projects and a technology project ("District Wide Technology") to be included in Phase 1 of the RSMP. The RJSCB conducted seven public meetings in

September, October, and December 2010 for the purpose of seeking public comment and incorporating said comments into the draft Master Plan. The Master Plan was subsequently approved by the Board of Education and the State Education Department in 2011.

In the spring of 2011, the RJSCB selected the Architects for the first group of six school projects (Phase 1a). Those school projects include: School 17, School 28, School 50, School 58, Charlotte High School, and Franklin High School. (See Exhibit A - Table of Professional Service Firms)

The RJSCB hired a Technology Consultant to develop the District Wide Technology project, to act as the single point of contact for all technology related components that are a part of the RSMP, and to provide seamless technology integration in all schools, while also adhering to technology standards as set forth by the District. (See Exhibit A - Table of Professional Service Firms)

The RJSCB also engaged a food services consultant for the RSMP to ensure a site-based food service delivery system that complements the operations of the District's food service department and central kitchen. (See Exhibit A - Table of Professional Service Firms)

In the summer of 2011, the RJSCB hired Construction Managers for the 1a projects, to help plan the logistics and to implement the construction. (See Exhibit A - Table of Professional Service Firms)

In the fall of 2011, the next group of Architects was selected by the RJSCB to plan and design the second group of projects (Phase 1b). Those school projects include: School 5, School 12, Monroe High School, East High School, Edison Technology Campus, and Jefferson High School. Construction Managers were later selected in 2012 to implement the construction of these projects. (See Exhibit A - Table of Professional Service Firms)

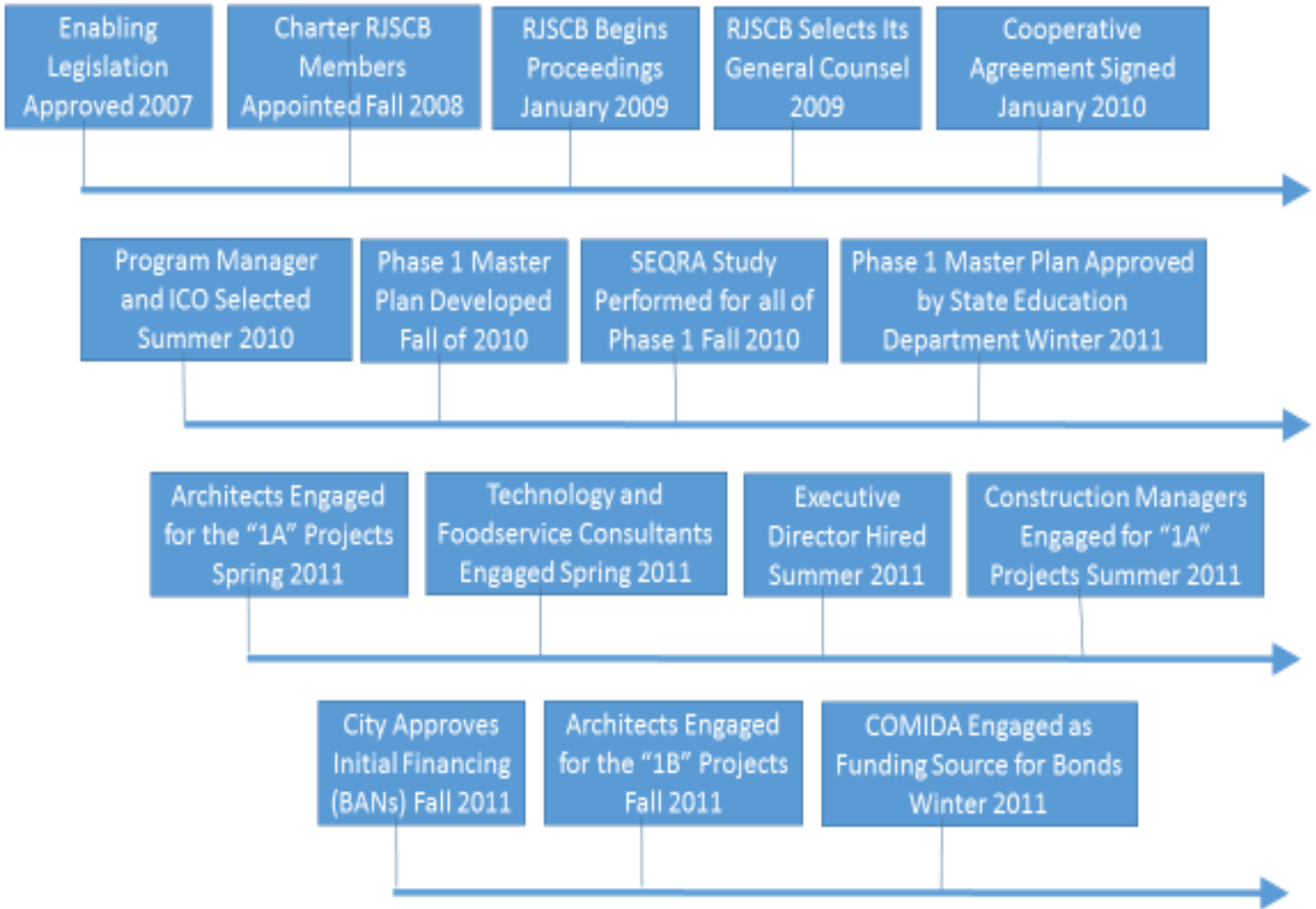
The first four projects were bid in the spring of 2012 and began construction in July 2012. School 17, School 50, Franklin High School, and Charlotte High School were completed in the summer of 2013. School 58, a two year project, was also bid in 2012. Construction started in the fall of 2012 and was completed in December of 2014.

The second group of projects were bid in 2013 and began construction in the summer of 2013. Those projects included: School 5, School 28, East High School, and Edison Technology Campus. These projects were all completed in the summer of 2014. Jefferson High School was bid in 2014 and completed in summer 2014.

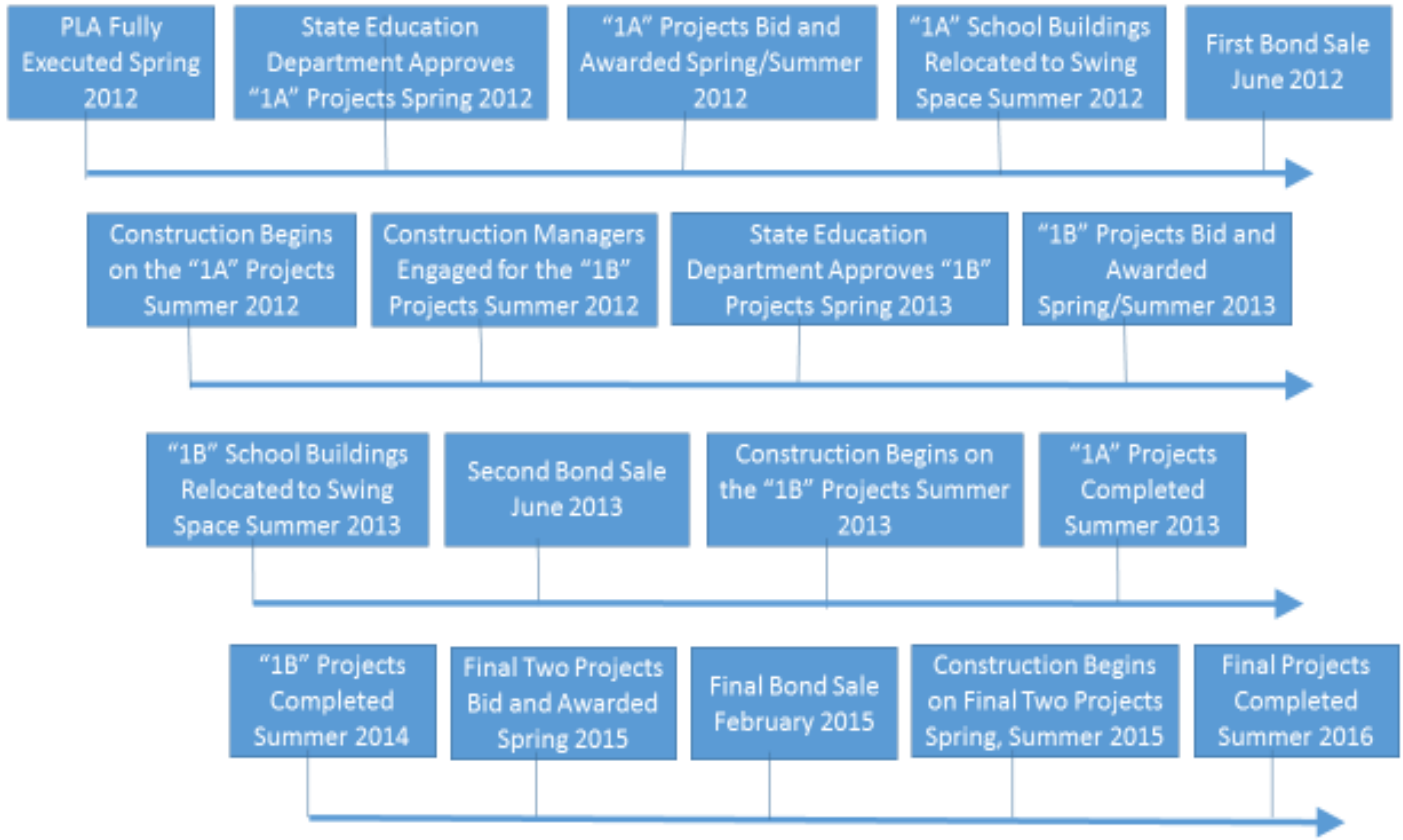
The final two projects, now called the 1c projects (School 12 and Monroe High School) are scheduled for completion in summer 2016. School 12 has already started construction and Monroe is scheduled to begin construction in July 2015.

The RJSCB is committed to ensuring that the projects in Phase I support the educational objectives for students by assuring that building stakeholders have an active voice in the design process. The RJSCB is also committed to ensuring that neighborhood stakeholders have a voice in the design process. The Building Advisory Committees ("BAC") have been established for each school project through the cooperation of the Program Manager and the building Principals. The BACs include participation from District parents, students, City of Rochester representatives, and neighborhood stakeholders unique to each project.

