

Rochester Schools Modernization Program

Annual Report

Annual Report for the Fiscal Year 2019-2020

Rochester Joint Schools Construction Board

Norman Jones | *Chair* • Mike Schmidt | *Vice Chair* • Rosiland Brooks-Harris | *Treasurer*
Ineabelle G. Cruz | *Member* • Jesse Dudley | *Member* • Tom Richards | *Member*
Brian Sanvidge | *Non-voting Member*



John Walton Spencer School 16



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Contents

EXECUTIVE SUMMARY	2	THE ROLE OF THE ICO	60-61
OUR TEAM	3-4	ICO's Role.....	60
RJSCB GENERAL INFORMATION	6	Ongoing Monitoring Procedures.....	61
Meetings.....	6	DIVERSITY PLAN COMPLIANCE	62
By Laws & Organizational Documents.....	6	Business Participation Utilization.....	62
Website.....	6	Workforce Participation.....	62
PROGRAM OVERVIEW	8	RSMF FISCAL OVERVIEW	64-67
RSMF ORGANIZATIONAL CHART	9	Special Legislation.....	64
RSMF PHASE I, II & III PROJECTS MAP	10	Financing.....	65
PROGRAM HIGHLIGHTS	11	Financial Audit.....	65
PHASE I OVERVIEW	12-15	SEQRA.....	66
Phase I Projects Map.....	13	Litigation.....	67
Summary of Total Project Costs & Anticipated State		2018-2019 FISCAL YEAR IN REVIEW	68
Reimbursement Aid, Phase I.....	15	2019-2020 FISCAL YEAR IN REVIEW	70-71
Business Utilization Program Goals, Phase I.....	15	RSMF Internal Operational Controls.....	70
Workforce Participation Goals, Phase I.....	15	PHASE III STRATEGIC PLANNING	72-74
PHASE II OVERVIEW	16-20	Strategic Planning Process.....	72
Summary of Total Project Costs & Anticipated State		Proposed Swing Space.....	72
Reimbursement Aid, Phase II.....	19	Proposed Phase III Projects & Durations.....	74
Projects with State Reimbursement Aid Awaiting		Negative Impacts of Phase III Delays.....	74
Reconciliation, Phase II.....	19	PHASE III SCHEDULE	75
Business Utilization Program Goals, Phase II.....	20	APPENDIX A	76-77
Workforce Participation Goals, Phase II.....	20	Table of Architect & Construction Manager	
Business Utilization, Comparison by Phase.....	20	Assignments, Phase I.....	76
Workforce Hours, Comparison by Phase.....	20	Table of Architect & Construction Manager	
PHASE III OVERVIEW	22	Assignments, Phase II.....	77
PROPOSED PHASE III MAP	23	APPENDIX B	78-85
BUSINESS OPPORTUNITIES PROGRAM (BOP)	24-27	Table of Professional Service Firms, Vendors, &	
Instructional Series.....	24	Contractors, Phase I.....	78-81
Mentor-Protégé Program.....	25	Table of Professional Service Firms, Vendors, &	
Revolving Loan Program.....	25	Contractors, Phase II.....	82-85
Community Outreach and Engagement.....	26-27	APPENDIX C	86
PHASE II PROJECTS MAP	28	Map of Swing Space Updates.....	86
PHASE II PROJECTS	29-54	APPENDIX D	88-89
Virgil I. Grissom School 7.....	29-30	Table of Estimated Construction Costs & Anticipated	
John Walton Spencer School 16.....	31-32	State Aid, Phase I.....	88
East Upper & Lower School.....	33-34	Table of Estimated Construction Costs & Maximum	
Dr. Freddie Thomas Learning Center.....	35-36	Cost Allowance, Phase II.....	89
School Without Walls.....	37-38	APPENDIX E	90-91
Children's School of Rochester 15.....	39-40	Table of Debt Service & Anticipated State Aid	
Monroe High School Campus.....	41-42	Reimbursement, Phase I.....	90
Edison Career & Technology High School.....	43-44	Table of Debt Service & Anticipated State Aid	
Abraham Lincoln School 22.....	45-46	Reimbursement, Phase II.....	91
Clara Barton School 2.....	47-48	APPENDIX F	92-99
George Mather Forbes School 4.....	49-50	Table of M/W/D/SBE Firms, Phase I.....	92-96
Dr. Walter Cooper Academy School 10.....	51-52	Table of M/W/D/SBE Firms, Phase II.....	97-99
Flower City School 54.....	53-54	APPENDIX G	100-101
PHASE II SCHEDULE	55	BOP: Instructional Series Graduated Firms.....	100-101
RSMF PROGRAM TIMELINE	56	APPENDIX H	102-112
EQUAL OPPORTUNITY	58	RSMF Program Success Document	
M/W/D/SBE Business Utilization & EEO Compliance.....	58	(Provided to Assemblyman Harry Bronson in Nov. 2019).....	102-112



480%
OF ROCHESTER CITY SCHOOLS ARE MORE THAN 75 YEARS OLD



Rochester Schools Modernization Program

Bringing the District's learning environments into the 21st century

Executive Summary



The Rochester City School District (RCSD or District) had committed to a 20-year plan to provide scheduled maintenance to schools on a consistent basis. That obligation, however, was compromised by statutory limits on the RCSD's bonding capacity. The inability to sustain the needed maintenance is compounded by needed updates to bring the learning environments to the 21st century standards comparable to neighboring suburban districts.

The RCSD operates 48 school buildings, with nearly half exceeding 75 years of age. Given the number and average age of the RCSD building portfolio, there is a real Operations & Maintenance demand on the RCSD annual budget. While none of the schools present dangerous conditions to students or the community, the RCSD has an obligation to assure the long-term

maintenance as a public investment - and - the delivery of a quality education for each student. The RSMP Phase II 'student-based' program initiatives include:

- Maintaining small class sizes
- Providing Pre-Kindergarten classrooms (and removing portable/temporary classroom facilities)
- Flexible computer and technology lab spaces
- Expanding Special Education classrooms & resources
- Providing space for school-based health centers, as well as student & family support services

Special State legislation created the RSMP, and designated the Rochester Joint Schools Construction Board (RJSCB or Board) as the agent to undertake all RSMP Projects on behalf of the City and the District. Formed in 2008, the RJSCB is comprised of three appointees by the RCSD Superintendent of Schools, three appointed by the Mayor, and the seventh member is jointly appointed. The Independent Compliance Officer (ICO) is a non-voting member hired by the RJSCB. The RJSCB Chair is the City's Commissioner of Environmental Services, the RCSD Chief of Operations is Vice Chair, and the City's Finance Director is the Treasurer. The established working relationship has the RJSCB leadership and the Program Manager meeting with the RCSD Superintendent and leadership team to review the Program on at least a monthly basis, while the RCSD Facilities Design Group is the operational liaison to the RSMP.

- The RSMP is the legacy of special legislation passed in 2007 by the State of New York to provide the City of Rochester and the RCSD with the flexibility to achieve school facility needs via alternative financing mechanisms. The multi-year school reconstruction program commonly known as RSMP, by definition, optimizes instructional program initiatives and deferred maintenance priorities approved on a phase-by-phase basis as coordinated, cost effective projects.

Our Team

Rochester Joint Schools Construction Board



Norman Jones

Chairman



Michael Schmidt

Vice Chairman



Rosiland Brooks-Harris

Financial Chair | Treasurer



Ineabelle G. Cruz

Member



Jesse Dudley

Member



Tom Richards

Member



Brian Sandvide

Independent Compliance Officer



Allen Williams

Board Coordinator

RSMP Management Team



P pin Accilien, P.E.

Program Director



Roland A. Coleman, II

Deputy Director



Marcial Morales

Deputy Director



Terry LoConte

Construction Operations



Christopher Clark

Program Accountant



Travis L. Miller

Business Opportunities
Program Executive



Kimberly Mitchell

M/W/D/SBE
Training Executive

The RSMP team also includes:

- Hazeldene Hercules
- Jennifer McGrath
- Milton Pichardo
- Corey Razevich
- Justin Salgot
- Robert Skeele
- John Springer
- Richard Stoffel, P.E.
- Jeff Wild
- Shiobion Williams
- Wayne Williams
- Isaiah Wilson
- Ren e Yell



Abraham Lincoln School 22

RJSCB General Information

Meetings

Monthly RJSCB business meetings, as well as all committee meetings, are open to the public. The Board's M/WBE and Services Procurement Committee and the Finance Committee meet on the first Thursday of the month. Those meetings take place at 8:00 am and 9:00 am respectively.

The Board conducts its business meetings on the Monday following the Thursday Committee meetings at 4:30 p.m. Meetings are held at the Program offices located at 70 Carlson Road, Suite 200, Rochester New York 14610. For scheduling, agendas, minutes and other details, visit the Board's website at www.rcsdk12.org/rsmp.

Bylaws and Organizational Documents:

- **By-Laws** (Revised Dec. 2017)
- **Responsibilities of Board Members** (Revised Dec. 2017)
- **Confidentiality Agreement** (Revised Dec. 2017)
- **Code of Ethics Policy** (Revised Sept. 2014)
- **Communications Policy** (Revised Dec. 2017)
- **Procurement Disclosure Policy** (Created March 2010)
- **Purchasing and Procurement Policy** (Revised Dec. 2019)
- **Consent Agenda Policy** (Revised Dec. 2017)
- **Pay Requisition Approval Procedures** (Revised Jan. 2017)

Website:

- Agendas
- Minutes
- Resolutions
- Committee Reports
- ICO's Monthly Reports
- RJSCB's Annual Reports
- Program Background
(i.e. Cooperative Agreement, Strategic Plans, Project Labor Agreement)



RSMP Board Meeting

The enabling Legislation created the Rochester Joint Schools Construction Board (RJSCB) to undertake the RSMP projects by designating the RJSCB as agent for the City and the District. The powers granted to the RJSCB enable a more efficient approach to the reconstruction of the District's school facilities.

Program Overview:

In the beginning...

Following two orientation sessions in late fall 2008, the RJSCB initiated its official proceedings in January 2009. The RJSCB began by completing many organizational tasks, including the adoption of RJSCB Bylaws, the election of officers, and the establishment of a committee system.

In August of 2009, following an extensive Request for Proposals search and interview process, the RJSCB identified its general counsel. In January of 2010, a Cooperative Agreement among the RCSD, the City, and the RJSCB established the roles, relationships, and responsibilities of each party as related to the RSMP. The Cooperative Agreement confirms that the City shall not be obligated, directly or indirectly, to neither provide funding for the projects, provide payment for debt service on any bond or notes, nor have any other obligations including, specifically, any local share obligation related to the RSMP.

Additionally, the RJSCB established policies covering ethical policies, responsibilities, procurement, and communications; selected its Financial Advisor and Bond Underwriter for Phase I and Phase II of the RSMP; selected a firm to provide an energy efficiency study; and identified its Independent Compliance Officer (ICO) following an extensive RFP search and interview process.

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

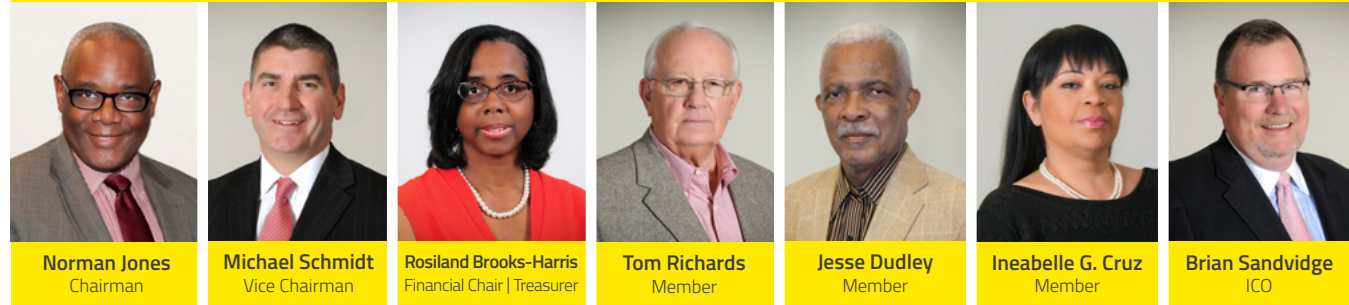
Working with the ICO and the Program Manager, the RJSCB developed a Preliminary Diversity Plan for the program that established the Minority and Women Business Utilization goals and Workforce Participation (EEO) goals for the program.

The Rochester Schools Modernization Program (RSMP) is a collaborative—or joint – initiative between the State of New York, the City of Rochester, and the Rochester City School District (RCSD). The public school system in Rochester is one of the ‘Big Five’, which denotes the largest urban districts in the State. Specifically, those districts are in a unique category where they are profoundly dependent upon the State for annual operating budget assistance. The State created the RSMP with the manifest authority to serve as the City’s and District’s agent managing all fiduciary and capital construction aspects of the comprehensive reconstruction of the RCSD in a phase-by-phase manner as approved by the State.

Monroe High School

RSMP Organizational Chart

Rochester Joint School Construction Board RSMP Phase II



Norman Jones Chairman
Michael Schmidt Vice Chairman
Rosiland Brooks-Harris Financial Chair | Treasurer
Tom Richards Member
Jesse Dudley Member
Ineabelle G. Cruz Member
Brian Sandvidge ICO

Allen Williams | Board Coordinator

Responsible for managing and providing oversight of all aspects of the **Rochester Schools Modernization Program**

Phase II Program Manager

Agent of the RJSCB responsible for managing the RSMP and all contracts entered into by the RJSCB for Phase II.



Architects

Role: Designs facilities to support the educational program of each school. Works with BAC to identify specific design requirements. Designs the buildings to ensure that final scope, budget and schedule are consistent with project milestones



Construction Manager

Role: Manages the construction in the context of the total project process to produce a project that will be completed on time and within budget.



Consultants

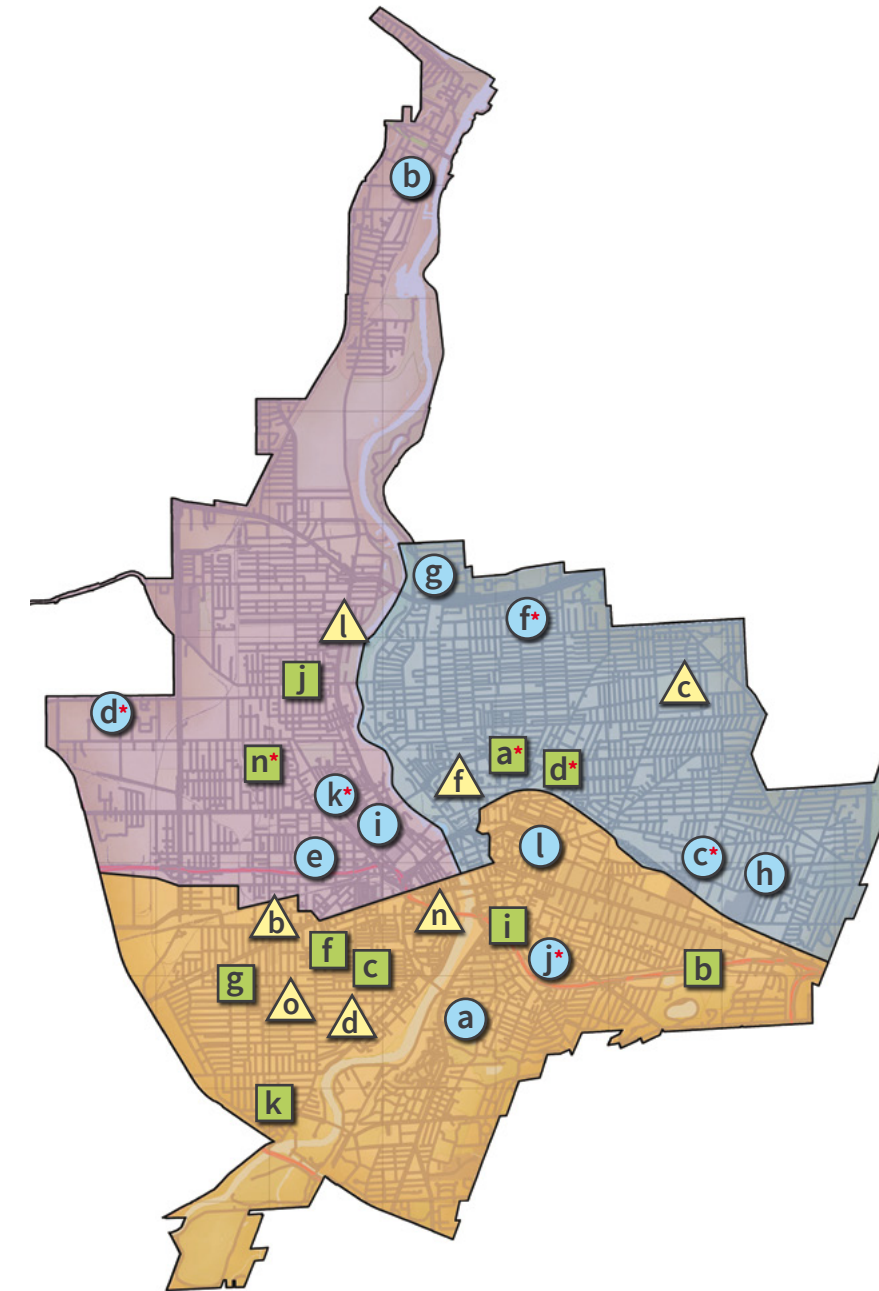
Role: Experts qualified in a particular field who are called upon in an advisory capacity. Consultants may hire sub-consultants for specific tasks but sub-consultants do not have a contract with the RJSCB.