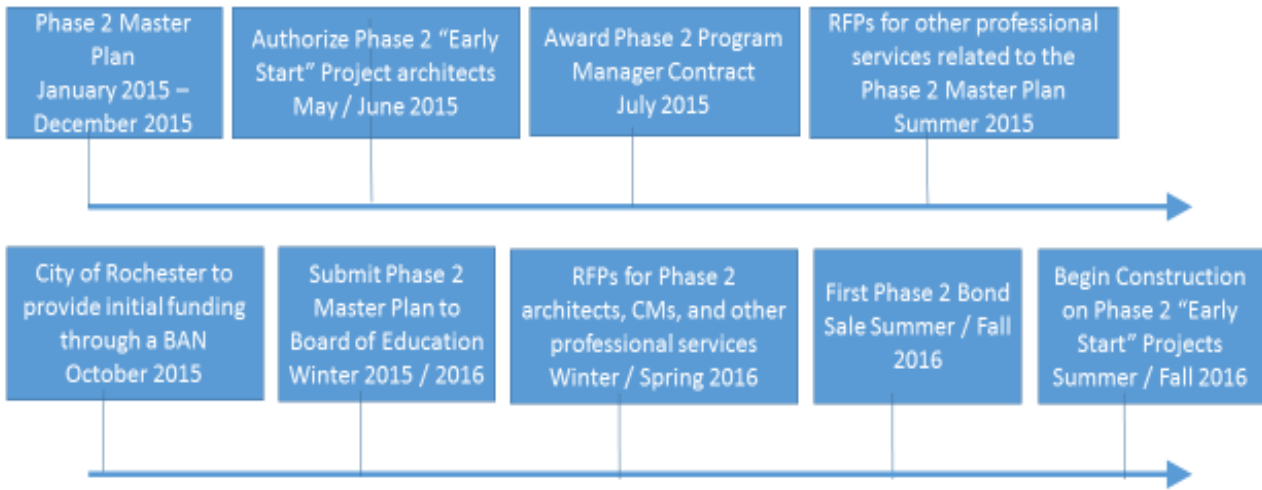
Project Timeline (2007 through 2011)



Project Timeline (2012 through 2016)

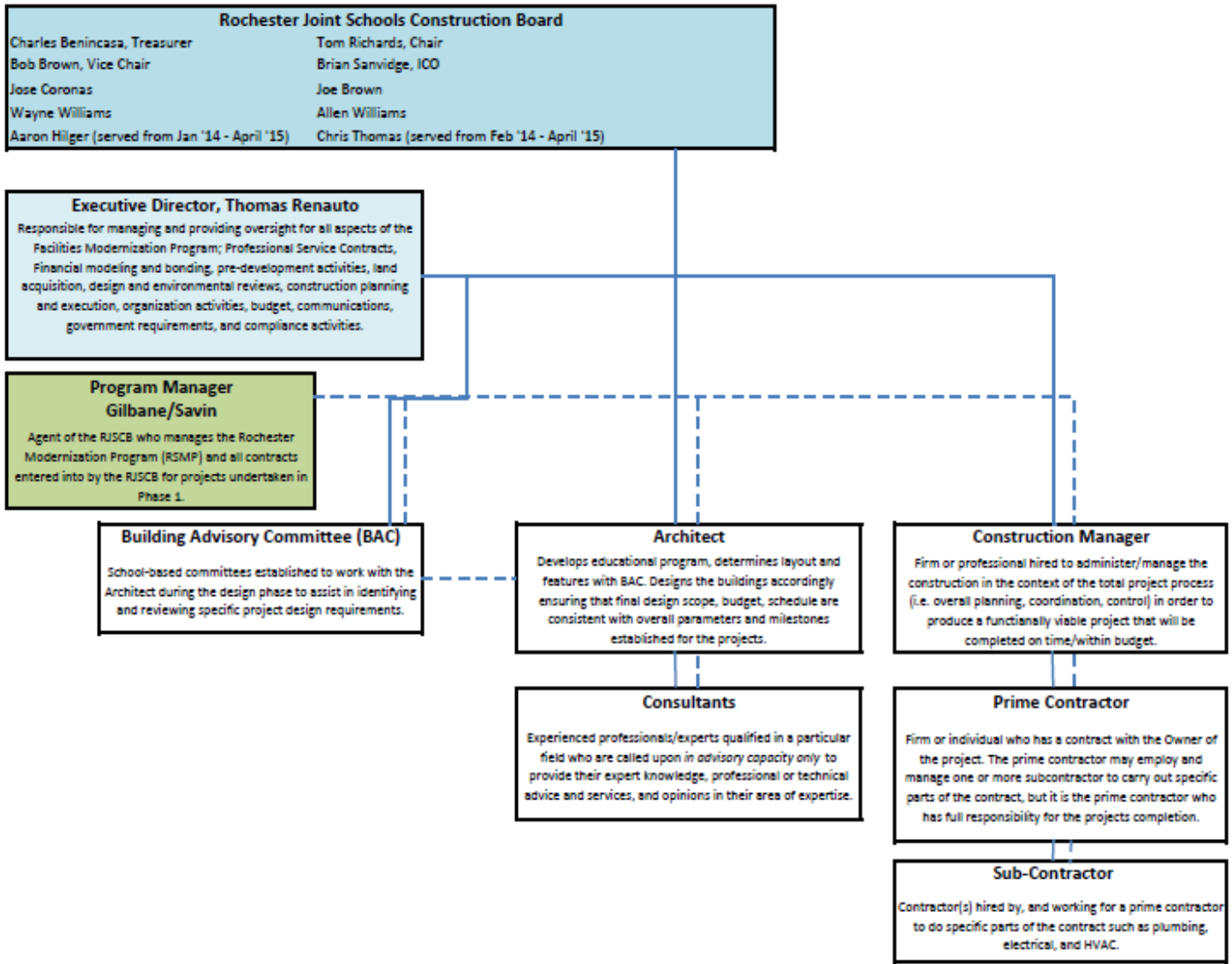


Anticipated Phase 2 Project Timeline (2015 through 2016)



Rochester Schools Modernization Organizational Chart

Organizational Chart



Individual Project Architect and Construction Manager Assignments

<u>School Project</u>	<u>Architect</u>	<u>Construction Manager</u>
School 5	Young + Wright Architectural	The Pike Company
School 12	SEI Design Group	The Pike Company
School 17	SWBR Architects	The Pike Company
School 28	LaBella Associates	LeChase Construction
School 50	Clark Patterson Lee	The Pike Company
School 58	JCJ Architecture	LeChase Construction
Charlotte High School	CJS Architects	Campus Construction Group
Franklin Educational Campus	Young + Wright Architectural	Campus Construction Group
East High School	Cannon Desgin	LPCiminelli , Inc.
Edison Technology Campus	LaBella Associates	LPCiminelli, Inc.
Monroe High School	CJS Architects	Campus Construction Group
Jefferson High School	SEI Design Group	N/A

Major Achievements, 2014-2015

Phase 1a Projects

School 58, a two year project which was among the first group of projects to begin construction in 2012, was complete in December of 2014. Faculty and staff moved into the newly renovated building over February recess 2015 and resumed their operations at the School 58 building when students returned from break in February 2015. All of the other Phase 1a projects were completed on schedule in 2013.

Phase 1b and 1C Projects

Those projects which began construction in 2013 include: School 5, School 28, East High School, and Edison Technology Campus. Each of these projects was completed on schedule in the summer of 2014. School 28 and Edison Technology Campus were completed ahead of their original schedule.

The remaining Phase 1 projects, now called the 1C Projects (School 12 and Monroe High School) were approved by SED in 2013. Work at School 12 began in the fall of 2014 with an early Abatement and Demolition package. The second part of the construction package was bid in early spring 2015 and contractors have started working. Monroe High School was bid in spring 2015 will and will begin construction in the summer of 2015. Both projects are scheduled to be completed in the summer of 2016.

Air Conditioning

In the fall of 2012 the District directed the RJSCB to add full building air conditioning to as many projects in Phase 1 as possible. This initiative supports the District's educational plan for a longer school day and a longer school year. The Program Manager was engaged to investigate feasibility, the overall program budget of \$325 million, the individual project MCAs, and the individual project schedules. The study resulted in five of the District's buildings in Phase 1 receiving full building air conditioning*. These buildings include: School 5, School 28, School 50, School 58, and Monroe High School. In addition, the Franklin Auditorium project also included air conditioning.

In order to maintain the overall \$325 million budget, funds for the additional air conditioning were moved from the Phase 1 project at Jefferson High School to the projects listed above.

*(two of the Phase 1 buildings already have air conditioning (School 12 and Edison Technology) and at four buildings (School 17, Charlotte High School, East High School, and Franklin High School) it was determined that either cost or schedule impact were prohibitive)

Building Inventory and Move Management

The Move Management firm hired by the RJSCB to inventory and catalog the furniture and equipment at each Phase 1 school building did an excellent job coordinating the inventory process and moving the schools into temporary "swing space" in 2012, 2013 and again in 2014. The same firm will be performing moves in the coming summer 2015 including the largest move in Phase 1 at Monroe High School. This move will relocate approximately 1,100 students into temporary swing space in preparation for construction in the summer of 2015. In February 2015, School 58 moved out of swing space back into their home building. This mid-year move allowed for the first ever 12th grade class at School 58 to graduate from their home school and was a celebration of the building's 100th anniversary.

Project Labor Agreement (“PLA”)

In January 2012 the PLA negotiations between the RJSCB and the Rochester Building Trades Council concluded with all parties in agreement. The stipulations of the PLA provide economic savings to the project and support the RJSCB’s goal to ensure a diverse workforce for the project. Each of the contractors hired by the RJSCB will be required to abide by the labor rules set forth in the PLA. The relationship between the RJSCB and the Local Trade Unions continues to be harmonious and productive.

Financial Audit

The RJSCB engaged an independent audit firm to conduct a financial audit and opine on the RJSCB’s financial statements for the fiscal year ended June 30, 2014. The audit resulted in a clean opinion by the outside auditors with no material weaknesses or significant deficiencies.

SEQRA Update

The RJSCB completed an update to the original SEQRA Report which had been based on the original Master Plan. This was done in order to reconcile the design changes that had taken place to the Phase 1b projects since the original SEQRA Report was completed. The original Negative Declaration was reaffirmed. A final update to the original SEQRA Report was completed for the Phase 1c projects also resulting in affirmation of the original Negative Declaration.

Commissioning Agents

The RJSCB has hired Commissioning Agents for each of the projects in Phase 1 of the RSMP. Except for the Jefferson Project and the East High School projects which will not require Commissioning services.

Project Bids and other Contract Awards

In 2015, the RJSCB will procure Furniture, Fixtures, & Equipment (“FF&E”) for the final project in Phase 1 that will receive new furniture, School 12.

The RJSCB has engaged the services of a Moving Company to perform the physical moves during the summer 2015, associated with the Monroe High School move into swing space.

The RJSCB had also issued an RFP for Phase 2 Program Management Services. It is anticipated that the award will take place mid-summer 2015. (see Master Plan and Phase 2 Update later in this section for more information)

Other Requests for Proposals and Bids

In the fall of 2014, the Special Inspections and Testing Services associated with the 1c projects was awarded to the firm who had previously provided these services for the 1a and 1b groups of schools. This includes testing services for items such as soils, concrete, steel, masonry, and fireproofing.