Prime Contractors

Role: In charge of general construction, mechanical, electrical or plumbing construction, Prime Contractors have full responsibility for their part of the project. Primes may hire sub-contractors to carry out specific parts of the project under their supervision but those sub-contractors do not have a contract with the RJSCB.

RSMP Projects



- Phase I Projects Completed:**
 - a. Anna Murray-Douglass Academy School 12
 - b. Charlotte High School
 - c. East Upper & Lower School* 1
 - d. Edison Career & Technology High School*
 - e. Enrico Fermi School 17
 - f. Franklin High School*
 - g. Helen Barrett School 50
 - h. Henry Hudson School 28
 - i. John Williams School 5
 - j. Monroe High School*
 - k. Jefferson High School*
 - l. World of Inquiry School 58
- Phase II Projects Completed:**
 - a. Abraham Lincoln School 22*
 - b. Children's School 15
 - c. Clara Barton School 2
 - d. Dr. Freddie Thomas Learning Center*
 - e. Edison Career & Technology High School*
 - f. George Mather Forbes School 4
 - g. John Walton Spencer School 16
 - h. Monroe High School*
 - i. School Without Walls
 - j. Virgil I. Grissom School 7
- Phase II Projects Under Construction:**
 - k. Dr. Walter Cooper Academy School 10
 - l. East Upper & Lower School*
 - m. Edison Career & Technology High School*
 - n. Flower City School 54*
- Phase III Projects Proposed:**
 - a. Abraham Lincoln School 22 (site)*
 - b. Adlai E. Stevenson School 29
 - c. Douglass Campus
 - d. Dr. Charles T. Lunsford School 19
 - e. Dr. Freddie Thomas Learning Center*
 - f. Dr. Martin Luther King, Jr. School 9
 - g. East Upper & Lower School*
 - h. Edison Career & Technology High School*
 - i. Flower City School 54 (site)*
 - j. Franklin High School*
 - k. Jefferson High School*
 - l. Marshall Campus
 - m. Monroe High School*
 - n. Nathaniel Rochester School 3
 - o. Wilson Campus

Notes: 1. Indicates* Multi-Phased Project
 2. Construction as of December 2020
 3. Including proposed Phase III, a total of 29 Schools will be impacted by RSMP

Program Highlights

Improving Learning Environments

- A growing body of research demonstrates that the quality of school facilities plays a vital role in students' ability to learn well. The RSMP ensures that each facility not only meets the Rochester City School District standards, but is safe, modern, and comfortable.

Supporting Minority and Women Businesses and Workers

- The Workforce Participation overall goal of 30% is currently being exceeded with minorities and women comprising 32.86% of the total participation.
- The M/W/S/DBE Business Utilization overall goal of 33% is currently being exceeded with 39.77% of the total contract value awarded to Eligible Business Enterprises (EBEs). Roughly \$95.2 million has been sub-contracted to M/W/D/SBE firms to date.
- The largest minority-owned architecture firm in the country, Moody Nolan, is lending its talents to two projects in Phase II. Watts Architecture and Engineering, a certified MBE, provided design services for the Dr. Freddie Thomas Learning Center project and support engineering services for five other Phase II Schools. Other EBE-certified firms providing A/E services on multiple RSMP projects includes: Popli Design Group (M/DBE), Architectura (WBE), Ravi Engineering (MBE) and Vargas Associates (WBE).
- The Business Opportunity Program (BOP) assists EBEs in upgrading their business skills to be more viable subcontractors for the RSMP, foster familiarity, and create deeper relationships as the EBE builds confidence and capacity.
- Several BOP participants are already working on RSMP projects.
- The RSMP also provides short term financing opportunities using the City's Rochester Economic Development Corporation (REDCO) to administer and process the Revolving Loan Program (RLP), which was created, and funded by, Savin Engineers, P.C. in Phase II.



Construction of George Mather Forbes School 4

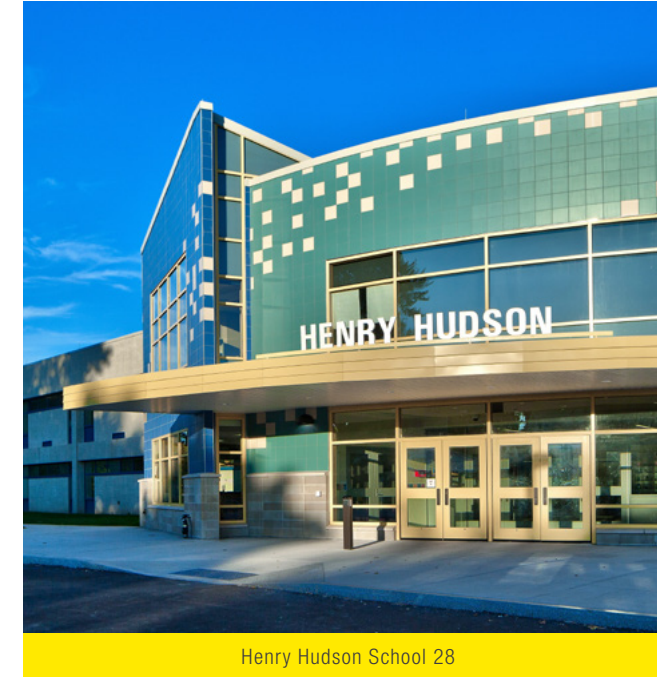
Site and Building Upgrades

- Upgrading the food service facilities in the Phase II projects allows for much healthier food choices, and a efficient food delivery process.
- The District benefits from energy savings due to tightened building envelopes and more efficient mechanical and electrical equipment.
- Updates to building sites will result in safer play areas, pedestrian, bus and car travel.
- Although technically a Phase I acquisition, the demolition of the former Maynard's facility is leading to the creation of additional playfields for Helen Barrett Montgomery School 50 and improving the overall neighborhood.

Community Engagement

- The RSMP works closely to secure District and community feedback during the planning, design, and construction phases.
- Building Advisory Committees (BACs) are established during the design phase of each project to serve in an advisory role to the architect assigned to each school.

Phase I Overview



Henry Hudson School 28

Beginning in the summer of 2010, the Gilbane/Savin team and SWBR Architects created the Phase I Master Plan for the RSMP. The Phase I Master Plan identified twelve school projects and a technology project (District-Wide Technology or DWT) to be included in Phase I of the RSMP. In addition to repairs to the physical components of each facility, such as the mechanical systems, the building infrastructure, and the classrooms, the Phase I Master Plan became the road map for implementing the District's educational plans for the future.

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 Phase I Master Plan.

The Phase I Master Plan was subsequently approved

by the Board of Education and the State Education Department in 2011.

The Phase I Master Plan sets out concepts and ideas on how the District's overall strategy can be implemented. The specific project designs are accomplished by those individual architects hired for each project. The Phase I Master Plan provides the District with flexibility to meet changing needs.

The RJSCB engaged the services of a consulting firm to assist with State Environmental Quality Review Act (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 I projects would not result in significant adverse environmental impacts. The Negative Declaration was distributed by the RJSCB to all interested

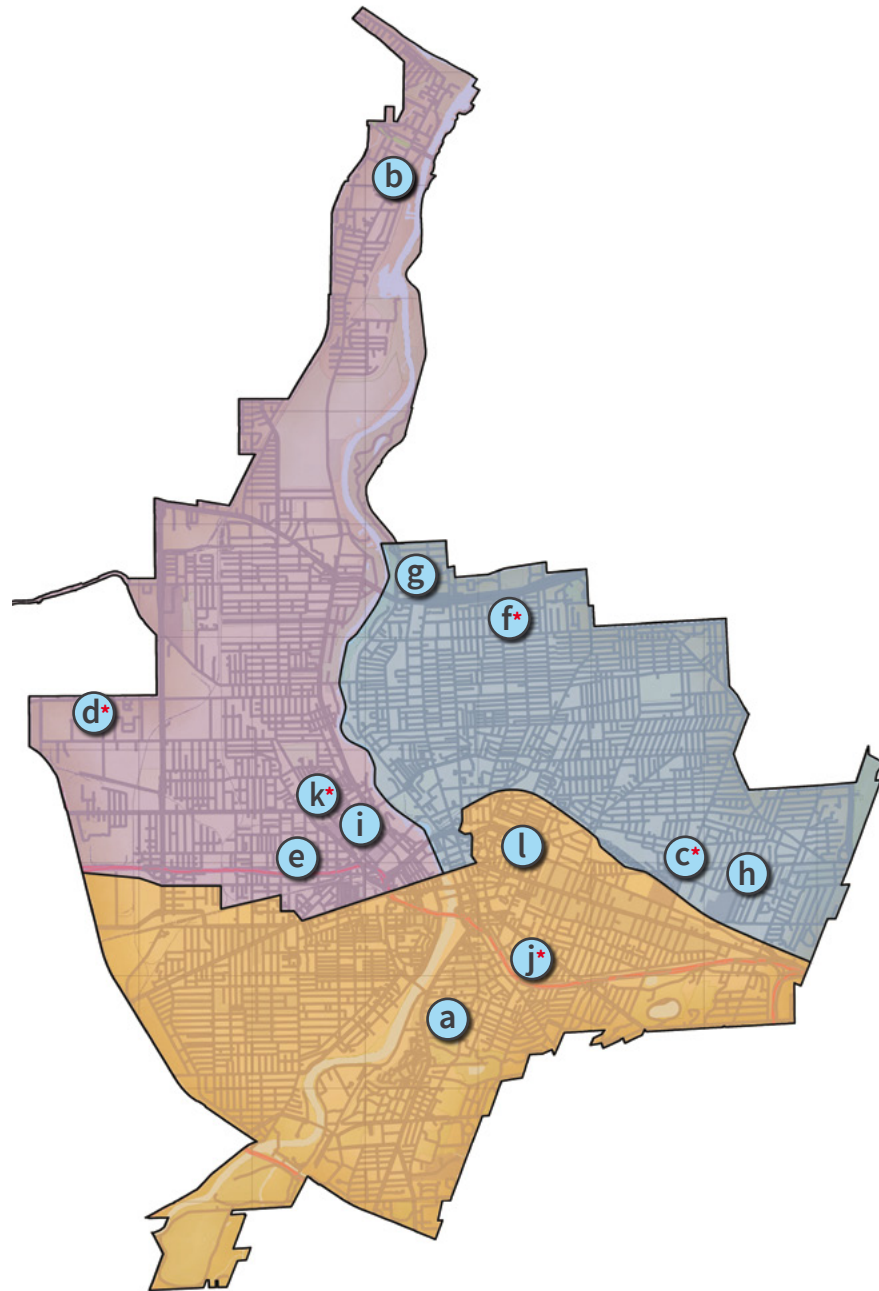
and involved parties.

In the spring of 2011, the RJSCB selected the architects for the first group of six school projects (Phase 1A). Those school projects included: School 17, School 28, School 50, School 58, Charlotte High School, and Franklin High School.

The RJSCB hired a technology consultant to develop the DWT project, act as the single point of contact for all technology-related components of the RSMP, and provide seamless technology integration in all schools, while also adhering to technology standards as set forth by the District. 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. In the summer

- **Phase I included renovations and alterations to 12 buildings, plus a District-Wide Technology project (technology upgrades within those 12 buildings) with a total value of \$325 million. The first phase of the program consisted of approximately \$237 million in budgeted 'hard' construction expenses and \$88 million in design, management, financing, District-Wide Technology, and other "soft" incidental program expenses. The anticipated Building Reimbursement Aid, as calculated by the State Education Department Maximum Cost Allowance (MCA) formulas, was approximately \$287 million, resulting in \$38 million in EXCEL and local costs (11.7%).**

Phase I Projects



Phase I Projects Completed:

- a. Anna Murray-Douglass Academy School 12
- b. Charlotte High School
- c. East Upper & Lower School*¹
- d. Edison Career & Technology High School*
- e. Enrico Fermi School 17
- f. Franklin High School*
- g. Helen Barrett School 50
- h. Henry Hudson School 28
- i. John Williams School 5
- j. Monroe High School*
- k. Jefferson High School*
- l. World of Inquiry School 58

Notes: 1. Indicates* Multi-Phased Project

of 2011, the RJSCB hired Construction Managers for the 1A projects to help plan the logistics and implement the construction.

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 included: School 5, School 12, Monroe High School, East High School, and the Edison Technology Campus. Construction Managers were selected in 2012 to plan and implement the construction of these projects.



Helen B. Montgomery School 50

In 2012, the RJSCB officially selected the County of Monroe Industrial Development Agency (COMIDA) as the source to issue bonds necessary to carry out the program. The bonds are being repaid by State Aid reimbursements up to the legal limit the balance of which reverts to the true local cost share. A Project Labor Agreement (PLA) specific to the RSMP Phase I was also negotiated in 2012 with the Rochester Building and Construction Trades Council. The stipulations of the PLA provide economic savings to the project and support the special legislation's goal for the RJSCB to encourage a diverse workforce across all aspects of the program.

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 District during the implementation of the Phase I Projects made it a priority to provide central air conditioning at five (5) school projects, for which some were already under construction. The District also requested and all-weather play field at the East Campus Project. That additional scope work created real challenges to both budgets and schedules. The funding had to be transferred from the Jefferson High School, one of the the originally approved Phase I Projects.

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

The final two projects were School 12 and Monroe High School. School 12 students returned to their building in September 2016. Monroe High School construction proceeded seamlessly into Phase II in 2016.

Please see the following page for the summary of Phase I costs and State Aid, as well as a summary of minority business and workforce participation.



Enrico Fermi School 17

Metrics

Phase I Overview continued

RSMP Phase I: Summary of Total Project Costs and Anticipated State Reimbursement Aid

School Project Name	Hard & Soft Costs (All Dollars in Millions)	Anticipated State Aid Cost Allowance	Current Project Status	Construction Start	Construction Complete
John Williams School 5	\$21.6	\$19.8	Complete	Summer '13	Summer '14
Anna Murray-Douglass School 12	\$25.5	\$21.4	Complete	Fall '14	Summer '16
Enrico Fermi School 17	\$28.6	\$26.4	Complete	Summer '12	Summer '13
Henry Hudson School 28	\$23.9	\$20.2	Complete	Summer '13	Summer '14
Helen B. Montgomery School 50	\$27.0	\$23.4	Complete	Summer '12	Summer '13
Helen B. Montgomery School 50 (site)	\$3.4	\$3.29	Complete	Summer '12	Fall '19
World of Inquiry School 58	\$44.4	\$28.7	Complete	Fall '12	Winter '14
Charlotte High School	\$28.6	\$27.8	Complete	Summer '12	Summer '13
Thomas Jefferson High School	\$00.324	\$00.324	Complete	Summer '15	Summer '15
Monroe High School	\$29.8	\$28.2	Complete	Summer '15	Spring '18
Edison Educational Campus	\$26.4	\$24.9	Complete	Summer '13	Summer '14
East Upper & Lower School	\$18.9	\$17.8	Complete	Summer '13	Summer '14
Benjamin Franklin High School (added Auditorium Project)	\$11.3	\$11.1	Complete	Summer '12	Summer '14
District Wide Technology Project (includes program wide expenses)	\$38.9	\$37.0	Complete	2013	2016
Totals	\$325.0	\$287.0 (88.3%)	N/A	N/A	N/A

Note: EXCEL Aid (\$16.3M) was applied to the Phase I projects to reduce the bonded amounts, thus reducing the local share.