Also in the fall of 2014, Environmental Testing and Inspection Services for the 1c projects was awarded. This includes services to monitor compliance and document the environmental work taking place at each project. The RJSCB is mindful of the impact that this project will have on the local economy and makes a conscious effort to involve many local businesses. (See Exhibit F - Contracts by Region)

MBE/WBE/SBE/DBE Business Utilization and EEO Compliance

The Diversity Goals established in the Preliminary Diversity Plan for Business Enterprise Utilization and Work Force (EEO) compliance are among the RJSCB’s primary initiatives to build capacity for the City of Rochester

and its residents. All of the RJSCB's partners including professional services and contractors must join in meeting the goals.

The goal for Business Utilization is a combined 27% for M/W/S/DBE. The project has achieved 27.9% to date. The goals for Minority and Women workforce participation (EEO) are 20% and 6.9% respectively. To date the project has achieved 22.08% and 8.97% for EEO participation. (See Exhibit G – MBE/WBE/SBE/DBE Professional Services and Minority and Women Workforce Summary Report)

In January 2014, the RJSCB hired a new Independent Compliance Officer for the remainder of the Phase 1 project. This firm has implemented the RJSCB's action plan for improvement based on recommendations provided by a third party auditing firm. (See **Equal Opportunity** Section of this Report)

Financing

In February 2015 the final bonds were sold to finance the remainder of the Phase 1 program.

Master Plan and Phase 2 Update

Legislation for Phase 2 of the Modernization Program was signed into law by the Governor of the State of New York in December 2014. The Legislation authorizes up to 26 projects including 25 buildings plus a District Wide Technology Project with a maximum cost of \$435 million.

In April 2015, the RJSCB issued a Request for Proposals for Phase 2 Program Management Services. It is anticipated that a finalist will be selected and an award will take place in mid-summer 2015. The Phase 2 Program Manager will work with the Master Plan Architect in support of the District's effort to complete the Phase 2 Master Plan. Additional professional service firms such as the financial advisor, SEQRA consultant, and Phase 2 Independent Compliance Officer will also be awarded in the summer of 2015. Those firms will provide additional supporting documentation to the Phase 2 Master Plan.

It is anticipated that the Phase 2 Master Plan will be completed by the end of 2015. The RJSCB will provide largely technical support to the District in support of this effort. Upon its completion, the Superintendent will submit the Phase 2 Master Plan to the Board of Education for approval, followed by the New York State Comptroller and the State Education Department. Architects, Construction Managers and others will likely be engaged in early 2016 in order to maintain the projected overall program schedule for Phase 2.

As a part of Phase 2, the District recently authorized and directed the RJSCB to begin design work on three "Early Start" Phase 2 projects: East High School, Monroe High School and School 15 (Monroe High School and School 15 share the same campus). Starting design work at these projects in advance of the Phase 2 Master Plan is critical in order to 1) support the District's new program strategy and delivery model at East High School and 2) to connect the Phase 1 and Phase 2 projects on the Monroe High School / School 15 campus. The students at Monroe High School and School 15 are being relocated into swing space in the summer of 2015 during the Phase 1 project at Monroe. The Phase 2 project will require those students to remain in swing space in 2016. By coordinating the Phase 2 construction schedule to align with the completion of the Phase 1 work it will avoid those schools having to remain in swing space for an additional year beyond 2016.

PROGRAM HIGHLIGHTS

1. 99.3% of Prime construction contracts have been awarded to Greater Rochester Firms. The one Prime contractor from outside of Rochester is based in Buffalo, NY.
2. 94% of Construction and Professional Service contracts have been awarded to Greater Rochester Firms.
3. Of the \$215 million paid to date, 94% stays within the local economy = \$202 million
4. The M/W/S/DBE Business Utilization overall goal of 27% is currently being exceeded with 27.9%. Roughly \$68 million has been subcontracted to M/W/S/DBE firms to date. All dollar amounts are based on the Compliance Report dated March 2015.
5. Workforce Participation goals of 20% minority and 6.9% women are currently being exceeded with 22.1% and 8.9% respectively. All work hours are based on the Compliance Report dated March 2015
6. Energy savings due to tightened building envelopes and more efficient mechanical and electrical equipment estimated at \$500,000 per year.
7. Upgrading the food service facilities at ten (10) of the Phase 1 projects allows for much healthier food choices.
8. Upgrading and expanding the athletic facilities at six (6) of the Phase 1 projects allowing for improved physical education and sports programs. This includes the District's first artificial turf field at East High School.
9. Redesigning and upgrading 670 classrooms and specialized teaching spaces allowing for better indoor air quality, daylighting, and the latest teaching technology.
10. Providing full building air conditioning in five (5) of the Phase 1 projects allowing for potentially year round school and community use.
11. Standardized front-end specifications for the RSMP.
12. Completed eleven (11) full building summer moves of furniture, staff, and provisions for over 8,000 students to and from swing space. Partial internal moves affecting another 3,000 students were also completed. Total building area affected is over 2 million sq. ft.
13. Developed and implemented furniture standards for the District and competitively bid and provided over \$3 million of new furniture and equipment. New standards and competitive bid procurement has resulted in over \$500,000 in savings over state contract pricing.

Going Forward, 2015-2016

Phase 1c Construction Schedule and Swing Space moves

In the summer of 2015, Monroe High School will be relocated into temporary swing space at Marshall High School. Construction is scheduled to begin in July 2015 and be completed in summer 2016.

School 12, which was moved into temporary swing space at Jefferson High School in 2014 and is currently under construction, will continue to remain in swing space until the project is completed in the summer of 2016.

In the summer of 2014, the District began work on a partnership agreement with the University of Rochester to implement a new strategic vision for the school program at East High School. The partnership agreement was approved by the Board of Education in December 2014. In support of the University of Rochester's program, the District requested that the RJSCB reallocate Phase 1 funds from other projects to fund a summer "get ready" project at East High School. This small project will be bid and take place in the summer of 2015.

Professional Services

The RJSCB will engage professional service firms as necessary to carry out tasks associated with the Phase 1c projects.

Phase 2

The RJSCB will continue to work with and support the District on completion of the Phase 2 Master Plan. The RJSCB will hire the Phase 2 Program Manager and all other professional service firms necessary to plan and develop the Phase 2 program.

It is anticipated that the City will issue Bond Anticipation Notes (BANs) in October/November 2015 to provide initial funding for the Phase 2 program. The City's BAN will be repaid when the first Bonds are sold to finance Phase 2.

The Master Plan for Phase 2 will be completed and submitted to the Board of Education, the New York State Comptroller, and the State Education Department for approvals.

Design on the Phase 2 "Early Start" projects (East High School, Monroe High School, and School 15) will begin. It is anticipated that designs for these projects will be completed in spring 2016 followed by bids and construction in summer/fall 2016.

Architects, Construction Managers, and other professional service firms will be engaged in 2016 to begin design work related to the Phase 2 projects.

Equal Opportunity

As required by the enabling legislation, following an extensive RFP and interview process, the RJSCB identified an Independent Compliance Officer (“ICO”) in August of 2010. The ICO is a member of the Board by legislation.

Working with the ICO and the Program Manager the RJSCB established a Preliminary Diversity Plan for the project which established the Minority and Women Business Utilization goals and Work Force Participation (EEO) goals for the project. (The goals and current RSMP participation are discussed later in the MBE/WBE/SBE/DBE Business Utilization and EEO Compliance section of this report)

All firms and individuals seeking to participate in the Rochester Schools Modernization Program should be prepared to acknowledge their understanding and support of this social policy and will be expected to demonstrate efforts to solicit the participation of such individuals as partners, associates, and/or employees. In this regard, the RJSCB expects program participants to undertake or continue existing programs to ensure that minority group members and women are afforded equal employment opportunities without discrimination.

The ICO is responsible for all compliance issues related to the project. The ICO will identify and confirm a subcontractor’s certification(s), track the Prime contractor’s compliance for both Business Utilization and Workforce Participation, collect reporting data and provide performance reports to the Board on a monthly basis, provide support to M/W/S/DBEs, verify payments to subcontractors, and provide program outreach among other things.

In November of 2013, following an RFP and interview process, the RJSCB engaged a third party consultant to review the project records kept by the Independent Compliance Officer. The consultant, Northeast Preconstruction Ventures Inc. (“NPV”), immediately engaged and began an audit of the ICO records for Phase 1 of the RSMP.

The audit concentrated on the completeness and accuracy of records kept and maintained by the ICO, the effectiveness of the ICO’s internal controls, and the subsequent diversity reporting by the ICO to the RJSCB. Their work revealed several material weaknesses in the ICO’s controls and contains numerous recommendations for eliminating the risk and reoccurrence of these deficiencies.

The RJSCB is committed to the successful implementation of the Diversity Plan through improved performance of the ICO in a manner consistent with the independence of the ICO required by the Legislation.

On January 13, 2014 the RJSCB hired a new ICO for the remainder of Phase 1. Changes to the process of data collection, reporting, record keeping, and other deficiencies identified in the audit report began immediately with the new ICO. In June 2014 the RJSCB engaged the new ICO review all prior reporting for accuracy. Those reports are expected to be completed and available in July 2015.

The new ICO has been implementing the recommendations from NPV that can improve the Diversity Plan implementation and be made without changes in the Legislation.

The Board's action plan for improvement included the implementation of new procedures by the ICO.

BT's Current ICO Procedures



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- We perform several procedures, as outlined below, which serve to mitigate the inconsistencies and errors found in L&R's reporting.
- When a low bidder is determined on a new project, our staff examines the bid to ensure that all required documentation is provided, and the PC is educated on the compliance obligations. This includes:
 - Ensure the documentation includes the EBE Utilization Plan ("DP-1"), EBE Assurance Statement, Promise of Non-Discrimination Checklist and Good Faith Efforts Checklist.
 - Verify if the EBE subs listed on the DP-1 have been contacted by the prime in regards to the proposed work scope.
 - Verify that the EBE subs are certified for both the work scope and respective EBE goal proposed by the prime. We also ensure that if a sub will act as a supplier or broker, the PC understands the correct credit that they will receive.
 - Ensure that we have an understanding of each sub's role, and that each sub is performing a commercially useful function. If there are any issues with the proposed goals or quality of the documentation received, we contact the PC.
 - Offer assistance to any PC who is having difficulty finding EBE subs in order to meet their goals.
 - Assist contractors by providing them electronic templates for the compliance forms, to ensure that the forms are completed in a neat and legible manner.
 - We will issue a recommendation letter for firms which are determined to have made a good faith effort in meeting all of the business participation goals.
 - Once a firm has been awarded, we will request copies of the Letter of Intent to Perform ("DP-2") and executed sub-contracts for each EBE sub, in order to verify that the PC is starting to fulfill their intent to utilize the sub.

BT's Current ICO Procedures



Candor. Insight. Results.

- We also perform ongoing monitoring procedures to verify that the contractors are in compliance with the business participation and workforce participation goals.
 - On a monthly basis, we collect copies of DDP-3s, DDP-3As, certified payroll, proof of payment to EBE subs (and corresponding invoices) and proof of payment towards the RCIC fund. We use the certified payroll to validate the hours reported on the DDP-3 and the proof of payment (with the corresponding invoices) to sub-contracts is used to validate the fulfillment of the sub-contract.
 - Perform independent verification procedures, which include sending letters to EBE subs to confirm the balance they were paid by a PC as of a specified date, and sending letters to employees to validate their address and hours work.
 - Review DDP-3As for changes to the use of EBE subs, to ensure that if any new sub-contracts are initiated, the sub is certified for both the work scope and respective EBE goal proposed by the PC, and that they will be serving a commercially useful function.
 - Utilize the man-power reports and cost reports provided by Gilbane and payment applications to determine the list of PCs and subs who were active in a given month. Using this information, we build a monthly checklist of documents that are required. Our checklist database allows us to track problems with compliance documents as well as follow up items. Any issues with compliance documents or indications of compliance issues are immediately investigated.
 - Provide all PCs with access to a digital library on GoFileRoom, to ensure that they have an efficient means of providing us with the compliance documents for their firm and their subs on a timely basis. Our system also allows us to easily review documents, share documents amongst interested parties and store documents long term.
 - Review our reporting of credit for each PC, and ensure that the EBE credit only includes firms that are certified, and that are performing a role that is eligible for credit. We have ensured that signed and notarized copies of the RSMP's SBE Certification Form is stored electronically on GoFileRoom for all SBE firms that are claiming eligibility for credit.

Program Management Oversight

In August 2013, Bergmann Associates (“Bergmann”) was retained by the RJSCB to evaluate the performance of the Program Manager (“PM”) during Phase 1 of the RSMP. The goal was to bring issues to light that would benefit from additional consideration as this project moves into succeeding phases.

In consultation with RJSCB representatives, Bergmann identified 34 PM scope/tasks included in the contract for examination and their impact on Program success. Based on the overall results, PM scope/tasks exhibiting a significant level of consistency in terms of “need to improve” were identified.

The RJSCB is committed to the successful implementation of Phase 1 through improved performance of the Program Manager.

Among those improvements are:

- Independent Document Review services were provided by the Program Manager, in lieu of a 3rd party hired by the Architects, for the final two projects (School 12 and Monroe). This resulted in a better system for recording and tracking corrections to the documents prior to bid.
- A more defined role for the Construction Managers for the 1B and 1C projects.
- More timely engagement of the Commissioning Agents (during the design phase) and close contract administration by the Program Manager.
- The District has assigned a senior level facilities manager as the central point of contact which has resulted in improved communications and timelier decisions/direction.
- A Program Procedures Manual has been developed. As a “working document” this manual is updated regularly as new procedures are developed or old ones are modified.
- A set of standard project specifications has been developed. The specifications are updated for each project with the latest project information.
- Punchlist walkthroughs are now attended by the District’s facilities group as they occur rather than post occupancy. This will improve the timeliness of issues being identified and addressed prior to the start of school.
- As necessary, the Program Manger will take over the scheduling function for individual projects.

RJSCB Meetings

The Board conducts its business meetings generally on the first Monday of the month at 4:30 p.m. Meetings are held at the Program offices located at 1776 North Clinton Avenue, Rochester NY 14621. For scheduling, agendas, minutes and other details, visit the Board's website at www.rcsdk12.org/page/706.

Monthly RJSCB business meetings as well as all Committee meeting are open to the public. The Board's M/WBE and Services Procurement Committee and the Finance Committee meet each month generally on the Thursday prior to the monthly business meeting. Those meetings take place at 7:30am and 9:00am respectively. Please check the website www.rcsdk12.org/page/706 for a complete meeting schedule.

Exhibit A

Table of Professional Service Firms, Venders, and Contractors
(Rochester Firm, Buffalo Firm, Out of Area Firm)

Vendors	Description of Services
Program Wide	
Clark Patterson Lee	SEQRA Consulting Service
Bergmann Associates	Program Assessment
Bergmann Associates	Program Assessment
NPV Inc.	Third Party Review Services
Kaizen Foodservice	Food Service Consulting
Millennium Strategies	District-wide Technology
SWBR Architects	Architectural Master Planning
Wendel Energy Services	Energy Consultant
Harter Secrest	Legal
PHASE 1A Project Architects and CMs	
CJS Architects	Architect Services - Charlotte
Clark Patterson Lee	Architect Services - School 50
JCJ Architecture	Architect Services - School 58
LaBella Associates, P.C.	Architect Services - School 28
SWBR Architects	Architect Services - School 17
Young + Wright Architects	Architect Services - Franklin + Aud
LeChase Construction	CM Services (28 and 58)
The Pike Company	CM Services (17 and 50)
Campus Construction	CM Servs (Charlotte & Franklin)
Other Professional Services	
Seeler Engineering	PLA Study
LaBella Associates	Comm. Agent (17, 58, Monroe)
Hunt Engineers	Comm. Agent (28, 50, Edison)
Erdman Anthony	Comm Agent (5, 12, Char, Frank)
Landon & Rian	ICO (Stage 2)
Freed Maxick	Audit
Baker Tilly	ICO (balance of Phase 1)
OSO Inc	Env. Monitoring (1A)
OSO Inc	Env. Monitoring (1B)
Lawley Services	Ins. & Bond Review
Main-Ford General Supply	Kitchen Equipment (1a)
Main-Ford General Supply	Kitchen Equipment (1b)
Charlotte Appliance	Small Appliances
Appliance Associates of Buffalo	Small Appliances (1b)

Buffalo Hotel Supply	Serving line @ Franklin Swing Space
zSpace Inc	STEM Lab Workstations
School Specialty	FF&E (17/50/Char)
Facilities Equip & Services	FF&E (17/50/Char)
FM Resources	FF&E (17/50/Char)
Hertz Furniture	FF&E (17/50/Char)
ProMaxima	Fitness Equipment
School Specialty	FF&E (5, 28, 58, Edison)
Facilities Equip & Services	FF&E (5, 28, 58, Edison)
FM Resources / Office	FF&E (5, 28, 58, Edison)
Hertz Furniture	FF&E (5, 28, 58, Edison)
Uline	mobile organizer school 58
Crowd control warehouse	58 security barriers
Meadows Office Furn	FF&E
JSJ/Sedgwick Business Int.	FF&E
Quality Office / Krueger	FF&E
Hertz Furniture	AV Carts
School Specialty	Butcher Block Tables
Professional Furn & Eq.	Mezzanine Seating
SJB Services	Special Inspections / Testing (1A)
SJB Services	Special Inspections / Testing (1B)
JT Securities	Security Services (17/50/58)
AP Safety and Security	Security Services (5/28/Edison)
AP Safety and Security	Security Services School 12 and Monroe
Lafayette Storage & Moving	Moving Services
FM Office Express	Moving Services
Corrigan Moving	Moving Services
MDI	Moving Services
CCP	Pre-Apprenticeship Program
Corrigan Moving	Moving Services 1B
Clark Moving	Moving Services 1B
FM Office Express / Merkle	Moving Services 1B
FM Office Express / Merkle	Moving Services 1c
Vargas Associates	Move Manager

**PHASE 1B/1C Project Architects and
CMs**

CJS Architects	Architect Services - Monroe
Young & Wright Architects	Architect Services - School 5
LaBella Associates	Architect Services - Edison
SEI Design Group	Architect Services - School 12
Cannon Design	Architect Services - East

SEI Design Group	Architect Services - Jefferson
Pike	CM Services - School 5 and 12
Campus	CM Services - Monroe
LPCiminelli	CM Services - East and Edison
Construction Contracts	
Hewitt Young Electric	DWT 1a
TEQ	Interactive White Boards
Ronco	Network Electronics
ICS Telecom	Handsets
Hewitt Young Electric	DWT 1b
Ronco	Interactive White Boards
Dyntek	Network Electronics
Frontrunner Networks	Handsets
Manning Squires Hennig	School 58 GC
Leo J. Roth	School 58 - Mech
Eastcoast Electric	School 58
M. A. Ferraulio	School 58 - Plum
Manning Squires Hennig	School 28
Bell Mechanical	School 28 - Mech
Nairy Mechanical	School 28 - Plumb
Kaplan Schmidt	School 28
Manning Squires Hennig	School 50
B&B Mechanical	School 50 - Mech
Eastcost Electric	School 50
Thurston Dudek	School 50 - Plumb
Manning Squires Hennig	School 17
Testa Construction	School 17 - Clinic GC
M. A. Ferraulio	School 17 - Mech
Eastcoast Electric	School 17
M. A. Ferraulio	School 17 - Plumb
The Pike Company	Charlotte
M. A. Ferraulio	Charlotte - Mech
Concord Electric	Charlotte
Thurston Dudek	Charlotte - Plumb
The Pike Company	East
DiFiore Construction	East Field
LeChase Construction	School 5
Bell Mechanical	School 5 - Mech
Kaplan Schmidt	School 5
Thurston Dudek	School 5 - Plumb
Steve General	School 5 - Roofing
The Pike Company	Edison
Landry Mechanical	Edison
MA Ferraulio	Edison-plumb

Hewitt Young	Edison
Steve General	Franklin Aud
Kaplan Schmidt	Franklin Aud
MA Ferrauilo	Franklin Aud
Steve General	Franklin Aud Roof
Mark Cerrone Inc.	School 12 (abatement/demo)
LeChase Construction	School 12
Landry Mechanical	School 12
Hewitt Young	School 12
MA Ferrauilo	School 12
Steve General	Jefferson
MA Ferrauilo	Jefferson
Cucchiara	Franklin
Leo J. Roth	Franklin - Mech
Kaplan Schmidt	Franklin
Thurston Dudek	Franklin

Exhibit B
Project Summaries

“Phase 1A” Schools

ENRICO FERMI SCHOOL 17

Located in the northwest area of Rochester, Enrico Fermi School No. 17 is a Pre K – 6 school with a current enrollment of 561 students. Constructed in 1967, the building is a three-story construction and contains approximately 77,111 square feet of building space. Additionally, the school utilizes four transportable classroom units that total approximately 4,584 square feet. The building sits on a 5.40 acre site, has 32 parking spaces, playground space, an athletic field and basketball court. The buses load/unload on the service drive located on site to the North of the school building. A 3.76 acre city park sits adjacent to the school to the east.

The school presently contains 37 general classrooms, most of which meet today’s standard. Common spaces include a cafeteria, gymnasium and library. The stage located in the cafeteria allows the lunchroom to double as an auditorium/performing arts venue. School No. 17 presently houses a universal Pre K program, a Montessori Pre K/Kindergarten, the Unity Health Orchard Street Community Health & Family Center and a dental clinic run by the Eastman Dental Center’s Department of Community Dentistry. It offers a bilingual program for native Spanish speakers in Kindergarten through grade 6; has the District’s only elementary school string orchestra, taught by personnel from the Eastman School of Music; and has a primary and intermediate vocal chorus.