RJSCB Phase I: Business Utilization Program Goals/Actual

Category	Goal	Actual
MBE	15%	15.74%
WBE	5%	7.42%
SBE	5%	3.77%
DBE	2%	2.33%
Totals	27%	29.26%

Workforce Participation Goals/Actual

Category	Goal	Actual
Minorities	20%	22.88%
Women	6.9%	7.22%
Totals	26.9%	30.10%

Phase II Overview



John Walton Spencer School 16

The Rochester Joint Schools Construction Board (RJSCB) conducted a nation wide Request for Proposal process to select the services of Savin Engineers to be the prime Program Managers for Phase II. The Savin team brought valuable experiences from the RSMP Phase I as well as from major school district capital programs across the state. The shared objective was to exceed the RJSCB goals and expectations which with all of the Phase II Projects either completed or in construction, has been resoundingly achieved in terms of time, budget, quality and overall diversity...Not only is Savin an MBE, its selection also assured there would be no 'gap' between the Phases I and II.

The Phase II Strategic Plan was immediately mobilized with the RJSCB selection of SWBR Architects. Savin's 'smart-planning' approach expedited development

of a comprehensive four (4) volume document including not only the proposed 'Test Fit Concepts', but also the aggressive Diversity and Financial Plans specific to the Phase II Program approved by the RCSD less than five (5) months after the selection of the Savin team.

The planning stage involved stakeholder input/feedback, along with close coordination with RCSD's priorities regarding the mechanical, electrical, and plumbing infrastructure systems (or M/E/P). The multiple 'user' needs were documented in the Core Model Program that identified the quantity, function and relationship for all instructional, shared supports and administrative spaces. As a result, each school facility approved as a Phase II Project was addressed in a consistent and equitable manner.

The RCSD's guiding principles for Phase II included:

- Eliminating obsolete and dysfunctional portable classrooms that otherwise displaced green space.

- Right-sizing classrooms and schools to align with the class size, and planned enrollment for each school.
- By extension, continue to align the RCSD's overall preferred seating capacity grade-by-grade with the 10-year demographic projections required by SED.

A series of public town meetings were conducted throughout January thru March 2016 across the District. The RCSD School Board approved the Strategic Plan on March 24, 2016, and the Financial Plan on April 28, 2016, culminating the State Comptroller approval on June 8, 2016.

In the midst of the planning process, updates, and the approvals from RCSD to the State, the need to amend the already approved special legislation became apparent. The issue was that the cost to update or replace priority M/E/P infrastructure while also addressing instructional programmatic initiatives exceeded the standard SED Maximum Cost Allowance (MCA) calculations for PK/6

The RSMP Phase II enabling special legislation was signed by the Governor in December 2014. The Phase II was authorized for up to 26-projects, including an associated District-Wide Technology Project to standardize digital systems. The total budget was \$435 million, with approximately \$315 million allocated for hard 'brick-and-mortar' costs, and \$120 million for soft costs such as management, A/E design, legal, and financing expenses.

elementary schools. The key implications to RSMP became that either

- Each PK/6 project would exceed the SED 98% MCA for eligible cost, thus significantly increasing the local share, or
- The PK/6 projects could become multi-phase, which also requires multiple tenures in temporary 'swing space'. Since multi-phase projects elapse over a longer time period, they tend to be less cost effective, due to the premiums associated with remobilizing (start/stop/start), the loss of the economy of scale, etc.



James Monroe High School

To overcome the financial disconnect between the RCSD programmatic and infrastructure priorities in a cost-effective manner, the SED agreed there were clear benefits if the traditional Aid guideline was modified. The proposal was to double the MCA for elementary school projects, and the trade-off was the typical 5-years would be 'extended' to 10-years before those schools would have their MCA Aid eligibility reset for any other subsequent capital project at those Phase II schools. The requested extended MCA Aid amendment to the special legislation was approved by the State Senate on June 6, 2016, followed by the Assembly on June 16, 2016, and finally signed by the Governor on July 5, 2016.

The extended MCA amendment assured there would be no 'gap' between Phase I and II in terms of major capital projects that generate work for A/E design professionals. By extension, the quality jobs would also be sustained in the building trades, manufacturers, suppliers, shippers, etc resulting in the improved welfare of all of those workers' families in the greater Rochester and Upstate areas.

The RJSCB embraced the 'smart planning' approach to also update the Diversity Plan for Phase II. Compared to Phase I, the updated plan increased the Minority Business Enterprise (MBE) RSMP goal by 6%, and the workforce participation goal by 3%. Further, an innovative initiative by the Savin Program Management team called the Business Opportunity Program, or BOP was created with the goal to build capacity in the community. The three components of BOP are Community Engagement, the Instructional Series and the Mentor/Protege Program. Highlights of this initiative are:

- An open 'admission' instructional series with 7 building block modules and 36 sessions free of charge.
- Connecting with the community via open forums, social media and public ceremonies.
- Real-world, working professionals - architects, engineers, construction managers, lawyers, accountants and prime trade contractors - instruct the lessons, and team based mini-projects.
- Participants can become eligible for the one-on-one business specific mentor-protégé assistance.



Edison Career & Technology High School

To date, 84 emerging business enterprises have completed the BOP Instructional Series. The evidence continues to grow that pathways are emerging where the combination of proactive outreach, education and hands-on training are creating opportunities to diversify and build the entrepreneurial capacity in the greater Rochester community.

The approved RSMP Phase II Strategic Plan's Master Schedule divided the Projects into four (4) sub-phases: 2A,

2B, 2C and 2D. The RCSD arranged an initial bridge loan of \$2.7 million thru May 2016 as a critical 'jump start' for the 2A Projects. The City then committed to a Municipal Agreement providing a \$32 million Bond Anticipation Note (BAN) in August 2016 that financed the Program until the first tranche of permanent Bond Sales occurred in August 2017. The approved Financial Plan's creative combination of alternative financing mechanisms allowed the final planning, design, and the Phase 2A Monroe High School Project to proceed per the coordinated Master Schedule. In that regard, Monroe was the first Project to actually segue from the RSMP Phase I to a distinct Phase II project. (Note: Monroe also had a planned Phase 2B, which is also now completed for RCSD full occupancy.)



Abraham Lincoln School 22

The RJSCB continued thru the remainder of 2016 with procurement of design and other professional services via a 'staggered' RFP process. The professional services required to methodically implement the Phase II Projects included:

- Independent Compliance Officer
- Program Counsel
- Architectural, Engineering, Environmental, and Food Service Design Consultants
- Construction Management, Inspection/Testing, and Commissioning.
- Site and Building Security

The Phase 2A and 2B major reconstruction projects began to reach completion starting in August 2017. Accordingly, the Grissom School 7, Spencer School 16, Monroe High

School, Dr. Freddie Thomas Learning Center, School Without Walls, and the Children's School of Rochester (School 15, formerly School 1) all returned on time by September 2018, for RCSD re-occupancy from temporary Swing Spaces.

The Abraham Lincoln School 22 (formerly School 6) came on-line for re-occupancy in September 2019. The current RCSD annual operating budget dilemma and associated audits contributed to the decision to postpone the mid-year moves to re-occupy Barton School 2 and Forbes School 4, as was originally planned for December 2019. Instead, those schools will be reopened for the start of the new school year in September 2020. The Dr. Cooper School 10, and Flower City School 54 (formerly School 30) are currently at the peak of their Construction Phase, and will also re-open in September 2020 per the originally approved Phase 2C and 2D RSMP Master Schedule.

The Edison Career & Technical High School (Phase 2B) was completed on schedule and reopened in September 2019. However, additional scope (e.g. roof and window replacements) was authorized to bid in order to take advantage of a very favorable local market. The additional work extends the completion schedule to August 2020.



Children's School of Rochester - School 15

The East Upper & Lower School, per the Educational Partnership Organization (University of Rochester) preference to keep all students on-site, is being reconstructed with the longest schedule extending to August 2021 to complete the Phase II Program.

Metrics

RSMP Phase II: Summary of Total Project Costs and Anticipated State Reimbursement Aid

School Project Name	Hard & Soft Costs (All Dollars in Millions)	Anticipated State Aid Cost Allowance	Effective Aid %	Construction Start	Construction Complete
Monroe High School (2A)	\$25.7	\$25.2	98.00%	Summer '16	Summer '17
Virgil I. Grissom School 7	\$25.1	\$24.6	98.00%	Winter '17	Summer '18
John Walton Spencer School 16	\$33.2	\$32.5	98.00%	Winter '17	Summer '18
East Upper & Lower School	\$51.6	\$50.6	98.00%	Fall '18	Fall '21
Dr. Freddie Thomas Learning Center	\$2.6	\$2.5	98.00%	Summer '17/'18	Summer '17/'18
School Without Walls	\$8.6	\$6.8	79.07%	Summer '17	Summer '18
Children's School of Rochester 15	\$19.7	\$17.5	88.83%	Summer '17	Summer '18
Monroe High School (2B)	\$32.9	\$32.2	98.00%	Fall '17	Summer '18
Edison Career & Technology High School	\$33.1	\$32.4	98.00%	Summer '18	Summer '19/'20
Abraham Lincoln School 22	\$26.5	\$25.4	95.85%	Summer '18	Fall '19
Dr. Walter Cooper Academy School 10	\$27.8	\$20.0	71.94%	Summer '18	Summer '20
George Mather Forbes School 4	\$25.8	\$19.1	74.03%	Summer '18	Winter '20
Clara Barton School 2	\$29.8	\$26.6	89.26%	Summer '18	Winter '20
Flower City School 54	\$25.9	\$20.2	77.99%	Summer '19	Summer '20
District Wide Technology	\$66.7	\$65.3	97.90%	2017	2021
Totals	\$435.0	\$401.0	92.19%	N/A	N/A

Notes: These projects involve supplemental funds being allocated from separate State grants (i.e. Smart Schools Bond Act or Community Schools Grant) that have been made available to the District.
The High Needs Building Aid Ratio of 98% was assumed for all projects. However, the aggregate aid allowance provided to Rochester by NYSED is approximately 91 - 92%.

RSMP Phase II: Projects with State Reimbursement Aid Awaiting Reconciliation

Building Name	Hard & Soft Costs (All \$ in Millions)	Anticipated State Aid Cost Allowance	Aid Cost Allowance (RSMP Calculation)	Effective Aid %	Aid Ratio (RSMP Calculations)
School Without Walls	\$8.6	\$6.8	\$8.4	79.07%	98.00%
Children's School of Rochester 15	\$19.7	\$17.5	\$18.3	88.83%	92.89%
Dr. Walter Cooper Academy School 10	\$27.8	\$20.0	\$22.5	71.94%	80.94%
George Mather Forbes School 4	\$25.8	\$19.1	\$19.1	74.03%	74.03%
Clara Barton School 2	\$29.8	\$26.6	\$26.9	89.26%	90.43%
Flower City School 54	\$25.9	\$20.2	\$21.2	77.99%	81.85%
Totals	\$137.6	\$110.2	\$116.4	80.19%	86.36%

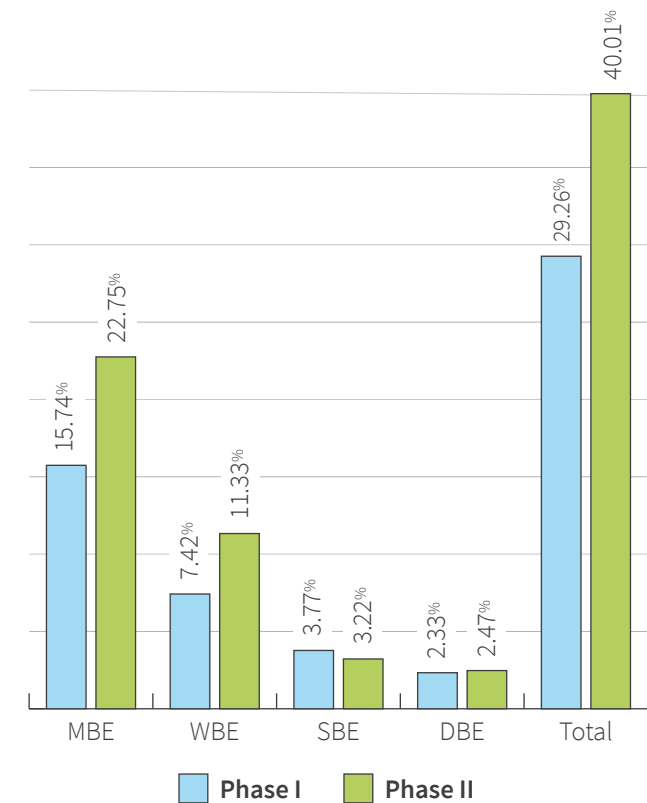
RJSCB Phase II: Business Utilization Program Goals/Actual

Category	Goal	Actual
MBE	17%	22.75%
WBE	10%	11.33%
SBE	3%	3.22%
DBE	3%	2.47%
Totals	33%	39.77%

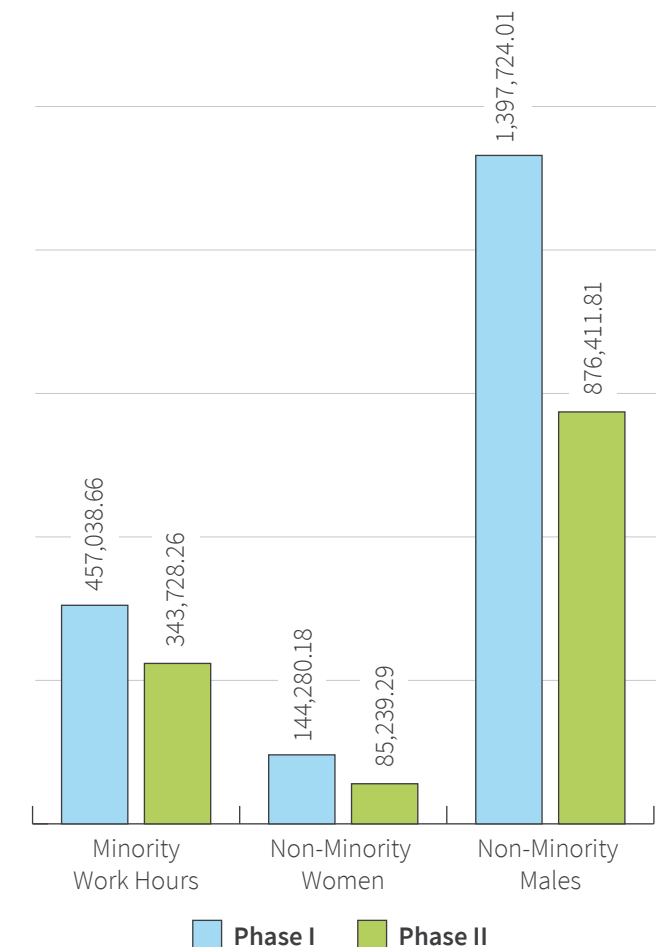
Workforce Participation Goals/Actual

Category	Goal	Actual
Minorities	22%	26.33%
Women	8%	6.53%
Totals	30%	32.86%

RJSCB Business Utilization Program Goals Comparison by Phase*



RJSCB Workforce Hours Comparison by Phase*



Note: * Phase II still has six (6) Projects in construction as of March 2020.



Clara Barton School-2

Phase III Overview



The Phase III Strategic Plan was revised in December 2019 and resubmitted to New York State Legislation to authorize reconstruction of 12 buildings, plus a District-Wide Technology project (technology upgrades within those 12 buildings) with a total value of \$615 million.