The proposed scope of work for this facility is driven by its conversion to a 3-strand (3 classrooms per grade level) K – 8 building. Approximately \$2.3 million in infrastructure work has been identified to repair and replace deficient and outdated systems in the school’s physical plant. Exterior rehabilitation work includes some window replacement, replacing the doors, and rehabilitation and repairs to the existing precast concrete wall system.

The final design incorporates some new classrooms and a large building addition for a new cafeteria and gymnasium on the east side of the facility bounded by Saxton Street. A new vestibule has been added between the existing main facility and a cluster of kindergarten rooms to create a new main entrance. Due the limited amount of land available, the design includes land-use modifications to adjust for the impact of the building addition to recreational areas, play fields, green space, pedestrian circulation and parking. A landscaped buffer is maintained between the new addition and Saxton Street. Adjacent parkland access from the school site has been improved. A dedicated service and loading area has been added on the Saxton Street side. The existing bus loop extending from Orchard Street to Saxton Street (north of school) is to be upgraded with new fencing, curb cuts, roadway and improved drainage. All fencing, curb cuts and landscaping are being designed to complement adjacent properties and provide adequate buffers.

The School 17 project was completed in the summer of 2013 and re-opened for school programs at the start of the 2013-2014 school year.

HELEN BARRETT MONTGOMERY SCHOOL 50

Located in the northeast area of Rochester, Helen Barrett Montgomery School No. 50 is a K – 6 school with a current enrollment of 530 students. A single-story building, School No. 50 contains approximately 55,832 square feet of building area. Constructed in 1956, the building sits on a 6.54 acre site. It has 55 parking spaces, playground space, an athletic field and a baseball diamond. The buses currently unload in a loop off the north face of the school along Rau Street.

The school presently contains 25 general classrooms, most of which meet today's standard. Special programs offered include the Major Achievement Program (MAP) for grades 4-6, Learning English through Academic Program (LEAP) for grades K-3, and English for Speakers of Other Languages (ESOL) for all grades. Common spaces include a cafeteria, gymnasium, library, and a computer lab as well as mobile computer laptop stations. The existing school building does not have a stage or defined auditorium.

The proposed scope of work for this facility is driven by its conversion to a 3-strand (3 classrooms per grade level) K–8 building. Proposed building rehabilitation work includes alterations to reconfigure approximately 15,000 square feet of existing building area and renovation of approximately 31,000 square feet of existing building area. Approximately \$2.4 million in infrastructure work has been identified to repair and replace deficient and outdated systems in the school's physical plant. Interior rehabilitation work includes removal and replacement of interior finishes, doors, HVAC, plumbing and electrical systems and asbestos abatement.

A total of 53,331 square feet of additions to add needed classroom spaces, a large gymnasium addition, and a new kitchen are required to meet the model program needs of a K–8 school. Following construction, the closing of Lehaco St. is being requested to provide for additional field area to make up for some of the field space being taken by the building additions. Additional parking along Reliance St. is proposed to address the parking deficiency as the projected parking demand exceeds the currently available on-site parking. The exterior of the existing school facing Seneca Avenue and Rau Street will remain largely unchanged. The exterior façade of the existing school building along Reliance Street will be slightly changed by the classroom addition.

Full building air conditioning was requested by the District and added to this project during construction.

The School 50 project was completed in the summer of 2013 and re-opened for school programs at the start of the 2013-2014 school year.

WORLD OF INQUIRY SCHOOL 58

Located in the south area of Rochester, World of Inquiry School No. 58 is presently a K – 8 school. The school’s current enrollment is 476 students. A two-story building with a basement, School No. 58 contains approximately 106,510 square feet of building area. It is an Expeditionary Learning school, using inquiry-based learning that is interactive, experiential, and exploratory. The District’s initiative is to “grow” this school to become the first K – 12 school in the district. It has been “growing” this school by adding an additional grade level each year.

Constructed in 1915, the school presently contains 23 general classrooms, most of which are smaller than today’s standard. Common spaces include a cafeteria, two single teaching station gymnasiums and a library. A stage located in the upper gymnasium allows this space to function as an auditorium. The building sits on a 2.72 acre site, has 59 parking spaces, playground space and a basketball court. The buses unload at the south face of the school on University Avenue.

The proposed scope of work for this facility centers on its “growth” to a K – 12 facility: 2-strands/classrooms per grade level at grades K - 6 and 3-strands/3classrooms per grade level at grades 7-12. Proposed building work includes alterations to reconfigure approximately 50,000 square feet of existing building area, renovation of approximately 50,000 square feet of building area; and several additions totaling approximately 60,000 square feet to meet the educational program and space needs of a grades K – 12 school. The additions include a combination of spaces including classrooms, a gym addition, mechanical room additions, and administrative space.

Approximately \$1.6 million in infrastructure work has been identified to repair and replace deficient and outdated systems in the school’s physical plant. Interior rehabilitation work includes removal and replacement of interior finishes, doors, HVAC, plumbing and electrical systems and asbestos abatement. Exterior rehabilitation work includes complete window and exterior door replacement, replacement of the roof, and rehabilitation and repairs to the existing brick masonry, stone and precast. Parking demand will be addressed by ancillary parking to be developed off-site.

Full building air conditioning was requested by the District and added to this project just as the project went out to bid. As a result, the mechanical, electrical, and plumbing bid was delayed by 6 months. The project team redesigned the entire mechanical system and revised the bid documents to incorporate the new work.

The School 58 project began construction in early fall of 2012. The project was completed in December 2014. The School moved back into their home building over February break 2015. The first senior class ever at School 58 will graduate from their home school this summer. In addition, the building will celebrate its 100th anniversary.

CHARLOTTE HIGH SCHOOL

Located in the northwest area of Rochester, Charlotte High School is a grade 7 through 12 school with a current enrollment of 1092 students. Constructed in 1931, the building contains five-stories and a basement, and contains 216,670 square feet of space. The building sits on a 26.97 acre site. It has 160 parking spaces, a track, football field, two baseball/softball fields and five tennis courts. The buses unload off the east face of the school in the bus loop off Lake Avenue.

The school presently contains 53 general classrooms, most of which meet today's standard. Common spaces include a cafeteria, a two teaching station gymnasium, a second gymnasium, a natatorium, auditorium and library. The scope of work proposed for this building includes alterations and reconstruction to approximately 125,000 square feet of existing building space and site work. The building will serve grades 9 through 12 as the home for two high schools including a Young Men's Leadership Academy and the existing coed high school.

Approximately \$6.4 million in infrastructure work has been identified to repair and replace deficient and outdated systems in the school's physical plant. Interior rehabilitation work includes the removal and replacement of interior finishes, doors, HVAC, plumbing and electrical systems, and asbestos abatement. Exterior rehabilitation work includes replacement of roof areas, exterior door replacement, and masonry rehabilitation. Additionally, reconstruction and/or replacement of existing site elements including asphalt and concrete pavement and sidewalks, fencing, and site lighting are also proposed.

The Charlotte High School project was completed in the summer of 2013 and re-opened for school programs at the start of the 2013-2014 school year.

FRANKLIN EDUCATIONAL CAMPUS

Located in the northeast area of Rochester, Franklin Educational Campus currently houses the District's pre-k through grade 6 Montessori school, and three secondary school programs. Constructed in 1928, the building contains four-stories and a basement totaling 443,510 square feet of building area. The building sits on a 22.93 acre site, has an all-weather track, football and soccer fields, four baseball/softball fields and seven tennis courts. The buses unload in the bus loop off the south face of the school at Norton Street.

For the 2010 - 2011 school year, the Franklin Campus is home to three new high schools: Integrated Arts & Technology High School, a grades 7 – 12 expeditionary learning/outward bound secondary school; Early College International High School, a grades 9 – 12 International Studies School; and Vanguard Collegiate High School, a grades 9 – 12 high school. All schools offer cutting-edge technology. Early College International High Schools also offers dual language opportunities including Mandarin Chinese and model United Nations programs. The facility contains 89 general classrooms, most of which meet or exceed today's standard. Common spaces include a cafeteria, a two teaching station gymnasium, auditorium and library.

The proposed scope of work for the Franklin Education campus includes alterations and an addition package that will provide two new accessible entrances to the building. This includes a new accessible entrance at the rear of the building, which will be used primarily for sporting events. This entrance will also house a new accessible elevator which will carry students from grade level to the gymnasium, pool, and a new loading dock and receiving area. Interior alterations will include full renovation of the existing kitchen and servery, which includes new finishes, equipment, and a new accessible toilet room. Also, included is the replacement of the existing service elevator, which has outlived its useful life with a new accessible lobby and elevator; and renovations to the main lobby at the building's south entrance. Mechanical work includes upgrades to the existing kitchen HVAC and ventilation systems; associated work required for the building addition and service elevator replacement. Site work will include the removal and replacement of concrete walks and ramps, removal and replacement of site fencing and guardrails; removal and replacement of asphalt paving, and the installation of a new asphalt parking lot with bus loop.

The main Franklin Educational Campus project was completed in the summer of 2013.

Following the design and start of construction of the main Franklin project, the District requested that the Franklin Auditorium be renovated. This scope of work includes the addition of air conditioning to the space, refurbishment or replacement of all finishes, lighting / lighting systems, curtains, rigging, sound systems, electrical, and seating as well as exterior roof replacement and masonry repairs.

The work on the Franklin Auditorium was bid separately from the main project. The project began construction in the fall of 2013 and was completed July 2014.

Exhibit B
Project Summaries

“Phase 1B” Schools

JOHN WILLIAMS SCHOOL 5

Located in the northeast zone, School No. 5 is a Pre K – 6 school with a current enrollment of approximately 550 students. It is the northwest LEAP school—a school for children whose native language is other than English—for the City School District. Constructed in 1926, this three-story building with a basement contains 124,924 square feet of building space. The building contains 46 general classrooms, most of which are smaller than today’s standard. Core spaces within the building include a gymnasium with two teaching stations, cafeteria, a library media center, a fully equipped computer lab, a wireless lab, and computers in every classroom. The building does not have an auditorium, however a stage located in the gymnasium allows the gym to function as an auditorium/performing arts venue.

The proposed scope of work for this facility centers on the conversion from a Pre K – 6 school to a 3-strand (3 classrooms per grade level) Pre K – 8 facility. The proposed scope includes moderate to heavy renovations of approximately 102,000 square feet of existing space. This includes renovation of the kitchen, the main office/agency partner space, and the nurse’s suite on the 1st floor; and renovation of the library and computer classroom. Reconfiguration and alteration of approximately 32,000 square feet of existing interior spaces will create two special education classrooms, an art room for 7th and 8th grade students, a band/chorus classroom, dedicated classroom space or occupational therapy/physical therapy, and two science classrooms/labs for grades 7 and 8.

The building sits on a 2.94 acre site that includes the building footprint, parking a playground, athletic field, baseball diamond, and a basketball court. Presently, the buses unload along Verona Street. In the proposed scope of work, a portion of Verona Street between Smith and Jay Streets will be acquired and the intersections of Verona and Smith Street at Jay Street will be modified to suit their new purpose as driveway curb cuts to the site. Proposed site work includes the addition of approximately 35 – 40 additional parking spaces on the southwest side of Verona Street on City of Rochester property to address the parking deficiency as the expected demand exceeds the number currently available on site.

Approximately \$2.4 million dollars in infrastructure work has been identified to repair and replace deficient and outdated systems in the school’s physical plant. This work includes HVAC, plumbing and electrical upgrades; interior work, fire safety and emergency lighting, and handicapped accessibility items.

Full building air conditioning was requested by the District and added to this project during the design phase.

The School 5 project began construction in July 2013, was completed in the summer of 2014, and re-opened for school programs at the start of the 2014-2015 school year.

HENRY HUDSON SCHOOL 28

Located in the northeast area of Rochester, Henry Hudson School No. 28 is a K – 6 school with a current enrollment of 624 students in kindergarten through grade 6. This two-story, 101,370 square foot building was constructed in 1969. The building sits on a 5.80 acre site. It has 56 parking spaces, playground space, an athletic field, baseball diamond, and basketball court. The buses unload in a loop off the south face of the school along Humboldt Street. A 1.60 acre city park sits adjacent to the school to the northeast.

The school presently contains 32 general classrooms, most of which meet today's standard except for classroom daylight. Common spaces include a cafeteria, gymnasium, a state-of-the-art computer lab as well as a mobile lab; and computers with online access in all classrooms and the library. The stage located in the cafeteria allows the lunchroom to double as an auditorium/performing arts venue. School No. 28 offers a bilingual program and provides additional support through English for Speakers of Other Languages (ESOL) classes; offers self-contained and inclusive opportunities for students with autism and additionally offers inclusion opportunities at all grade levels for students with learning disabilities and other cognitive deficits; the Major Achievement Program (MAP), which provides students with opportunities for acceleration and enrichment; formal band instrument lessons for students in grades 4-6, and after-school learning and recreation opportunities.

The proposed scope of work for this facility is driven by its conversion to a 3-strand (3 classrooms per grade level) K – 8 building. Proposed building rehabilitation work includes alterations to reconfigure and/or renovate the entire building. Approximately \$2.3 million in infrastructure work has been identified to repair and replace deficient and outdated systems in the school's physical plant. Interior rehabilitation work includes removal and replacement of interior finishes, doors, HVAC, plumbing and electrical systems and asbestos abatement. Exterior rehabilitation work includes complete window and exterior door replacement and rehabilitation of the precast concrete wall system with an option to look at replacement.

There are three small two-story additions needed to meet the model program needs of a K – 8 school. Site work proposed at this school includes additional parking on the west side of the building.

Full building air conditioning was requested by the District and added to this project during the design phase.

The School 28 project began construction in July 2013, was completed in the summer of 2014, and re-opened for school programs at the start of the 2014-2015 school year.

EAST HIGH SCHOOL

Located in the northeast area of Rochester, East High School's current enrollment is 1713 students in grades 7 through 12. Constructed in 1957, East is a three-story building comprised of 418,536 square feet of building area. The building sits on a 29.9 acre site, has parking, a track, football, soccer, baseball and softball fields, four tennis courts and an obstacle/ropes course. The buses unload in the bus loop off the at the north south face of the school at Main Street.

The school contains 100 general classrooms, most of which meet or exceed today's standard. Common spaces include a cafeteria, two teaching station gymnasium, a pool, auditorium and library. East is presently in the preliminary stages of becoming a large grades 9 – 12 high school with several small Learning Communities that will prepare students for college and careers after graduation. Students will choose their career pathway in 9th grade and take courses within a smaller school community for their final four years of high school. Beginning with the 2011-2012 school year, the five learning communities are:

- The Foundation Academy (7-8th Grades)
- The Academy of Business Management and Finance (9-12th Grades)
- The Academy of Humanities, Arts & Communication (9-12th Grades)
- The Academy of Environmental Sciences, Information Technology & Pre-Engineering (9-12th Grades)
- The Academy of Human, Health & Public Services (9-12th Grades)

Approximately \$12 million of infrastructure work was identified through the 2010 Building Condition Survey. The proposed scope of work is driven by completing all infrastructure modernization focusing on the building shell. The entire perimeter of the building including all curtain wall, punched window openings, and storefront locations will be replaced, along with exterior masonry restoration and flashing repair. A modest amount of site work is included in the project for parking and sidewalk repairs and drainage. Also included are select locations within the building for asbestos abatement of existing flooring materials.

The main project at East High School began in July 2013, was completed in the summer of 2014, and re-opened for school programs at the start of the 2014-2015 school year.

Following the start of construction on the main project, the District requested that the football field refurbishment be changed and expanded to include the installation of a completely new synthetic turf field. The work on the new field was bid separately from the main project and began construction in March 2014. The project was completed in September 2014.

In the summer of 2014, the District began work on a partnership agreement with the University of Rochester to implement a new strategic vision for the school program. The partnership agreement was approved by the Board of Education in December 2014. In support of the University of Rochester's program changes at East High School the District requested that the RJSCB reallocate Phase 1 funds from other projects to fund a summer "get ready" project at East High School. This \$2 million project will be separately bid from the main project and will take place in the summer of 2015.

EDISON TECHNOLOGY CAMPUS

Located in the northwest area of Rochester, Edison Educational Campus was restructured for the 2010 – 2011 school year. Constructed in 1979, Edison is a five-story building with a basement consisting of 464,519 square feet of building area. The building sits on a 29.27 acre site, has 325 parking spaces, a track, football field, two baseball/softball fields and five tennis courts. The buses unload off the south face of the school in the parking lot off Colfax Street.

The school contains 149 general classrooms, most of which meet today's standard. Common spaces include a cafeteria, a two teaching station gymnasium, a natatorium, auditorium and library. The Edison Educational Campus houses Rochester S.T.E.M. (Science, Technology, Engineering, and Mathematics) High School for students in grades 9 – 12. Structured as three academies: the Academy of Engineering, Academy of Information Technology, and Academy of Medical Sciences; this high school provides small learning communities for its students. The Robert Brown School of Construction and Design is also housed on the Edison Campus.

Approximately \$15.8 million of infrastructure work is identified in the 2010 Building Condition Survey as being in need of repair or replacement. The proposed scope of work includes alterations and reconstruction to approximately 125,000 square feet of building area. Interior rehabilitation work includes structural rehabilitation of the post-tensioned concrete floor system, the removal and replacement of interior finishes, doors, HVAC, plumbing, and electrical systems, and asbestos abatement. Proposed site work includes the waterproofing of the entire perimeter foundation along with miscellaneous sidewalk and parking repairs as well as the main plaza entrance.

The Edison Technology Campus project began in the summer of 2013, was completed in the summer of 2014, and re-opened for school programs at the start of the 2014-2015 school year.

THOMAS JEFFERSON HIGH SCHOOL

Located in the northwest area of Rochester, Thomas Jefferson High is a grades 7 through 12 school with a current enrollment of 936 students. Constructed in 1917, Jefferson is a four-story building with a basement, totaling 255,371 square feet in building area. The building sits on a 2.75 acre site; has parking, a track, football field, seven baseball/softball fields, four basketball courts and four tennis courts. The buses unload off the west face of the school in the parking lot off Bloss Street.

Jefferson was transformed into one high school comprised of three separate learning communities: Merchants of Dreams: School of Artistic Expression, Merchants of Hope & Inspiration: School of Entrepreneurial Studies and Applied Sciences, and Merchants of Inspiration: School of Sports and Health Sciences/Nursing. It offers the Newcomer Program, which focuses on intense English language acquisition for international students new to the United States, AVID, a full band and choir program, and an on-site Student Support Center.

The school contains 78 general classrooms, most of which meet today's standard. Common spaces include a cafeteria, two, two teaching station gymnasiums, a natatorium, auditorium and library. The proposed scope of work is limited to minor cosmetic improvements such as painting and some carpet replacement, along with removal of a few pieces of mechanical equipment.

The Jefferson project will bid in June 2014 and all work is scheduled to be completed prior to the start of school in September 2014.

Exhibit B
Project Summaries

“Phase 1C” Schools

JAMES P.B. DUFFY SCHOOL 12

Located in the south zone, School No. 12 is a kindergarten through grade 6 school with a current enrollment of approximately 770 students. Constructed in 1971, this three-story building contains 95,337 square feet of building space. The building contains 40 general classrooms. Small learning environments were created through the use of a “cluster” design - open plan pods of four classrooms. The building does not have a gymnasium, auditorium, or school library. Located adjacent to a City Recreation Facility, the school shares the City’s gymnasium and locker rooms for its physical education programs and sports programs; and the public library located at this site. Having a strong visual arts program, the building features a “cafetorium,” a stage located in the cafeteria that allows the lunchroom to function as an auditorium/performing arts venue.

Special academic programs offered include the Major Achievement Program (MAP) for grades 4 – 6, and the Spanish/English Dual Language enrichment program (HOLA) for grades K-6.

The proposed scope of work for this facility centers on its conversion from a K – 6 facility to a 4-strand (4 classrooms per grade level) K – 8 facility. The proposed scope includes alterations and renovations of approximately 95,000 square feet of existing interior space including the construction of new partitions to create separate classrooms. Interior rehabilitation work of the existing building includes the removal and replacement of interior finishes, doors; HVAC, plumbing and electrical system upgrades, and abatement of asbestos and asbestos containing materials.

Exterior work includes complete window replacement, exterior doors, and rehabilitation of the existing brick masonry and concrete. Options for consideration to meet the model program needs of a K – 8 school include an addition of approximately 8,000 square feet to include the construction of four new 3-story stair towers and two one-story classroom additions, and construction of a one-story addition to infill the overhang area on the South Avenue side of the building, and construct corridor additions at the 2nd and 3rd floors along South Avenue that connect between two of the new stair towers.

The building sits on an 8.02 acre site that includes the building footprint, parking, a playground, athletic field, two baseball diamonds, and a basketball court. The buses unload at a bus loop located off the east face of the building on South Avenue. Adjacent to the school at the west location is Highland Park. The proposed scope of work includes expanding the existing parking lot to add approximately 30 – 35 additional parking spaces. Approximately \$1.7 million dollars in infrastructure work has been identified to repair and replace deficient and outdated systems in the school’s physical plant.

The School 12 project began in the fall of 2014 with abatement and demolition. The remainder of the project bid in early spring 2015 and is currently underway. The project will be completed in the summer of 2016.