The original Phase III Strategic Plan was initiated in the spring of 2018, as authorized by the District and RJSCB. The Savin team managed a tremendous effort

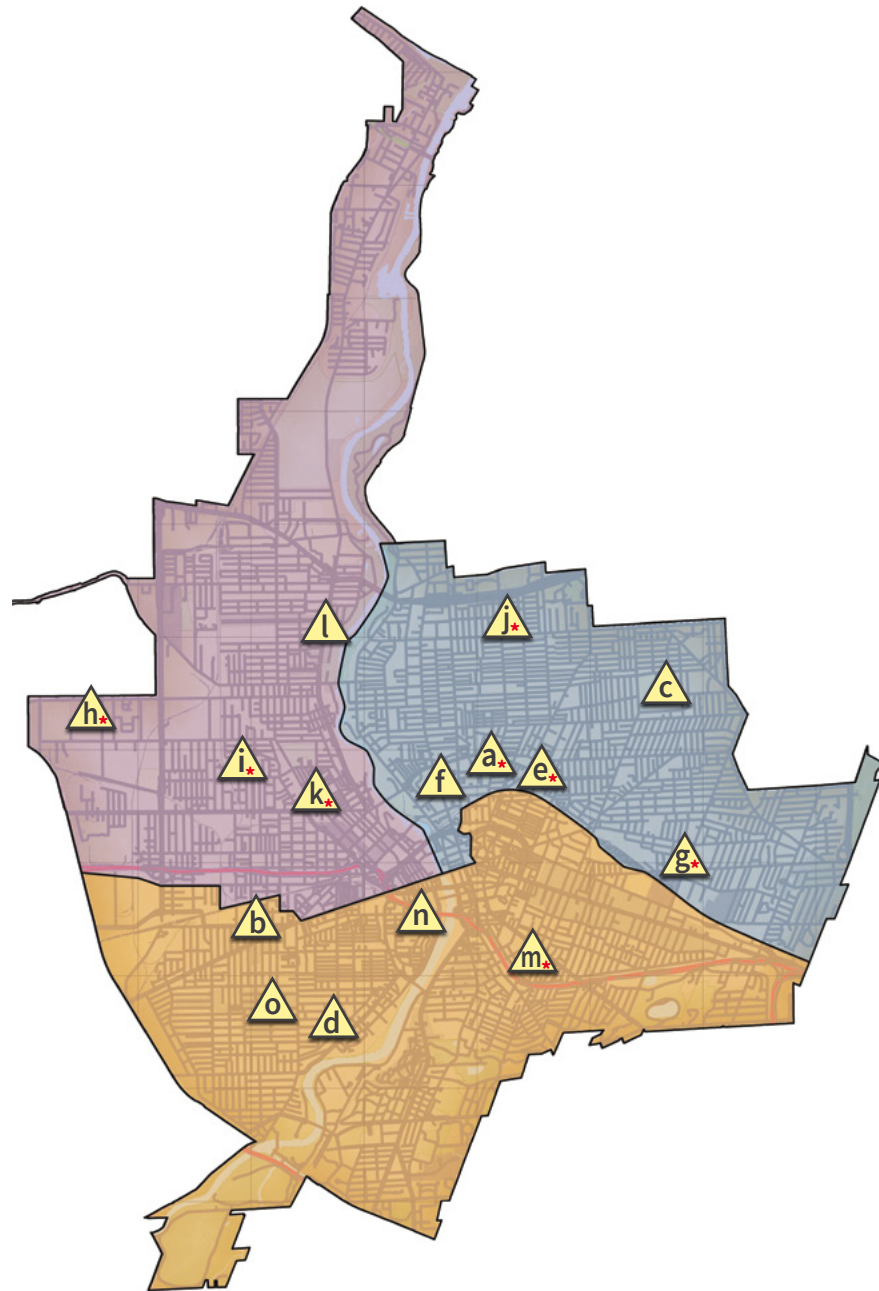
to complete the Phase III Plan with Watts Architecture and Engineering to avoid a gap between RSMP Phases II and III. A total of twelve schools plus a District-Wide Technology Project were proposed to be in Phase III of the RSMP. The RJSCB conducted several public meetings in October, November and December 2018 for the purpose of seeking

public comments and incorporating said comments into the proposed Phase III Strategic Plan. That plan was subsequently approved by the Board of Education and is pending approval of the State Education Department and the New York State legislature.



Rochester, New York

Proposed Phase III



- Phase III Projects Proposed:**
- a. Abraham Lincoln School 22 (site)*
 - b. Adlai E. Stevenson School 29
 - c. Douglass Campus
 - d. Dr. Charles T. Lunsford School 19
 - e. Dr. Freddie Thomas Learning Center*
 - f. Dr. Martin Luther King, Jr. School 9
 - g. East Lower & Upper School*
 - h. Edison Career & Technology High School*
 - i. Flower City School 54 (site)*
 - j. Franklin High School*
 - k. Jefferson High School*
 - l. Marshall Campus
 - m. Monroe High School*
 - n. Nathaniel Rochester School 3
 - o. Wilson Campus

Notes: 1. Indicates* Multi-Phased Project

BOP



Instructional Series

The Business Opportunity Program's (BOP) Instructional Series (IS) is a free and unique learning opportunity that utilizes seasoned professionals from companies contracted with the RJSCB along with community experts to serve as facilitators on a variety of business topics. It is open to any business enterprise that is at least a DBA, with six months in business and/or one client in their business name.

The curriculum consists of seven modules and covers topics relevant to a wide range of areas affecting business operations, planning, finances, project management and marketing. Each IS-cycle is 18 weeks long with classes two evenings per week (i.e., 36 total classes) for two hours each. A combination of business

experts, architects construction managers, professional services providers and the RSMP Program Management team conduct each lesson in a hands-on, real-time manner. Those participants in the construction industry, specifically, are very appreciative of the opportunity to connect with much more established construction companies both during and after the sessions. The Instructional Series has seen an overwhelmingly positive response from the community. Nearly half of the facilitators in each cycle are local and they volunteer their time to facilitate the sessions as well as to meet individually with the participants outside of the series. We have also had support for the sessions from state and local municipal entities such as Empire State Development (ESD), SUNY Brockport and the Rochester Public Library.

At the end of each cycle, the participants are presented a Completion Certificate at a public ceremony. These

ceremonies are attended by not only friends and family but by dignitaries such as the Mayor, the Deputy Mayor, City Council representatives, NYS Assembly representatives, NYS Senate representatives and the facilitators.

IS Cycle	Start Month	End Month	Year	# of Firms who Completed IS
Cycle 1	Aug.	Dec.	2016	13
Cycle 2	Feb.	June	2017	5
Cycle 3	Aug.	Dec.	2017	11
Cycle 4	Feb.	June	2018	16
Cycle 5	Aug.	Dec.	2018	15
Cycle 6	Feb.	June	2019	13
Cycle 7	Aug.	Dec.	2019	11
Cycle 8	Feb.	June	2020	27

BOP is a creative initiative designed to leverage RSMP resources in a strategic way to enhance the potential growth of eligible minority, women, disadvantaged and small businesses (M/W/D/SBE's) in Rochester and the surrounding region. As a specific response to the Legislative Act authorizing Phase II of the Program, BOP combines three distinct services: the Instructional Series, Mentor-Protégé and Community Outreach and Engagement.

As indicated by evaluation surveys filled out by all participants, the overall impression of the series' value and benefits is very favorable. The best testament is fourteen BOP graduate firms have successfully secured contracts or subcontracts on Phase II projects.

Mentor-Protégé Program

The Mentor-Protégé Program (MPP) was designed to facilitate training and mentoring in a direct, engaging and practical manner intended to produce long-term positive impacts. It was also designed to motivate and encourage all holders of prime contracts with RJSCB to provide mutually beneficial developmental assistance to local Eligible Business Enterprises (EBEs) to enable such emerging businesses to 'learn the ropes' from more experienced businesses. To be eligible to participate in the MPP as a Protégé, a business must have:

- Successfully completed the BOP's Instructional Series, or
- Had a prime or subcontract on one of the Phase II projects.



Mentor-Protégé Program Kickoff Meeting

The Mentor/Protégé relationship lasted from six months to a year; allowing the EBE to meaningfully benefit from the knowledge and time-tested experience of the mentor firms and for the program to support as many Mentor/Protégé relationships as possible. A modest allowance was included in the Primes' contracts to serve as reasonable reimbursement for their time and resources provided as Mentors for the MPP.

Professional service firms were selected as Mentor matches for the seven IS graduates and three EBE contractors who requested further assistance. The pairings were based on the graduates' areas of need that they specified and for which BOP Administrators confirmed the Mentor has the resources and/or capacity to provide tailored assistance with.

At this stage of the program, with only two schools in construction one remaining IS cycle, the Mentor/Protégé Program is operating on an as-needed basis for fully vetted EBE contractors and IS graduates.

Revolving Loan Program

As a reflection of the RJSCB's effort to remove barriers and promote business growth, a Revolving Loan Program (RLP) was designed to help EBE's meet their short-term working capital needs on RSMP projects. With access to a loan maximum of \$10,000 per occurrence, a loan can be used to finance the obligations of performing under a contract with the RJSCB regarding payroll, supplies, equipment and other overhead.

To make the loan process easy to implement, navigate and disburse, an RLP short form application is reviewed for approval within 3 business days. There are no credit checks and zero (0%) interest charges applied. The fund's revolving balance is secured by a replenishment system based on monthly payment requisitions to RSMP that require the loan to be repaid within 90 days.

RSMP partnered with REDCO from the City of Rochester to administer the loan disbursements and repayments for a minimal administrative fee. The fund was seeded with an initial contribution from Savin of \$100,000 and the RJSCB authorized a \$150,000 contribution of restitution dollars the State Attorney General audit settlement with certain Phase I prime contractors, making a total of \$250,000 available to Phase II loan applicants.

To date, there have been ten (10) loan applications received; all were disbursed and all have been repaid. During the 2019-2020 fiscal year, only one application was received and a \$10,000 loan was issued on March 4, 2020.

Features of the Revolving Loan Program

- Solely EBE Subcontractors to RSMP
- Simplified Application Process (7 days or less)
- No Minimum Credit Score Required and 0% Interest
- Can utilize multiple times as long there are no previous RSMP loans unpaid

Community Outreach

The following photos document some of the BOP highlights from the 2019-2020 fiscal year



4.1.2019 Program Director Pépin Accilien with X-Cats Robotics Squad



4.26.2019 Lincoln School 22 faculty site visit



4.26.2019 RSMP Staff at the Baden Street Annual Luncheon with NY Senate Majority Leader Crystal Peoples-Stokes & Mayor Lovely Warren



8.19.2019 RSMP Newsletters being handed out at RCSD Community Schools Forum at Monroe High School



9.27.2019 Ribbon Cutting Ceremony for Abraham Lincoln School 22



10.2.2019 2019 was a pivotal year for the continuation of New York State leading the country in awarding contracts to MWBE's. The passage of codified legislation, sponsored by NYS Assemblywoman Rodneyse Bichotte (center), to provide enhanced opportunities and protection for MWBE's was a major accomplishment. MWBE Forum, Albany, NY.



10.23.2019 NYS MWBE Forum & Exhibition. Albany, NY



10.23.2019 NYS MWBE Forum & Exhibition. Albany, NY



1.11.2020 RCSD Expo & Fair at Wilson Academy.



2.26.2020 Artist Shawn Dunwoody Bas-relief Art Sculpture Unveiling at Abraham Lincoln School 22

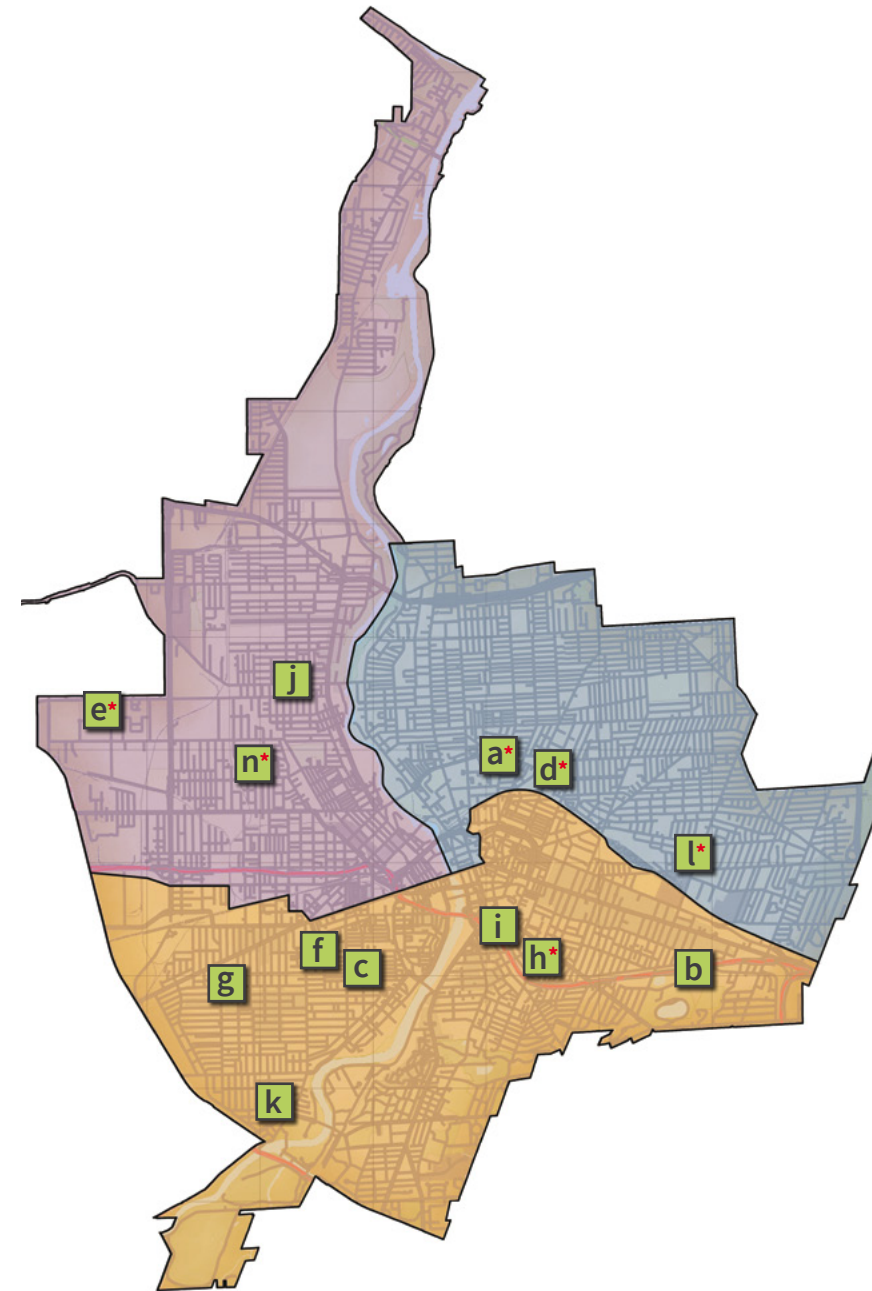


1.28.2020 Artist Sarah C. Rutherford Mural 'We Rise As Tomorrow' Unveiling at James Monroe High School



3.5.2020 Edison Tech CTE Wing Ribbon Cutting Ceremony

Phase II Projects



Phase II Projects Completed:

- a. Abraham Lincoln School 22* 1
- b. Children's School 15
- c. Clara Barton School 2
- d. Dr. Freddie Thomas Learning Center*
- e. Edison Career & Technology High School*
- f. George Mather Forbes School 4
- g. John Walton Spencer School 16
- h. Monroe High School*
- i. School Without Walls
- j. Virgil I. Grissom School 7

Phase II Projects Under Construction²

- k. Dr. Walter Cooper Academy School 10
- l. East Upper & Lower School*
- m. Edison Career & Technology High School*
- n. Flower City School 54*

Notes: 1. Indicates* Multi-Phased Project
2. Construction as of December 2020

Phase II Projects

Virgil I. Grissom School 7

ARCHITECT: SEI Design Group

CONSTRUCTION MANAGER: LeChase Construction

PRIME CONTRACTORS: DiPasquale Construction, Inc.
(General Trades Contractor)
John W. Danforth Company (Mechanical)
East Coast Electrical Corp.
M.A. Ferrauilo (Plumbing)



BIOGRAPH

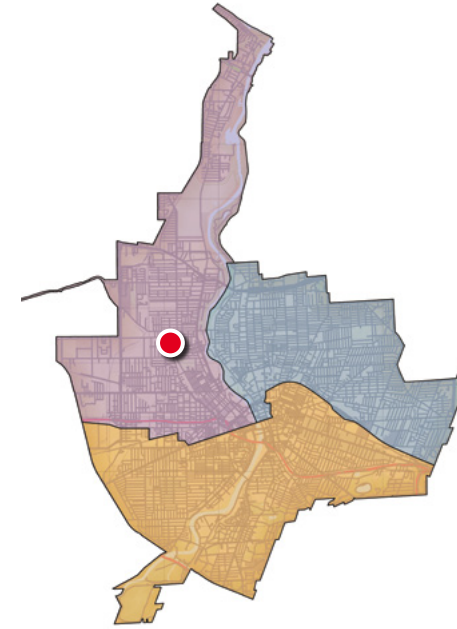
ORIGINAL CONSTRUCTION DATE: 1966

GRADES: PK/6

PLANNED ENROLLMENT: 582 Students

MAJOR ADDITION: Yes/Classrooms

STATUS: Completed 2018



The Virgil I. Grissom School 7 is located in the Maplewood neighborhood in the RCSD Northwest attendance zone. The highlight of the original school is its circular rotunda with 'pie shaped' classrooms around the full perimeter. The central core of that rotunda, which originally was an 'opened plan' found to be dysfunctional, has been infilled accordingly:

- Breakout Support Room, Resource Offices, and a small group activity area on the first floor.
- An enlarged/enclosed Library/Media (formerly an open plan) on the second floor.
- A multi-disciplinary, highly flexible 'Maker Space' on the third floor.

A two-story new addition houses the new Main Entry, Nurse's Office, four (4) classrooms, OT/PT, and a display 'nook' for student projects. The original café, which was windowless, has been expanded in a manner to receive daylight, and a full kitchen has also been provided. The school lacked and desperately needed an auditorium type assembly space. That goal was achieved with a stage addition that transformed the gym into a gymnasium including air conditioning.



Phase II Projects

John Walton Spencer School 16

ARCHITECT: SWBR Architects

PRIME CONTRACTORS: Manning Squires Hennig
(General Trades Contractor)
M.A. Ferraiulo (Mechanical)
East Coast Electrical Corp.
DV Brown & Associates, Inc. (Plumbing)

CONSTRUCTION MANAGER: Buffalo Construction Consultants



BIOGRAPH

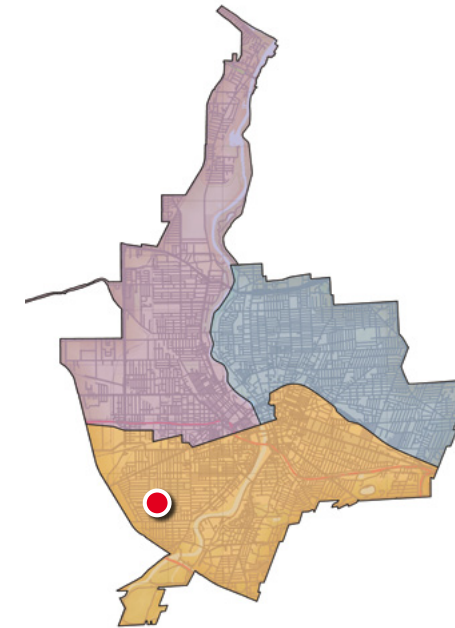
ORIGINAL CONSTRUCTION DATE: 1910

GRADES: PK/6

PLANNED ENROLLMENT: 582 Students

MAJOR ADDITION: Yes/Classrooms,
Gymnasium, Kitchen & Deck

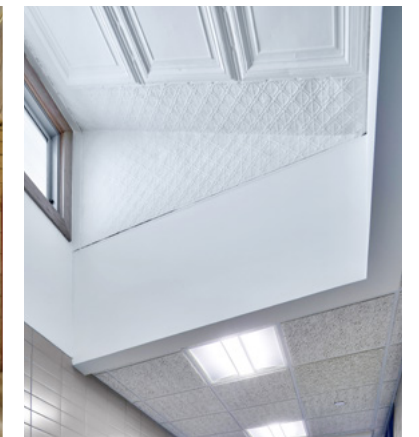
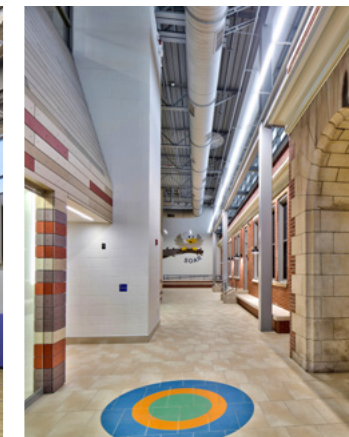
STATUS: Completed 2018



As the oldest school in the District, this project presented the challenges of historic restoration, complete M/E/P infrastructure replacements and a major new addition on an urban site significantly below the SED minimum standards. The challenge was further complicated by the original building having been constructed of wood framing with the split floor levels. Among the value added benefits of this Phase II Project is that the first floor will be entirely barrier free, including a new event entry/community commons area that allows the major assembly spaces - - i.e., the new gymnasium and café/kitchen - - to be used after hours without having to open the entire school.

Previously, School 16 had a grade configuration of PK/8, which this project re-configured into PK/6, consistent with the RCSD approved Core Model program. The intent is to assure each school had all of the 'core' elements to deliver a quality education, yet the flexibility to introduce thematic initiatives and innovations. Among the aspects highlighting the reconstructed school are:

- Dysfunctional and obsolete portables that have been replaced with the new PK classrooms.
- Desperately needed Special Education self-contained classrooms and resource rooms.
- The original, but substandard gymnasium has become a dazzling library.



Phase II Projects

East Upper & Lower School

ARCHITECT: Cannon Design

CONSTRUCTION MANAGER: The Pike Company

PRIME CONTRACTORS: Holdsworth Klimowski Construction (General Trades Contractor)
John W. Danforth Company (Mechanical)
Hewitt Young Electric
Thurston Dudek (Plumbing)



BIOGRAPH

ORIGINAL CONSTRUCTION DATE: 1957

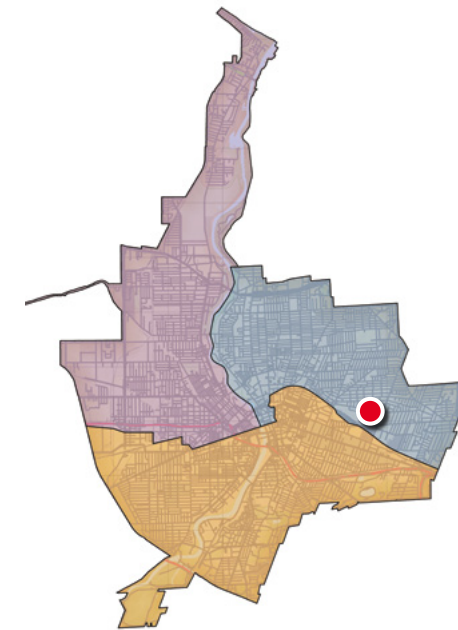
GRADES: 6/12*

PLANNED ENROLLMENT: 1,200 Students*

MAJOR ADDITION: No

STATUS: Under construction to 2021

*Per EPO's Re-organization Program



Historically, East Upper & Lower School more commonly known simply as 'East', was one of the RCSD's most prestigious schools and possessing one of the largest student enrollments. The performance and accountability, however reached the low point in 2016 when SED placed the school in Receivership. The University of Rochester was selected as the District's first Educational Partnership Organization (EPO).

The EPO's re-organization program approved by RCSD and SED has driven the multi-year/multi-phased reconstruction project. Among the highlights are:

- East is now the District's first Upper and Lower School, with a dedicated school Principal for grades 6/8, another for 9/12, and a School Superintendent reporting directly to the Rochester Board of Education.
- The EPO elected to keep all students on campus, to rebuild a new sense of community, which has extended the Phase II Construction Schedule.
- Reconstruction work began in August 2018 (after a major redesign), and the D-Wing West Classrooms, CTE Wing, new Dental Clinic, and phased M/E/P major 'headend' equipment are completed.

An overwhelming success of the initial stage of East Phase II Project is the new 'collaboratorium' (pictured at left), a technology rich, multi-layout instructional space that has already become the venue of choice for East, RCSD, multi-district and Regents town meetings!



Phase II Projects

Dr. Freddie Thomas Learning Center

ARCHITECT: Watts Architects & Engineering (MBE)

CONSTRUCTION MANAGER: The Pike Company

PRIME CONTRACTORS: Manning Squires Hennig
(General Trades Contractor)
Nairy Mechanical, LLC
Concord Electric Corp.
M.A. Ferraulo (Plumbing)



BIOGRAPH

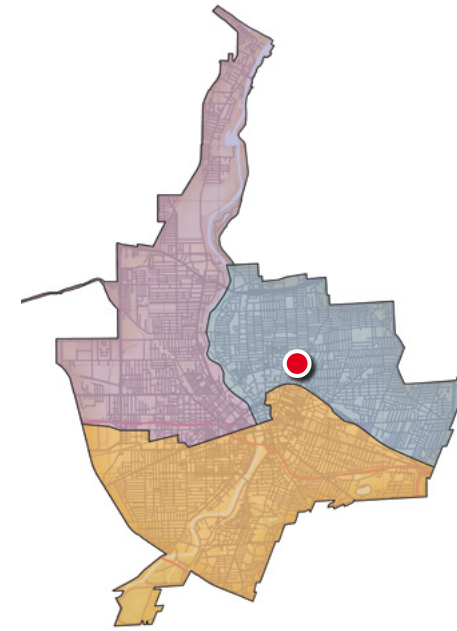
ORIGINAL CONSTRUCTION DATE: 1995

GRADES: PK/6

PLANNED ENROLLMENT: No Change

MAJOR ADDITION: No

STATUS: Completed in 2018



The Dr. Freddie Thomas Learning Center, or DFTCL, is one of the RCSD's critical facilities in terms of the full array of facilities within the building, and one of the larger school sites regarding play fields. The strategic challenges were:

- As one of the RCSD prime facilities for summer school, the building's air conditioning, chiller, and swimming pool filtration infrastructure systems had exhausted their useful life.
- As a 'co'-location for two (2) separate schools, the facility was also dysfunctional with its lack of dedicated/separate main offices, and playgrounds.

The DFTLC Phase II Project accomplished the RCSD priorities, which now allows the flexibility to operate one of its key facilities much more efficiently. Efforts continue to right-size the District by aligning the District's best resources with the demographic enrollment projections into the future.



Phase II Projects

School Without Walls

ARCHITECT: Clark Patterson Lee

CONSTRUCTION MANAGER: The Pike Company

PRIME CONTRACTORS: Javen Construction Co.
(General Trades Contractor)
M.A. Ferraiulo Inc. (Mechanical)
East Coast Electrical Corp.
M.A. Ferraiulo Inc. (Plumbing)



BIOGRAPH

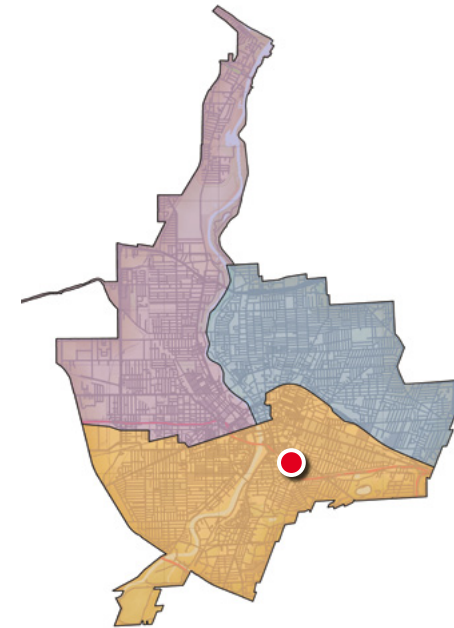
ORIGINAL CONSTRUCTION DATE: 1965

GRADES: 9/12 (Alternative Education)

PLANNED ENROLLMENT: 366 Students

MAJOR ADDITION: Yes/Classrooms, Gym & Lockers

STATUS: Completed in 2018



The School Without Walls, or SWW, is an innovative alternative education program, and has the smallest enrollment of any RCSD high school. As its name 'Without Walls' implies, the students were allowed to travel to various facilities primarily in downtown Rochester for physical education and library activities.

The SWW Phase II Project finally addresses the shortcomings of the actual building with the conversion of what was originally a stand alone Sears auto parts store and maintenance shop. The SSW project highlights include:

- A new addition featuring in a two-station gym, changing rooms and toilets.
- The addition also provides a new art studio, computer classroom, and a small fitness room.
- Major renovations occurred to the main entry creating a secure 'lock box', the Main Office itself, a functional 'wet' science lab, student toilets, and staff room/toilets.
- Window replacement, mechanical/electrical/plumbing upgrades, and parking loop.



Phase II Projects

The Children's School of Rochester - School 15

ARCHITECT: Moody Nolan Architects (MBE)

CONSTRUCTION MANAGER: The Pike Company

PRIME CONTRACTORS: Holdsworth Klimowski Construction (General Trades Contractor)
M.A. Ferraiulo Inc. (Mechanical)
Concord Electric Corp.
Thurston Dudek (Plumbing)



BIOGRAPH

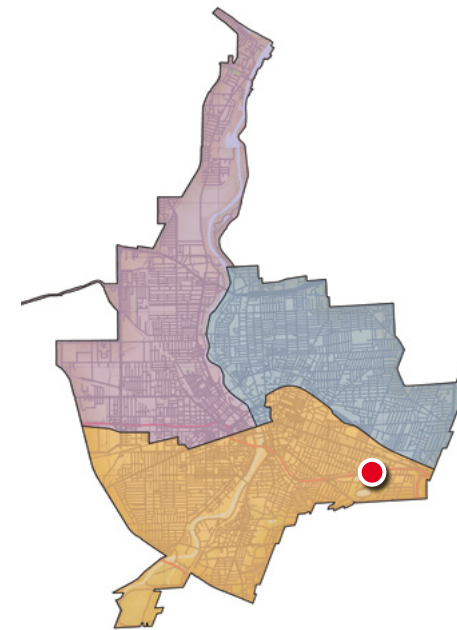
ORIGINAL CONSTRUCTION DATE: 1921

GRADES: PK/6

PLANNED ENROLLMENT: 398 Students

MAJOR ADDITION: Yes/Classrooms

STATUS: Completed in 2018



The Children's School of Rochester School 15 was relocated to the former School I that was one of RCSD's oldest buildings, built in the Cobbs Hill neighborhood. The Children's School Project restores much of the facility's historic fabric along with a major addition that creates a fully enclosed/secure early childhood courtyard.

The other new features include:

- Six (6) new classrooms
- Two (2) new Special Education classrooms
- The full array of resource rooms, including autism supports
- A shared computer/project classroom
- A dedicated PK entry and parent drop-off/pick-up car loop
- An expanded café (the original had no windows), and kitchen/serving
- A receiving dock, holding area, and outdoor equipment storage.

Beyond the reconstruction of the original building, the site improvements include playgrounds, a new bus loop on-site, and 50% more parking.