JAMES MONROE HIGH SCHOOL

Located in the northwest area of Rochester, James Monroe High School is a grades 7 through 12 United Nations School with a current enrollment of 1079 students. Constructed in 1921, Monroe is a four-story building with a basement totaling 274,087 square feet of area. The building sits on an 8.32 acre site, has parking, an athletic field and three tennis courts. The buses unload off the north face of the school at Alexander Street.

The school presently contains 69 general classrooms, most of which meet today's standard. Common spaces include a cafeteria, 2 two-teaching station gymnasiums, a pool, auditorium and library. It offers The Language Academy, an accelerated program designed for native Spanish speakers and English-speaking students interested in developing and excelling in Spanish; the Advancement Via Individual Determination (AVID) program, and the Bilingual Developmental Program, a full-day program for Spanish speakers who are English Language Learners and Former English Language Learners in Grades 7 and 8. The program is designed to provide instruction in Spanish and English in the content areas and ESOL services in a pull out and co-teaching model.

The proposed scope of work includes alterations and reconstruction to approximately 200,000 square feet of building area. Approximately \$3.9 million in infrastructure work has been identified to repair and replace deficient and outdated systems in the school's physical plant. Interior rehabilitation work includes stabilizing the floor structure, removal and replacement of interior finishes, doors, HVAC, plumbing, and electrical systems, and asbestos abatement. Exterior rehabilitation work includes window replacement, roof replacement, and masonry rehabilitation.

Proposed site work includes reconstruction and /or replacement of existing site elements including asphalt and concrete pavement and sidewalks, athletic fields, backstops, fencing, and other miscellaneous site improvements.

Full building air conditioning was requested by the District and added to this project during the design phase.

The Monroe High School project was awarded in June 2015 with the start of construction in July 2015. The project will be completed in the summer of 2016.

DISTRICT WIDE TECHNOLOGY (DWT) PROJECT

Phase 1 of the RSMP includes a separate project to include technology in all of the Phase 1 schools. The first set of schools, called the Phase 1A grouping includes Franklin, School 17, School 50, Charlotte, and School 58. The scope of the DWT work for the Phase 1A Schools includes instructional technology upgrades which include data, voice and video cabling, LAN Upgrades, pervasive wireless connectivity, video surveillance, interactive whiteboards with projection systems, extension of phone systems, sound field amplification and a centralized media distribution system. A similar project for the Phase 1B schools has been developed and bid in 2013. Upon completion of these projects for the two groupings of the Phase 1 projects, teachers at these schools will have enhanced access to tools and resources to enhance teaching and learning.

Work associated with the District Wide Technology project coincides with the main construction project at each school. School 17, 50, and Charlotte were completed in 2013. Schools 5, 28, 58, and Edison were completed in 2014. School 12 and Monroe will be the final two projects in Phase 1 starting in 2015 and completing in 2016.

Exhibit C

Swing Space Allocations 2015

Jefferson High School remains temporary home for School 12 for the 2015-2106 School year. This two year project is slated for completion in 2016.

Marshall High School will become the temporary home for the 1,100 students from Monroe High School.

School 6 will become the temporary home for School 15. This move is being coordinated directly by the District. (School 15 is not a Phase 1 project. School 15 shares a campus with Monroe High School and is dependent on Monroe High School for many of its utility services. It was determined that for safety and to minimize disruption to the School 15 program that the school would be moved off campus during the Phase 1 project at Monroe High School)

Students from Monroe High School and School 15 will remain in swing space for the Phase 2 project at their respective buildings. The Phase 2 project is anticipated to begin construction in the summer/fall of 2016 and be completed in the summer of 2017.

Exhibit D

Table of Estimated Construction Cost and Anticipated State Aid Reimbursement

PROGRAM SUMMARY (4/28/15)								
ITEMS	PHASE 1A PROJECTS							SUBTOTALS 1A
	DWT-1	17	17 EPC	50	58	CHARLOTTE	FRANKLIN	
ESTIMATED TOTAL PROJECT COST	\$ 22,348,511	\$ 28,904,728	\$ 130,492	\$ 23,449,875	\$ 44,189,033	\$ 28,114,843	\$ 11,481,484	\$ 158,618,966
ESTIMATED STATE BUILDING AID	\$ 21,442,383	\$ 19,702,320	\$ 127,882	\$ 18,112,547	\$ 22,509,762	\$ 27,191,257	\$ 11,113,700	\$ 120,199,851
ESTIMATED EXCEL FUNDING	\$ 338,101	\$ 6,727,855		\$ 2,438,524	\$ 6,206,071	\$ 505,790	\$ 115,784	\$ 16,332,125

ITEMS	PHASE 1B PROJECTS					SUBTOTALS 1B
	DWT-2	5	28	EAST	EDISON	
ESTIMATED TOTAL PROJECT COST	\$ 17,878,474	\$ 21,751,476	\$ 23,875,977	\$ 19,146,310	\$ 27,010,826	\$ 109,663,063
ESTIMATED STATE BUILDING AID	\$ 16,429,625	\$ 19,068,868	\$ 20,236,558	\$ 17,995,830	\$ 25,164,225	\$ 98,895,106

ITEMS	PHASE 1C PROJECTS (yet to bid)			SUBTOTALS 1C
	12	MONROE	JEFFERSON	
ESTIMATED TOTAL PROJECT COST	\$ 23,943,108	\$ 30,969,745	\$ 450,858	\$ 55,363,711
ESTIMATED STATE BUILDING AID	\$ 20,818,481	\$ 29,258,572	\$ 362,970	\$ 50,440,023

	Additional Owner's Contingency
PROGRAM LIMIT	\$ 325,000,000
COMMITTED & ESTIMATED COST TO COMPLETE	\$ 323,645,740
UNCOMMITTED CONTINGENCY	\$ 1,354,260
ESTIMATED TOTAL STATE AID	\$ 285,867,105
*UNAIDED OR ABOVE MCA	\$ 37,778,635

* amount above MCA does not represent "local share"

"local share" is the difference between the annual debt service and the annual state aid
See Table of Debt Service vs Anticipated State Aid Reimbursement

*** This table is updated monthly to track project costs in real time for the duration of the project.**

Exhibit E

Table of Debt Service and Anticipated State Aid Reimbursement
(updated February 2015)

ROCHESTER JOINT SCHOOLS CONSTRUCTION BOARD
Facilities Modernization Program
COMIDA Series 2012, 2013 and 2015 Financings

Annual Net Debt Service vs. Annual Building Aid

Fiscal Year	Annual Aggregate Net Debt Service (1)	Annual Aggregate Building Aid (2)	DISTRICT SHARE Annual Difference	Sources of Local Share		Net Annual Difference
				Annual Energy Savings (3)	School District Local Share Funding	
2014	8,927,097	6,663,263	(2,263,834)	6,883	2,256,951	0
2015	17,677,975	16,528,417	(1,149,558)	153,121	996,437	0
2016	20,661,900	16,689,128	(3,972,772)	378,410	3,594,362	0
2017	23,336,125	21,046,791	(2,289,334)	389,762	1,899,572	0
2018	23,333,125	21,046,791	(2,286,334)	401,455	1,884,879	0
2019	23,337,500	21,046,791	(2,290,709)	413,499	1,877,210	0
2020	23,337,250	21,046,791	(2,290,459)	425,904	1,864,555	0
2021	23,335,500	21,046,791	(2,288,709)	438,681	1,850,028	0
2022	23,336,000	21,046,791	(2,289,209)	451,841	1,837,368	0
2023	23,334,375	21,046,791	(2,287,584)	465,397	1,822,187	0
2024	23,333,875	21,046,791	(2,287,084)	479,359	1,807,725	0
2025	23,336,125	21,046,791	(2,289,334)	493,739	1,795,595	0
2026	23,334,750	21,046,791	(2,287,959)	508,552	1,779,407	0
2027	23,333,375	21,046,791	(2,286,584)	523,808	1,762,776	0
2028	23,332,178	21,046,791	(2,285,387)	539,522	1,745,865	0
2029	15,946,000	14,383,528	(1,562,472)	555,708	1,006,764	0
2030	5,007,125	4,518,374	(488,751)	572,379	0	83,628
2031	4,832,875	4,357,663	(475,212)	589,551	0	114,339
2032	0		-	607,237	0	607,237
2033	0		-	625,454	0	625,454
2034	0		-	631,786	0	631,786
2035	0		-	386,990	0	386,990
	0		-		0	0
	353,073,150	315,701,865	(37,371,285)	10,039,041	29,781,679	2,449,435

	Un-Rounded NIC	Rounded NIC	
Series 2012	0.664802%	0.625%	0.625%
Series 2013	3.387610%	3.375%	3.375%
Series 2015	3.029742%	3.000%	3.000%

(1) Aggregate annual debt service, net of capitalized interest, for Series 2012, 2013 and 2015 bonds. (provided by CitiGroup)

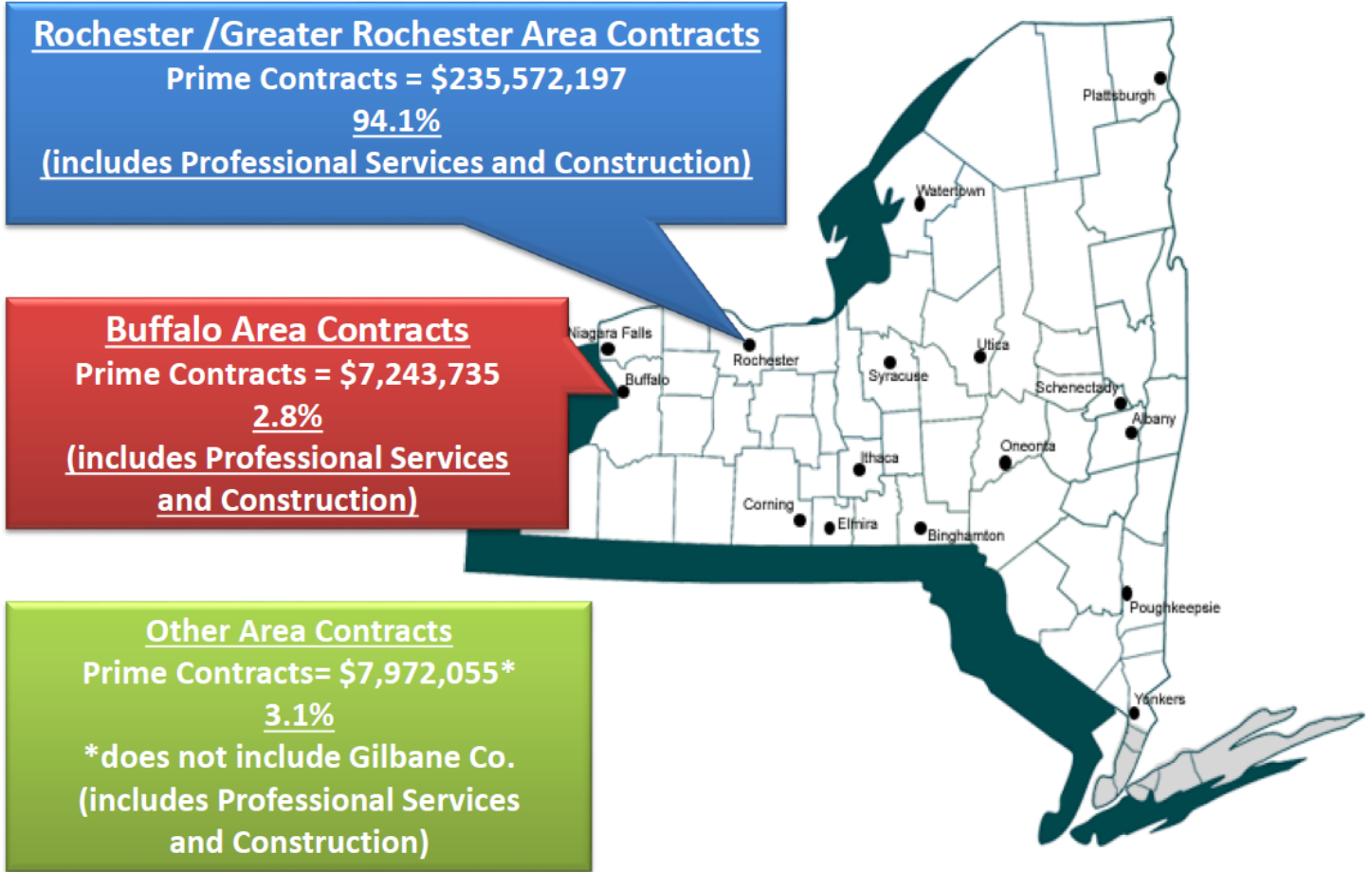
(2) Aggregate building aid for all projects calculated at the assumed interest rates summarized above, using other assumptions provided by CMA.