Phase II Projects

James Monroe High School

ARCHITECT: CJS Architects

CONSTRUCTION MANAGER:
The Pike Company

CONTRACTORS: Phase 2A:

Manning Squires Hennig
(General Trades Contractor)
M.A. Ferraulo (Mechanical)
East Coast Electric
Lloyd Mechanical Co. (Plumbing)

CONTRACTORS: Phase 2B:

Manning Squires Hennig
(General Trades Contractor)
John W. Danforth Company (Mechanical)
Concord Electric Corp.
Lloyd Mechanical Co. (Plumbing)



BIOGRAPH

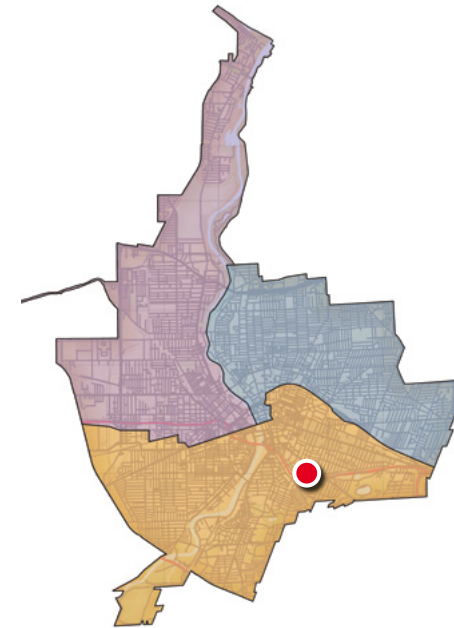
ORIGINAL CONSTRUCTION DATE: 1921

GRADES: 7/12

PLANNED ENROLLMENT: 1,238 Students

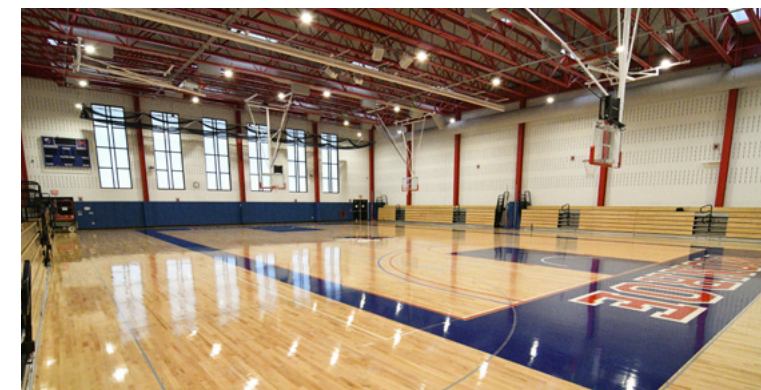
MAJOR ADDITION: Yes/Physical Ed. Wing,
Event Entry & Athletic Field

STATUS: Completed in 2018



The James Monroe High School Project was a major, multi-phased undertaking that began in the RSMP Phase I. As one of the District's older facilities, the RSMP worked very closely with the State Historic Preservation Office (SHPO). The Phase II Project entailed complete reconstruction including;

- Mechanical/Electrical/Plumbing infrastructure replacement along with new air-conditioning.
- The creation of an 'urban campus', requiring the demolition of the School 15 building, which shared the site and central boiler plant with Monroe High School. *(Note: School 15 was relocated to the former School I site also as a Phase II Project.)*
- Demolition of the one-story café/kitchen addition to make way for 3 new all weather play field, bleachers, and much needed parking. *(Note: the original Monroe site had no regulation play fields, and lacked parking.)*
- The demolition of School 15 allowed the construction of a new Physical Education wing including a two-station gym with two regulation sized courts for boys and girls P.E., as well as interscholastic sports teams' practices, bleachers, locker rooms, public toilets, and a concession stand.
- An event lobby allowing after-hour activities without opening the entire school.
- The Strategic Plan reserves space for a replacement Pool in Phase III.



Phase II Projects

Edison Career & Technical High School

ARCHITECT: LaBella Associates

CONSTRUCTION MANAGER: Buffalo Construction Consultants

PRIME CONTRACTORS: Manning Squires Hennig
(General Trades Contractor)
Lloyd Mechanical Co.
Concord Electric Corp.
M.A. Ferrauilo Inc. (Plumbing)



BIOGRAPH

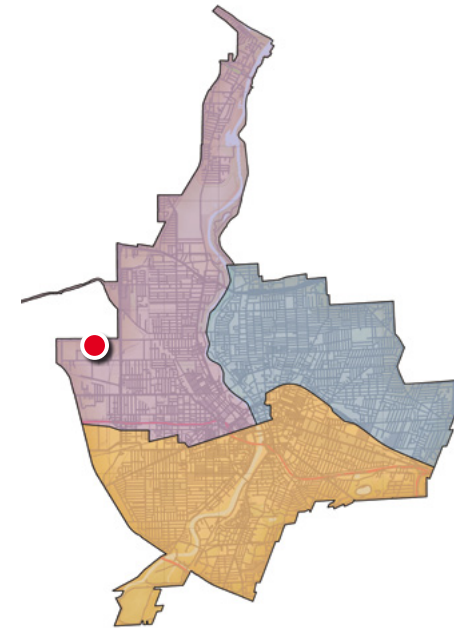
ORIGINAL CONSTRUCTION DATE: 1979

GRADES: 9/12

PLANNED ENROLLMENT: 1,724 Students

MAJOR ADDITION: No

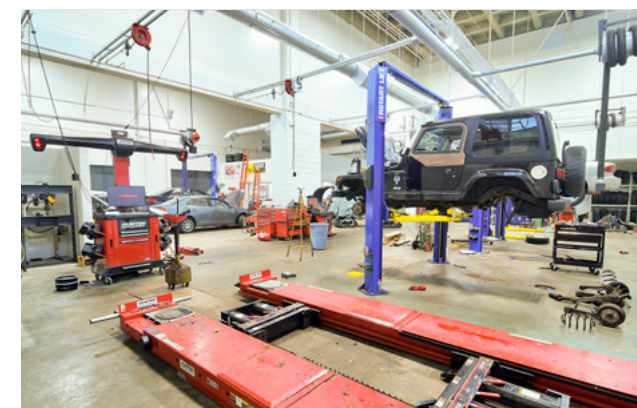
STATUS: Completed in 2019 (Additional Scope Under Construction for 2020)



The Edison Career and Technical High School is commonly known as Edison, and was built to serve as the City-wide resource for Career Technical Education. It is undergoing a process to reorganize/consolidate academic departments to align with the needs of the 21st century global marketplace. The building's structural system -- a post-tensioned, two-way or 'waffle slab' -- has demonstrated differential settlement. The reconstruction requires a new supplemental structural retrofit from new foundations to support new columns and new beams that effectively jack up the waffle floor slab to make the joints align.

The extensive structural retrofit requires demolition of existing masonry walls, which allows for the full replacement of mechanical/electrical/plumbing infrastructure on a building wing-by-wing basis. A portion of the work was started in Phase I of the RSMP. Work that was completed in Phase II included:

- The first academic departmental consolidation of graphic arts, digital media and production.
- A new media classroom, television broadcast studio and control room.
- A digital technology enhanced, multi-disciplinary 'makerspace' as the center piece.
- Additional scope including window replacement exterior doors, the reconstruction of parking lots and enlarged bus loop capacity.



Phase II Projects

Abraham Lincoln School 22

ARCHITECT: Moody Nolan Architects (MBE)

CONSTRUCTION MANAGER: Buffalo Construction Consultants

PRIME CONTRACTORS: Steve General Contractor (General Trades Contractor)
Nairy Mechanical, LLC
Concord Electric Corp.
DV Brown & Associates Inc. (Plumbing)



BIOGRAPH

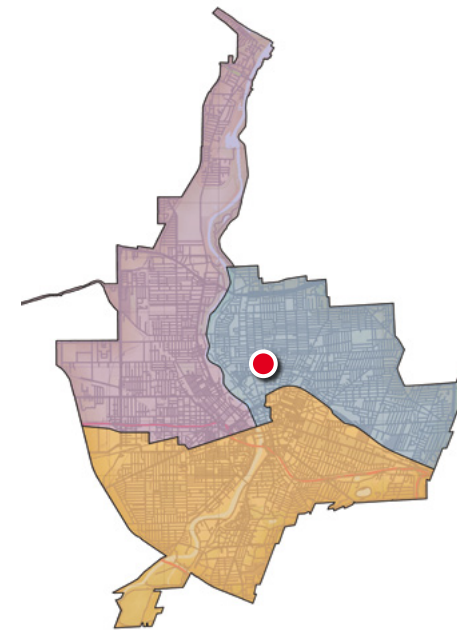
ORIGINAL CONSTRUCTION DATE: 1962

GRADES: PK/6

PLANNED ENROLLMENT: 582 Students

MAJOR ADDITION: Yes/Classrooms, Main Office, Entry, Kitchen & Dock

STATUS: Completed in 2019



The original Abraham Lincoln School was so obsolete that the building was sold and the entire student body relocated to temporary swing space in the Benjamin Franklin High School. The RSMP Phase II Project completely reconstructed and expanded the former School 6 to accommodate the relocated Lincoln School consistent with the comprehensive Core Model Program developed to assure every student receives a quality, 21st century education.

The Lincoln School 22 Project completely replaced the mechanical/electrical/plumbing infrastructure systems, along with other highlight features such as:

- The provision of PK- Classrooms, as Lincoln was previously only grades K/6.
- A new building wing that houses a self-contained Special Education classroom, an OT/PT area, teacher development space and a cooking kitchen (the prior School 6 only had a warming facility).
- The other addition has the new main entry and lobby, 4-classrooms, choral, and separate instrumental music with dedicated instrument storage, and culminating in a dramatic new art studio.

The City of Rochester has agreed to annex/transfer the adjacent Park and thus create a truly impressive 'urban campus' for Lincoln School 22. The final design will have dedicated, age-appropriate play fields, an outdoor 'Heritage Site' and an outdoor classroom as the center point at the crossroads for the surrounding communities.



Phase II Projects

Clara Barton School 2

ARCHITECT: Clark Patterson Lee

CONSTRUCTION MANAGER: The Pike Company

PRIME CONTRACTORS: DiPasquale Construction, Inc.
(General Trades Contractor)
John W. Danforth Company (Mech.)
Concord Electric Corp.
M.A. Ferraulo Inc. (Plumbing)



BIOGRAPH

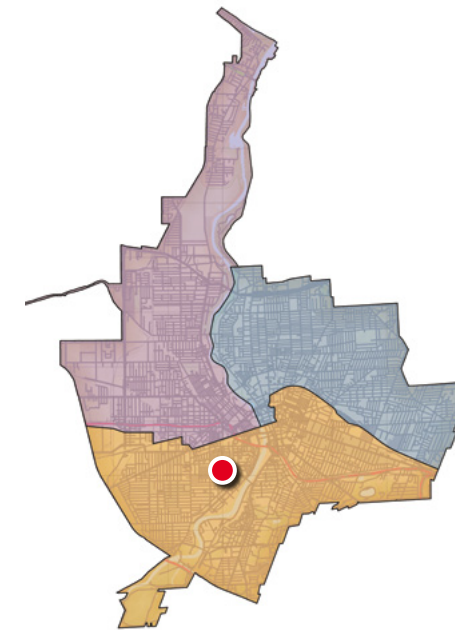
ORIGINAL CONSTRUCTION DATE: 1959

GRADES: PK/6

PLANNED ENROLLMENT: 622 Students

MAJOR ADDITION: Yes/Classrooms

STATUS: Completed in 2019 (RCSD delayed occupancy from Dec. 2019 to July 2020)



The Clara Barton School 2 is located in the heart of the 14th Ward Neighborhood in the southwest part of the city. Like all schools in that ward, there is a very strong Neighborhood Association and stakeholders very attached to their schools such as Barton School 2.

The school site is 'land locked' with city street frontages on 3-sides, which left going to the south as the only pathway to grow. The Phase II Barton School 2 Project completely replaces the building's mechanical/electrical/plumbing infrastructure systems including the provision of air-conditioning as an additional scope change. The other highlights of this completed reconstruction project include:

- A new addition with 8-classrooms, including self-contained Special Education classrooms and resource facilities.
- A new, two-story, technology-rich 'makerspace' that allows flexible furniture layouts for student projects as the true essence of the learning experiences.
- The makerspace encloses a courtyard that has been transformed into an outdoor classroom with dramatic pedestrian/student scaled lighting.
- And since the original school lacked any auditorium-like space, a stage was added to create a much needed gymnasium.



Phase II Projects

George Mather Forbes School 4

ARCHITECT: CJS Architects

CONSTRUCTION MANAGER: DiMarco Constructors

PRIME CONTRACTORS: DiPasquale Construction, Inc.
(General Trades Contractor)
John W. Danforth Company (Mech.)
Concord Electric Corp.
Thurston Dudek, LLC. (Plumbing)



BIOGRAPH

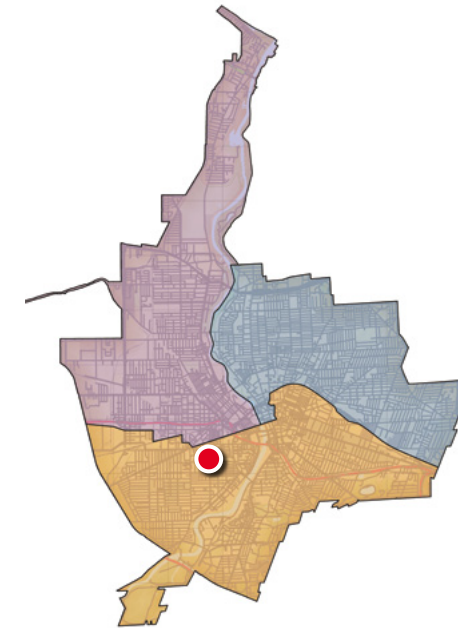
ORIGINAL CONSTRUCTION DATE: 1935

GRADES: PK/6

PLANNED ENROLLMENT: 398 Students

MAJOR ADDITION: Yes/Classrooms

STATUS: Completed in 2019 (RCSD delayed occupancy from Dec. 2019 to July 2020)



The George Mather Forbes School 4 is located in RCSD's South Attendance Zone, and operated as a K/8 facility. The Phase II Project involved the complete reconfiguring to a PK/6 grade structure along with the replacement of the building's, mechanical/electrical/plumbing infrastructure systems.

The original school was a WPA Project during the Great Depression of the 1930s with an addition that created split-floor level ADA barriers that were cost prohibitive to correct. The program and facility highlights of the Phase II Project include:

- A new two-story addition that provides a total of five (5) classrooms for general and Special Education students.
- The addition has much needed ground level bulk storage, expansion to a full 'cooking' kitchen, while the existing kitchen was reconstructed with a more functional serving line.
- The café itself received an expanded seating capacity along with the removal of a narrow lightwell to allow more daylight and easier emergency exiting.
- The historic gymnasium was completely restored, including a new sound system, hardwood floors, backboards and scoreboard.
- The centerpiece is a new 'makerspace' that is technology-rich and can be sub-divided into two (2) full-sized project classrooms.



Phase II Projects

Dr. Walter Cooper Academy School 10

ARCHITECT: SEI Design Group

CONSTRUCTION MANAGER: LeChase Construction

PRIME CONTRACTORS: Manning Squires Hennig
(General Trades Contractor)
M.A. Ferraulo Inc. (Mechanical)
Concord Electric Corp.
M.A. Ferraulo Inc. (Plumbing)



BIOGRAPH

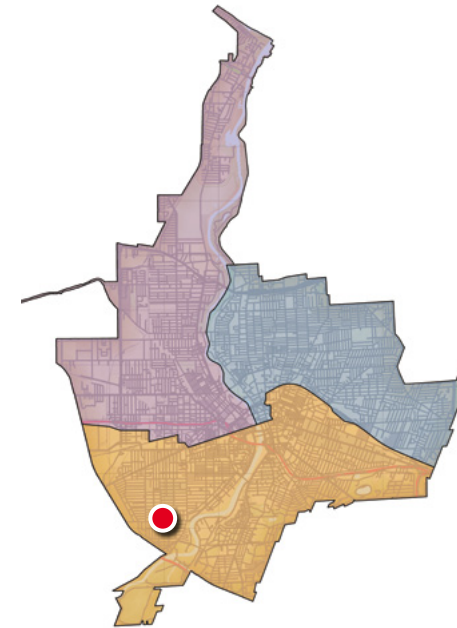
ORIGINAL CONSTRUCTION DATE: 1916

GRADES: PK/6

PLANNED ENROLLMENT: 398 Students

MAJOR ADDITION: Yes/Classrooms, Cafe & Kitchen/Serve, Gymnasium, Event Entry

STATUS: Complete Summer 2020



The second oldest facility to be undertaken as a Phase II Project was Dr. Walter Cooper Academy School 10, located at the far southwestern corner of the district. The school had a grades K/6 configuration that was restructured into a PK/6 configuration after the elimination of portable classrooms.

The Cooper School 10 occupies the northern half of a city block, leaving the southerly direction the only path for expansion. Instead, with land at such a premium, the strategic decision was to demolish the existing one-story addition since all of its classrooms were significantly below the SEO minimum usable area standards. The old addition was replaced with a more efficient two-story addition. The program and facility highlights of the Cooper School 10 Project are:

- The new addition provides a total of 16 classrooms for general and Special Education, resource supports, offices and student toilets.
- The grossly undersized/dysfunctional gymnasium was transformed into an amazing library with the balcony infilled with faculty development and conference spaces.
- The new gymnasium with an event lobby allowing entry from either bordering street for after-hour events without opening the entire school. The event lobby is a two-story space that becomes the 'community commons' for the surrounding neighborhoods.



Phase II Projects

Flower City School 54

ARCHITECT: LaBella Associates

CONSTRUCTION MANAGER: Buffalo Construction Consultants

PRIME CONTRACTORS: Manning Squires Hennig
(General Trades Contractor)
M.A. Ferraiulo Inc. (Mechanical)
Frey Electric Construction Co.
Thurston Dudek, LLC (Plumbing)



BIOGRAPH

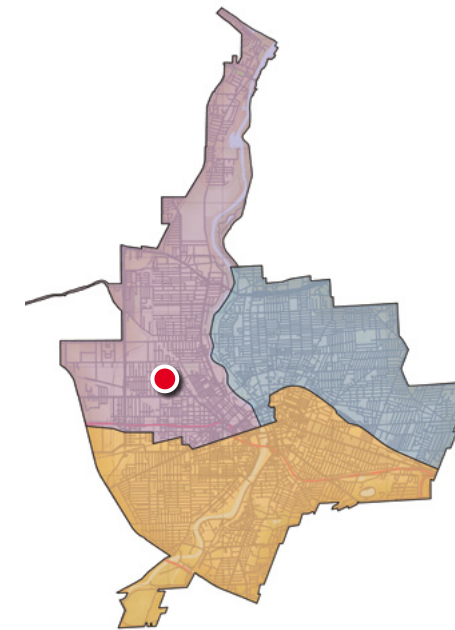
ORIGINAL CONSTRUCTION DATE: 1961

GRADES: PK/6

PLANNED ENROLLMENT: 398 Students

MAJOR ADDITION: No (New campus plan allows for future expansion)

STATUS: Complete Summer 2020



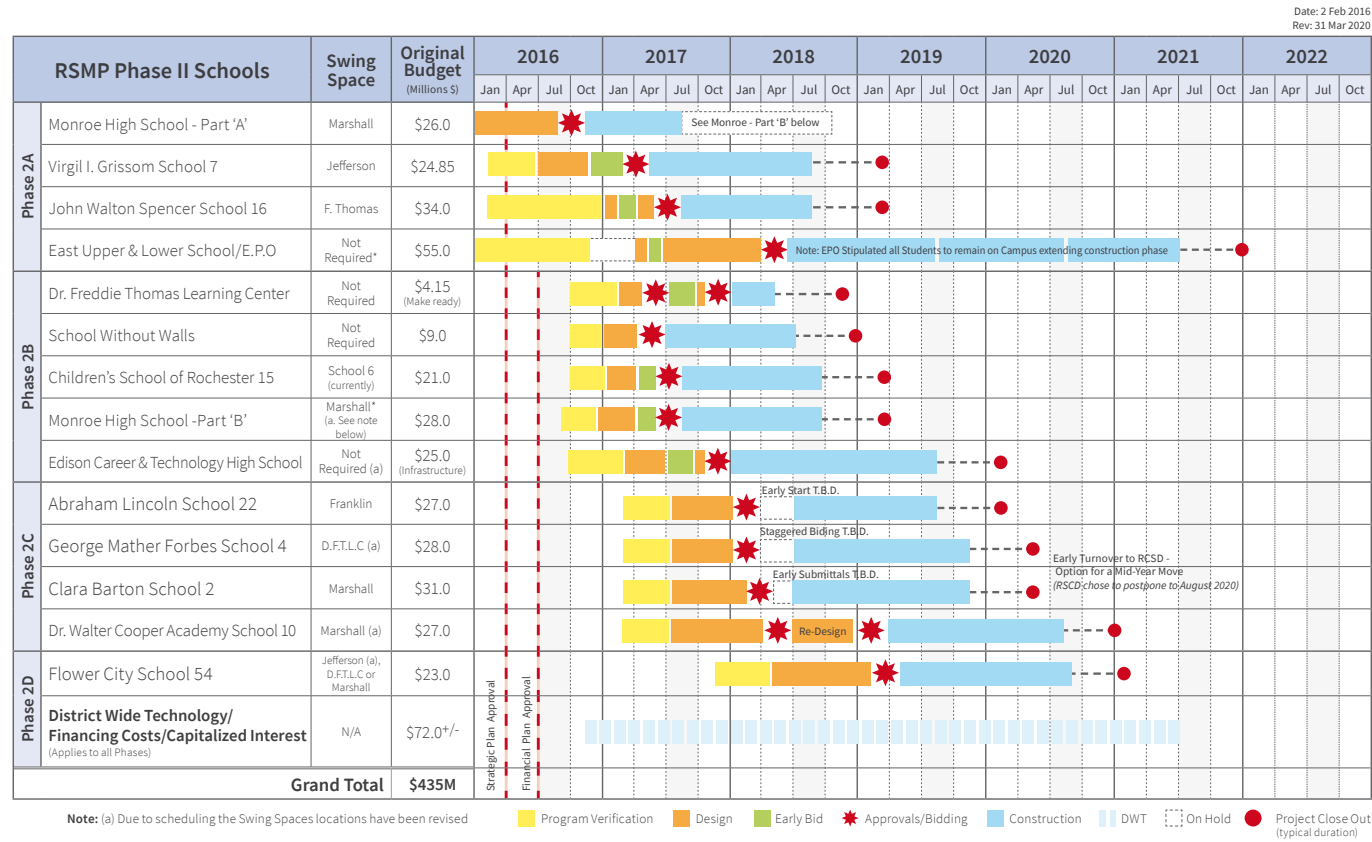
The Flower City School 54 has the potential to become one of the biggest 'game changing' projects of the RSMP to date. The school will be permanently relocated to the former School 30, whose site is considerably less than half the minimum usable area by SED standards. The RJSCB, accordingly, authorized a 'mini campus plan' to better inform the Phase II Project scheduled for completion for the start of the 2020-21 school year.

- The roof and curtain wall window system (a rather unique original installation) are not all being completed, along with mechanical/electrical/plumbing infrastructure systems.
- Shared special purpose spaces - art, choral, band, and computer - are provided.
- A functional new main entry complimented by safer on-site bus boarding, as well as convenient staff and visitor parking to relieve neighborhood streets.
- New age-appropriate early childhood and intermediate grades playgrounds.

The City and the RCSd are in the process of acquiring 6 residential properties which allows closing/abandoning Chace Street, and taken together increase the site by almost 50%. The transformation and full development of the Flower City School 54 'urban campus', pending the final land acquisition and relocation costs, may extend into the RSMP Phase III to achieve a multi-purpose grass play field, visitor parking, as well as the flexibility to expand to a full sized gym and additional classroom wing. The future looks bright for the project to become an exemplar in urban education.



Phase II Schedule



Program Timeline

2008-2012

- Rochester Joint School Construction Board (RJSCB) formed
- Phase I Program Manager selected
- Master plan developed & approved by RCSD Board of Ed.
- Work begins on Schools: 17, 50, 58, Franklin & Charlotte H.S.

2013

- Work completed on Schools: 17, 50 & Charlotte H.S
- Work begins on Schools: 5, 28, East & Edison

2014

- Work completed on Schools: 5, 28, 58, East, Edison & Franklin
- Multi-year work begins on Schools: 12 & Monroe H.S.
- Initial planning begins for Phase II
- Phase II enabling Legislation signed into law by Governor

2015

- Work begins & completes on Jefferson H.S.
- Phase II Program Manager selected
- Phase II projects identified and scheduled into four sub-phases: 2A, 2B, 2C, 2D

2016

- Business Opportunity Program debuts
- Work continues on Monroe H.S. (2A)
- Professional Services firms selected for Phase II
- Design work begins at Schools: 2, 4, 6 & 10

2017

- Work completed on Monroe (2A)
- Work begins on Schools: 7, 15, 16, School Without Walls, Freddie Thomas, East, Edison & Monroe (2B)
- Design work begins for School 54
- Professional Services procurement is completed
- Preparing Phase III Strategic Plan
- PLA negotiations resumed with Building & Construction Trades Council

2018

- Work completed on Schools: 7, 15, 16, Monroe (2B), School Without Walls & Freddie Thomas
- Work begins on Schools: 2, 4, 10 & 22
- Phase III Strategic Plan drafted

2019

- Work completed on School: 22
- Work begins on School 54

2020

- Work completed on Schools: 4, 10, 54
- Phase III currently in legislation with hopes to pass in June 2020
- Phase III design work planned to begin for Schools: 54, 22, Marshall, Franklin, 29 & East
- Work planned to begin for Schools: Monroe, 54 & 22



Equal Opportunity

As required by the enabling statute, following an extensive RFP and interview process, the RJSCB identified an Independent Compliance Officer (“ICO”) in August of 2010. The ICO is a non-voting member of the Board by statute. Working with the ICO and the Program Manager, the RJSCB established a preliminary Diversity Plan for the Program which established the Minority and Women Business Utilization goals and Workforce Participation goals Phase II of the RSMP.

All firms and individuals seeking to participate in the RSMP 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.

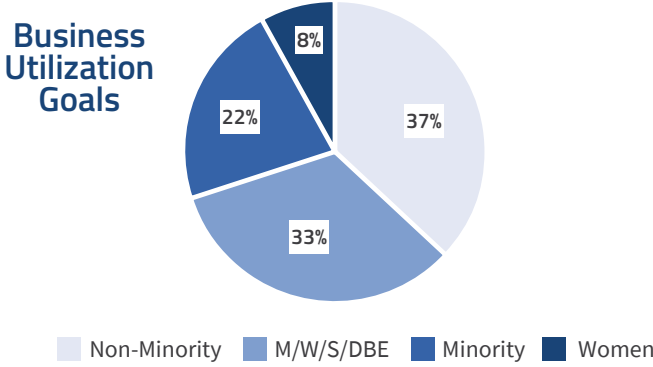
The ICO is responsible for all compliance issues related to the Program. The ICO will identify and confirm a subcontractor’s

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 monthly, provide support to M/W/S/DBEs, verify payments to subcontractors, and provide program outreach among other tasks.

In November of 2013, following an RFP and interview process, the RJSCB engaged a third-party consultant to review the Program records kept by the then-Phase I ICO, Landon & Rian. The consultant, Northeast Preconstruction Ventures Inc. (“NPV”), immediately engaged and began an audit of the ICO records for Phase I 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. NPV’s work revealed several material weaknesses in the ICO’s controls and contains numerous recommendations for eliminating the risk and recurrence of these deficiencies.

M/W/D/SBE Business Utilization & EEO Compliance



In Phase II, the goal for Business Utilization was increased to a combined total of 33% for M/W/S/DBE. The goals for Minority and Women workforce participation (EEO) have also been increased to 22% and 8% respectively.

- 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.



Dr. Walter Cooper Academy School, 10

The Role of the ICO



In January 2014, the RJSCB awarded the Phase I ICO services contract to Baker Tilly Virchow Krause LLP (Baker Tilly), and in August 2016 it awarded the Phase II ICO services contract to Baker Tilly.

In May 2019, the RJSCB received a request from Baker Tilly to consent to the assignment of the Phase I and Phase II Agreements as ICO to be transferred to Anchin, Block & Anchin, LLP (“Anchin”), a full-service accounting and advisory firm. Anchin assumed immediate transfer of employment of the Baker Tilly project team to Anchin, and their presence would provide seamless continuity in providing ICO services to the Program.

A representative of Anchin met with the RJSCB at the M/WBE and Services Procurement Committee

meeting on May 2, 2019 concerning the request for the Board’s consent and Anchin’s plan to provide all contract deliverables and comply with all the duties, obligations and requirements set forth in the Phase I and Phase II ICO agreements held with Baker Tilly.

The RJSCB determined that Anchin is a responsible vendor that has the capacity and capability to perform all requirements of the ICO Agreements, and at its May 6, 2019 Board meeting, approved the request to consent to the assignment of all ICO contractual obligations to Anchin.

ICO's Role

When a low bidder is identified, Anchin staff examines the bid to ensure that all required documentation is provided and the Prime Contractor (PC) is educated on the compliance obligations. This includes:

- Ensuring the documentation includes the EBE Utilization Plan (DP-1), EBE Assurance Statement, Promise of Non-Discrimination Checklist and Good

Faith Efforts Checklist.

- Verify that the EBE subs listed on the DP-1 have been contacted by the PC regarding the proposed work scope.
- Verify that the EBE subs are certified for both the work scope and respective EBE goal proposed by the Prime.
- Ensure that if a sub will act as a supplier or broker, the PC understands the correct credit to be received.
- Ensure that Anchin understands 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, Anchin contacts the PC.
- Offering assistance to any PC having difficulty finding EBE subs in order to meet the 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.

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

- Issuing recommendation letters for firms that are determined to have made a good faith effort in meeting all the business participation goals.
- Once a firm has been awarded a contract, Anchin requests copies of the Letter of Intent to Perform (DP-2) and executed sub-contracts for each EBE sub to verify that the PC is starting to fulfill their commitment to use the sub.

Ongoing Monitoring Procedures

- Monthly, Anchin collects copies of DP-3s, DP-3As, certified payrolls and proof of payment to EBE subs (and corresponding invoices). Anchin uses the certified payroll to validate the hours reported on the DP-3 and the proof of payment (with the corresponding invoices) to sub-contracts 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 worked.
- Review the DP-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 cost reports and payment applications to determine the list of PCs and subs who were active in a given month. Using this information, Anchin builds a monthly checklist of documents that is required. The checklist database allows Anchin 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 Huddle to ensure that they have an efficient means of providing Anchin with the compliance documents for their firm and their subs on a timely basis. The system allows Anchin to easily review documents, share documents among interested parties and store documents long-term.
- Review 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 Huddle for all SBE firms that are claiming eligibility for credit.

Diversity Plan Compliance

RSMP has not only met, but exceeded, its EBE business utilization goals for most diversity categories. The following charts and maps show progress toward our business utilization and workforce participation goals. Also please take a look at Appendix H: RSMP Program Success Document on page 103 for more details on the diversity and success of the RSMP.

Phase II Business Participation Utilization

Certification	Contract Value	EBE Total Contract Value	Goal	Actual Achievement
MBE Firms	\$239,328,603	\$54,437,404	17.00%	22.75%
WBE Firms	\$239,328,603	\$27,115,462	10.00%	11.33%
SBE Firms	\$239,328,603	\$7,708,446	3.00%	3.22%
DBE Firms	\$239,328,603	\$5,921,138	3.00%	2.47%
Totals EBE Contract Value	\$239,328,603	\$95,182,450	33.00%	39.77%

Source: January 2020 Phase II Compliance Report from ICO.

Phase II Workforce Participation

Category	Total Work Hours	Goal	Actual Achievement
Minority Work Hours	343,728.26	22.00%	26.33%
Non-Minortiy Women	85,239.29	8.00%	6.53%
Totals EEO Workforce Hours	1,305,379.36	30.00%	32.86%

Source: January 2020 Phase II Compliance Report from ICO.



Abraham Lincoln School 22

RSMP Fiscal Overview



The Children's School - School 15

Special Legislation

The Rochester Schools Act created the Joint Schools Construction Board (the RJSCB) which serves as agent for both the City of Rochester and the Rochester City School District.

The Rochester Schools Act authorized Phase I and Phase II of the multi-year Facilities Modernization Program known as the Rochester Schools Modernization Program (RSMP). Prior to the commencement of the RSMP, the instructional facilities of the Rochester City School District had not been updated or improved in several years. Prior to the implementation of the Program, many elementary and secondary schools in the city, while structurally sound, needed substantial improvement, renovation and reconstruction. The

Rochester Schools Act was enacted to encourage the City and the Rochester City School District to cooperatively undertake new and innovative ways of renovating, building and financing the City's aging public schools.

Phase I of the Program consisted of the acquisition, renovation, reconstruction, improvement, equipping and furnishing of up to 13 projects at a total cost not to exceed \$325 million (the 'Phase I Project'). Phase II of the Program consists of the acquisition, renovation, reconstruction, improvement, equipping and furnishing of up to 26 projects at a total cost not to exceed \$435 million (the 'Phase II Project').