(3) Source: Wendel Phase I Preliminary Assessment of Energy Performance Contracting (November 19, 2010).

The local share for the project is calculated based on the debt service payments vs. state aid reimbursement

Exhibit F

Contracts by Region (through May 2015)



Values do not include Financial Advisors, Underwriters, Costs of Issuance (Bonds) or RJCSB operational costs

Exhibit G

MBE/WBE/SBE/DBE Business Utilization
And
Minority and Women Workforce Summary Report
(through April 2015)

BUSINESS UTILIZATION

Program Goals 15% MBE, 5% WBE, 5% SBE, 2% DBE

MBE contracted dollar amount is
\$38,007,470

MBE % of Contract Amount is 15.42%

WBE contracted dollar amount is
\$16,637,488

WBE % of Contract amount is 6.75%

SBE contracted dollar amount is
\$8,854,514

SBE % of Contract amount is 3.59%

DBE contracted dollar amount is
\$5,285,556

DBE % of Contract amount is 2.14%

Total Program Goal of MBE, WBE, SBE, DBE = 27%

Actual Total MBE, WBE, SBE, DBE = 27.9%

Exhibit G (continued)

WORKFORCE PARTICIPATION
Program Goals M = 20% W = 6.9%

Total Hours Worked by All Workers to Date: 1,656,450

Total Hours Worked by All Minorities to Date: 365,814

% of Total Hours Worked by Minorities = 22.08%

Total Hours Worked by All Women to Date: 148,567*

% of Total Hours Worked by Women = 8.97%

* The Women category includes Caucasian women only. Minority women are counted in the Minority category

Exhibit H

Table of MBE/WBE/SBE/DBE Subcontractor Firms

	Contractor	EBE_Status
1	BSV Metal Finishers	DBE
2	Decca Paving	DBE
3	Design Services, Inc	DBE
4	Kisan Engineering	DBE
5	Rochester Rigging & Erectors	DBE
6	School Specialty	DBE
7	Sheen and Shine	DBE
8	Rogers Enterprises	M, D, SBE
9	OSO, Inc	M, W, DBE
10	Adonis Construction	MBE
11	Akwesasne Construction	MBE
12	A-M Electrical, Inc	MBE
13	Apex Enterprises LLC	MBE
14	Atlantic Glass	MBE
15	Brooks Brothers Painting of Rochester Inc.	MBE
16	BSV Enterprises	MBE
17	Carney Electric	MBE
18	CHC Construction	MBE
19	Chenango Contracting, Inc	MBE
20	Compliance & Administrative Services of NY	MBE
21	Comprehensive Employee Management	MBE
22	Construction Cost Services, Inc.	MBE
23	Cooper Sign Company	MBE
24	Cummings Construction	MBE
25	English Trucking	MBE
26	Environmental Services Unlimited	MBE
27	FM Resources	MBE
28	Foxwise USA	MBE
29	Gholkar's Incorporated	MBE
30	Home Guard Enviromental	MBE
31	I.C. Construction Services	MBE
32	Jai II, Inc	MBE
33	John N Sanchez Corporation	MBE
34	Journee Construction	MBE
35	Kenel J Antoine Architect & Associates	MBE
36	Landon & Rian	MBE
37	Larsen Engineering	MBE

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38	M.H. General Contracting	MBE
39	MD Office Works	MBE
40	Merkel Donohue/FM Office Express	MBE
41	MGM Insulation	MBE
42	Panther Graphics, Inc.	MBE
43	Pavilion Drainage	MBE
44	Ram-Tech Engineers	MBE
45	Razak Associates	MBE
46	Savin Engineers	MBE
47	Simco Supply, LLC	MBE
48	Singleton Construction	MBE
49	Steel Tech Fabricator Inc.	MBE
50	Steve General Contractors	MBE
51	Sun Ray Environmental Co	MBE
52	Supreme Quality Painting	MBE
53	Upstate Interiors	MBE
54	G & J Contracting	MBE, DBE
55	JHP Industrial Supply Co.	MBE, DBE
56	OCM Construction	MBE, DBE
57	Popli Design Group	MBE, DBE
58	RAVI Engineering	MBE, DBE
59	SLR Contracting & Service Company	MBE, DBE
60	Watts Architecture & Engineering	MBE, DBE
61	Cannon & Noto Enterprise	MBE, SBE
62	Scott Construction	MBE, SBE
63	Scott's Unlimited	MBE, SBE
64	Unified Electric	MBE, SBE
65	Uzo 1 International, Ltd.	MBE, SBE
66	S&W Contracting	MBE, WBE
67	Shades of Color	MBE, WBE
68	US Ceiling	MBE, WBE
69	106 Enterprises	SBE
70	5 Star Restoration	SBE
71	ArchStetics Architecture	SBE
72	ASA Contractors	SBE
73	Beaver Creek Industries	SBE
74	Bolton Surveying	SBE
75	CanAm Environmental Safety, Inc.	SBE
76	Cardwell Construction	SBE
77	Casarsa Construction Supply	SBE
78	Chait Studios	SBE
79	CID Coatings	SBE
80	Cornerstone Training Institute	SBE

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81	DDT Construction	SBE
82	DeClerck Flooring Inc.	SBE
83	Edge-Global Technology Solutions	SBE
84	Firestop Technologies	SBE
85	Foundation Design	SBE
86	Garden Grove	SBE
87	Grayco Corp	SBE
88	Gym Equipment & Specialties. of NY Inc.	SBE
89	Herman HVAC Products	SBE
90	Installrite Systems	SBE
91	Interior Moving Service	SBE
92	Invictus Electrical, LLC	SBE
93	Jaclyn Building Services	SBE
94	JC Insulation	SBE
95	Jemco Water Treatment	SBE
96	Jensen / BRV Engineering	SBE
97	Jim White Metal Product	SBE
98	Klug Crane & Rigging	SBE
99	Kris Kimmel Drafting	SBE
100	Lakeview Construction	SBE
101	Lil-Con	SBE
102	M.A. Architects	SBE
103	Martens Janitorial	SBE
104	Massive Testing & Balancing	SBE
105	MDC Assembly Llc	SBE
106	ME Holvey Consulting, LLC.	SBE
107	Millennium Strategies	SBE
108	NAIRY Mechanical	SBE
109	Redhawk Equipment	SBE
110	Roche & Co	SBE
111	Sigma PSI	SBE
112	Superior Insulation/Williamstown Construction	SBE
113	Structural Remediation Services Inc	W, D, SBE
114	ABR Wholesalers	WBE
115	AP Safety and Security Corp.	WBE
116	Bethany Technologies	WBE
117	Building Energy Solutions	WBE
118	Clark Moving & Storage	WBE
119	Convergent Technologies	WBE
120	Crosby Brownlee	WBE
121	Dataflow Reprographics, Inc	WBE
122	Deborah Jean	WBE
123	Downey- Goodlein	WBE

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124	Dwyer Architectural	WBE
125	Environmental Design & Research P.C.	WBE
126	Existing Conditions Surveys	WBE
127	Fisher Associates	WBE
128	Genesee Restoration	WBE
129	Heather Demoras Design	WBE
130	Herline Technologies	WBE
131	Indoor Air Technologies	WBE
132	J&N Computer Services, Inc.	WBE
133	Jackson Welding	WBE
134	Joy Kuebler Landscape Architect	WBE
135	Kraftwerks	WBE
136	Krieg Construction	WBE
137	LDK Engineering	WBE
138	Lighthouse Energy, LLC.	WBE
139	Lysander Construction, LLC	WBE
140	Mark Cerrone Inc.	WBE
141	Mechanical Testing Inc.	WBE
142	Nickerson Corporation	WBE
143	NPV, Inc	WBE
144	Pathfinder Engineers And Architects	WBE
145	PDS Construction	WBE
146	Pipitone Enterprises LLC	WBE
147	ProCarpet	WBE
148	Roth Consulting	WBE
149	Spectrum Windows & Walls	WBE
150	Syracuse Scenery & Stage Equip.	WBE
151	Syrstone	WBE
152	Tasteful Connections, Inc.	WBE
153	Toscano Clements Taylor	WBE
154	Wayside Contractors	WBE
155	We're Forms	WBE
156	Weydman Electric	WBE
157	Wyco	WBE
158	City Electric Company Inc.	WBE, DBE
159	JC Smith	WBE, DBE
160	Killian Inc.	WBE, DBE
161	MJ Dreher Trucking Inc.	WBE, DBE
162	MS Unlimited	WBE, DBE
163	Safety Zone Ventures	WBE, DBE
164	Sienna Envir. Tech	WBE, DBE
165	Vargas Associates	WBE, DBE
166	Architectura PC	WBE, SBE

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167	Coldwater Insulation	WBE, SBE
168	Mid-City Signs	WBE, SBE
169	Minority Material Haulers	WBE, SBE
170	Safety Zone Environmental	WBE, SBE
171	Susquehanna Sheet Metal Erection Service Inc.	WBE, SBE