The RJSCB, under Section 10 of the Rochester Schools Act, is required to retain the services of an Independent Program Manager to implement Phase II of the Program. In December 2015, the RJSCB selected Savin Engineers, P.C. a New York professional corporation with offices in Rochester, Long Island, Westchester County, and other as its independent program manager (the Program Manager). The RJSCB, in conjunction with Savin Engineers, P.C. has developed the Phase II Strategic Plan to successfully continue implementation of the RSMP.

The RJSCB, pursuant to the Rochester Schools Act, is

also required to retain the services of an Independent Compliance Officer/firm (the ICO) to assist the Board with compliance monitoring, data tracking and verification, reporting and community outreach services. In August 2016, the RJSCB retained Baker Tilly Virchow Krause (now Anchin) as ICO for the RSMP Phase II to examine and monitor the implementation of the approved Diversity Plan, and to collect and review confidential data, to determine whether workforce and business diversity goals are being met each month and at completion of the Phase II program. Professional service firms and contractors are required to submit RSMP generated diversity compliance forms or certified payroll transcripts monthly that summarize the workforce breakdown by race and gender.

In July 2016, the Governor of the State of New York signed an amendment to the Phase II legislation (Chapter 92 of the Laws of 2016) authorizing two multi-Year Maximum Cost Allowances (MCA's) extending over a ten (10) year period for the eight Phase II elementary school projects for the computation of building aid reimbursement not to exceed 98% of all eligible costs. The net results of effectively 'doubling' the MCA were strategic and profound in addressing the existing elementary schools that were grossly undersized for the enrollment, and physically obsolete:

- The doubled MCA extends over a 10-year period, compared to the typical 5-year reset for a single MCA that SED would ordinarily provide for the eight (8) Elementary Schools approved for Phase II.
- The doubled MCA also allows complete reconstruction projects to occur, rather than the disruptions and inefficiencies of spreading the already overdue work scope across multiple phases to achieve comprehensive and equitable learning facilities for the 21st century.

Phase III Special Legislation was introduced before the end of the legislative session in June 2019 but not acted upon. If approved in the current and next legislative sessions, Phases III and IV could extend the overall RSMP 'transformation' of the RCSD Schools over 2 decades, totaling up to \$1.7 billion, as the largest capital program in the history of the City of Rochester, as well as all Upstate New York.



East Upper & Lower School

Financing

The Rochester Schools Act requires the RJSCB and the District to compare the financing available for the RSMP through the County of Monroe Industrial Development Agency (COMIDA), with the financing available through the Dormitory Authority of the State of New York (DASNY), and employ the financing mechanism that will result in the lowest cost to taxpayers of the City and State.

The comparative analysis concluded and the RJSCB requested that COMIDA provide financing for the Phase II Program. The associated resolution was adopted in December 2016, authorizing the issuance of up to \$435 million in tax-exempt bonds to accomplish the purposes of the Rochester Schools Act.

COMIDA has previously issued all tax-exempt bonds for the RSMP Phase I projects authorized under Rochester Schools Act on behalf of the City, the School District and the RJSCB, for the Phase I projects authorized under the Rochester Schools Act and issuing tax-exempt bonds for the Phase II projects as well in a series of tranches.

Public hearings were held by COMIDA in 2016, 2017 and 2018 concerning the issuance of the tax-exempt bonds for the Phase II projects.

The cash flow estimates provided by Savin Engineers P.C. suggested three tranches of RSMP Phase II COMIDA Tax-Exempt bond financing.

- Tranche 1: 2017 Series (combining 2017A and 2017B series) to finance expenses until the 2nd quarter of 2018.
- Tranche 2: 2018 Series to finance expenses from 3rd quarter 2018 to fourth quarter 2019; and
- Tranche 3: 2020 Series to finance expenses from first quarter of 2020 to end of the program.

The 2017 Bonds Series have fully reimbursed the \$32M bond anticipation note (BAN) provided by the City of Rochester, and the proceeds all of Phase 2A design and construction projects that have been granted NYSED approval (including a roofing project at East High School), the design and construction of the 2B projects, and most of the pre-construction phases for the 2C and 2D projects.

The second tranche of Capital Bonds were sold in July 2018, and the final tranche scheduled to occur in May 2020 to complete Phase II of the Program. The proceeds of the Series 2020 Bonds will be applied to finance the remaining portion of the Phase II Project; fund capitalized interest for the Series 2020 Bonds; and finance certain costs of issuance of the Series 2020 Bonds.

Financial Audit

The RJSCB engaged an independent auditing firm to conduct a financial audit and opine on the RJSCB's financial statements for the fiscal year ending June 30, 2019. The external auditors performed tests of RJSCB compliance with certain provisions of laws, regulations, contracts, and grant agreements, with which noncompliance could

have a direct and material effect on the determination of financial statement amounts of RJSCB expenditures and found absolutely no issues. As with prior RJSCB audits, this fiscal year's audit resulted in a clean opinion by the outside auditors with no material weaknesses or significant deficiencies.

SEQRA

The RJSCB declared its intent to serve as State Environmental Quality Review Act (SEQRA) Lead Agency for the Phase II Strategic Plan in February 2016 and subsequently confirmed its Lead Agency status in March 2016. The RJSCB, through its SEQRA consultant, has conferred with the New York State Office of Parks, Recreation and Historic Preservation (SHPO) and with other involved or interested agencies to provide reasons supporting the SEQRA Negative Declaration, and determined that the action, as proposed, will not result in any significant adverse environmental impacts. In addition, the RJSCB has incorporated comments and correspondence received from involved and interested agencies to address any potentially significant adverse impacts in this Type 1 Action that needed implementation of mitigation measures. The final determination of no significant adverse impacts for the Phase II SEQRA process was completed in June 2016.

On June 20, 2016, the RJSCB, as the duly-designated Lead Agency for the RSMP - Phase II (or 'Master Plan'), formally issued a Negative Declaration of environmental significance. This Determination included supporting documentation outlining specific reasons for the Negative Declaration for fourteen (14) schools within the Rochester School District. A number of these schools were chosen to advance from the initial concepts outlined in the Master Plan to design level with subsequent development of construction documents.

The original environmental determinations for these fourteen (14) schools were based on the conceptual designs and recommendations contained within the Master Plan. Significant program changes may require an amendment to the assessment to ensure that any proposed program design modifications would not change RJSCB's original determination of environmental significance. The Project Architect for Flower City School (#30/54) has developed

refined designs for the campus that require an evaluation and review to determine the level of change from and impact to the existing environmental determination issued previously.

The remaining schools in Phase II that have advanced to the design phase have not had their designs developed to a point that an assessment of changes resulting in any potential environmental significance could be made. As these Phase II designs progressed, future amendments to the Negative Declaration document became necessary. Design changes were made for Flower City School (#30/54) from the Master Plan design to accommodate the need to acquire residential properties for expanding the school campus. An assessment of the environmental significance resulting from the design change was provided to the City and School District while the RJSCB pursue the property acquisitions.



John Walton Spencer School 16

Building Advisory Committees (BACs) were formed for each of the Phase II schools. Each BAC included representation from the RJSCB, the District, the school principal, City staff, school parents and community/neighborhood groups. These BACs were identified as a significant component of the design process to ensure that any potential environmentally significant design elements were addressed. In addition, each BAC also provides a vehicle for reviewing, discussing and providing recommendations for any changes or alterations to facility programming and design. Each design firm assigned to a Phase II school met with the BAC to initiate the program verification phase. Additional details and information regarding each school was gathered as the design process advanced, resulting in several program changes from the original Master Plan.

The work at the schools that require SEQRA and OPRH updates will be done when school is not in session or when students and staff are otherwise temporarily transferred to swing space at temporary locations. Therefore, the original RJSCB SEQRA determination remains valid as determined by the New York State Office of Parks, Recreation and Historic Preservation.



Edison Career & Technology High School

Litigation

CONTRACTOR LAWSUIT

The RJSCB is currently subject to one lawsuit by a Contractor in connection with two construction contracts with the RJSCB for work at Monroe High School. The RJSCB does not believe, however, that such suit has any merit; but will continue to work with its general counsel and the contractor’s attorney to resolve the claim.

PLA LITIGATION

Rochester Careers in Construction, Inc., et al. v. Rochester Joint Schools Construction Board, et al. (Sup. Ct., Monroe County) is an Article 78 proceeding commenced in August 2016 by local labor organizations against the RJSCB and its board members challenging the RJSCB’s determination to not adopt a project labor agreement for the Phase II Program. The relief sought by the petitioners is an order requiring the RJSCB to implement a project labor agreement for the Phase II Program. At the outset of the litigation, the court issued an ex parte temporary restraining order prohibiting the RJSCB from proceeding with the Phase II Program without a project labor agreement, which temporary restraining order was subsequently modified to allow the RJSCB to perform all Phase II Program pre-construction activities and award construction contracts for that portion of the Phase II Project that is to be financed with the Series 2017 Bonds. The petitioners have since withdrawn their preliminary injunction application and the temporary restraining order has been vacated.

2018-19 Fiscal Year in Review

The Summer 2018 was the busiest period of activity ever for the RSMP during Phase I or II. In addition to the six (6) projects that were completed and returned for the start of the school year in September 2018, all the remaining projects were either in construction, bidding, or in design. This reflected the spirit of active collaboration not just being maintained but implemented in an effective, on schedule/on budget manner despite the changing requests of the RCSD as new/ unforeseen events have arisen. The overall status of the RSMP Phase II projects over the previous fiscal year is the following:

Occupancy in September 2018
Monroe High School
Virgil I. Grissom School 7
John Walton Spencer School 16
Dr. Freddie Thomas Learning Center
School Without Walls
Children’s School of Rochester - School 15

Note: All these schools were delivered on time and within their respective budgets

Completed & Additional Scope Requested	Completion Dates
Edison Career & Technology High School	Aug. '19 / Aug. '20
Abraham Lincoln School 22	Aug. '19 / Aug. '20

Construction Contracts Awarded	Date Awarded
Clara Barton Barton School 2	May 2018
George Mather Forbes School 4	June 2018
East Upper & Lower School	August 2018
East Upper & Lower School	August 2018
Flower City School No. 54	April 2019



John Walton Spencer School 16

2019-20 Fiscal Year in Review

Phase I of the Program has been completed successfully; and 12 of 49 District-owned school buildings have been improved by the RJSCB. Upon the completion of the Phase I Projects, the RJSCB and the District delivered a certificate of completion to COMIDA and the Trustee in accordance with the Indenture.

Phase II of the Program is underway to be completed on time and on budget by the end of 2021. Current status of Phase II is the following:

	School Project Name	Construction Complete	Building Occupied	Construction Ongoing
Phase 2A	Monroe High School (2A)	✓	✓	
	Virgil I. Grissom School 7	✓	✓	
	John Walton Spencer School 16	✓(a)	✓	
	East Upper & Lower School		✓	✓(b)
Phase 2B	Dr. Freddie Thomas Learning Center	✓	✓	
	School Without Walls	✓	✓	
	Children's School of Rochester 15	✓	✓	
	Monroe High School (2B)	✓	✓	
	Edison Career & Technology High School	✓(a)	✓	
Phase 2C	Abraham Lincoln School 22	✓	✓	
	Clara Barton School 2	✓		
	George Mather Forbes School 4	✓		
	Dr. Walter Cooper Academy School 10			✓
2D	Flower City School 54			✓

Notes: (a) Base Scope completed, additional scope being implemented for Summer of 2020

(b) Scheduled for completion in 2021

RSMP Internal Operational Controls

- Monthly Committee and Board Meetings
- Bi-weekly meetings with RJSCB Leadership (Executive Committee) meetings
- Bi-weekly meetings with RJSCB Counsel to follow-up on & resolve outstanding issues of legal nature (liens, claims, FOIL requests, etc.)
- Bi-weekly meeting with all RSMP participants to review overall program progress & setting program-wide standards.
- Monthly financial meetings with District Accounting Dept to reconcile budgets and expenses
- Weekly meeting with RSMP staff for accountability & efficiency
- Improved procurement process – issuance of minibids for DWT and FFE when schedule permits, despite options to select vendors from collaborative bids, in order to secure the best possible prices.

Due to the extraordinary challenges from the COVID-19 health crisis (a respiratory disease caused by a new strain of coronavirus, which was first detected in China and has since spread to other countries, including the United States, has been declared a pandemic by the World Health Organization on March 11, 2020), the projects that are still under construction are experiencing schedule issues and inefficiencies. The RSMP Leadership expressed concern about the impact that COVID-19 has on the RJSCB construction sites and public welfare. Project Managers and Construction Managers are making sure that onsite personnel adhere to the safety protocols that have been established considering the Coronavirus, e.g., wearing face masks and maintaining at least 6 feet of distance between onsite personnel where possible. All program participants are following available Federal, State, and Local guidelines and requirements to avoid viral infections.

However, since local governments, including municipalities and school districts, can continue construction projects and are exempt from the essential business restrictions, the RSMP was considered “essential” by the New York State Economic Development Corporation (ESD). Since the work in Rochester City School District Buildings being implemented by the RJSCB and its representatives is considered “Essential Business,” the RSMP issued a directive to all its Consultants, Project Managers, Construction Managers, Prime Contractors and their Subcontractors, to continue to report to work at the project sites as scheduled. RSMP administrative personnel and support staff, who provide incidental services deemed essential to the Board and the RSMP overall, are permitted to conduct some of their work in the program office and remotely. This alleviates some of the practical challenges that arise from remote work due to this global contagion and enables program participants to keep the projects on track.

The outbreak of the disease has affected education, travel, commerce and financial markets globally and is widely expected to affect economic growth worldwide. The RSMP has been communicating with the New York State Education Department and with local and State level department of health agencies. The RSMP has been following all relevant guidance that has been released by State and federal agencies. The degree of the impact of

COVID-19 on the RSMP is extremely difficult to predict due to the dynamic nature of the COVID-19 outbreak, including uncertainties relating to its duration, severity and ultimate geographic spread, as well as with regard to what actions may be taken by governmental authorities to contain or mitigate its impact. The RJSCB will continue to closely monitor the impact of this virus and will adjust its policies and guidelines as situations evolve

In 2019, the City, the Rochester City School District and the RJSCB requested that the New York State Legislature (the “State Legislature”) amend the Rochester Schools Act to authorize Phase III of the Program in an approximate amount of \$615 million. Following several meetings and conversations with the New York State Legislature, the scope of work was reduced, and the proposed Phase III Bill was subsequently revised in January 2020 to request \$550 million of funding instead. The revised RSMP Phase III Draft Bill (A7976) is currently with the New York State Assembly’s Education Committee waiting approval.

The current cost to complete all phases of the Program (including phases not currently authorized by the Rochester Schools Act) is currently estimated to be approximately \$1.7 billion. To date, \$760 million has been dedicated under the Program. Many of the school buildings not yet modernized are still inadequate and do not meet current instructional requirements for delivering a 21st Century education. However, any amendments to the Rochester Schools Act need authorization by the State Legislature and the Governor of the State of New York.

The RJSCB and the Program Manager (Savin Engineers P.C.) have established a revolving loan program for the purpose of providing short-term, interest free, cash flow loans to State-qualified Minority Business Enterprise entities. The Rochester Economic Development Corporation (REDCO) administers the revolving loan program on behalf of RJSCB. There were no loans outstanding as of May 2020.

Please take a look at Appendix H: RSMP Program Success Document on page 103 for more details on the diversity and success of the RSMP.

Phase III Strategic Planning



Nathaniel Rochester Community - School 3

The RSMP Phase I Projects are occupied, and the Phase II Projects are either occupied, or under construction. As a result, there remains 33 schools as ‘candidate for Phase III’. The RCSD has selected and prioritized 12-Schools for Phase III, along with District-Wide Technology, which likely will be split into 3- subphases to coincide with the proposed Master Schedule. If approved, 3 school projects either ‘co-share’ City Recreational Centers, and/or City Parks. The proposed Phase III will, for the first time, implement ‘complete’ projects where the School and City facilities will be coordinated and integrated as a single project for logistical and cost-efficiencies at Schools 3, 9 and 19.

The provisioning of air conditioning (A/C) is a similar priority objective of the RCSD and the City. Accordingly, the policy has been proposed that all elementary and secondary schools included in Phase III will receive air conditioning.

Strategic Planning Progress

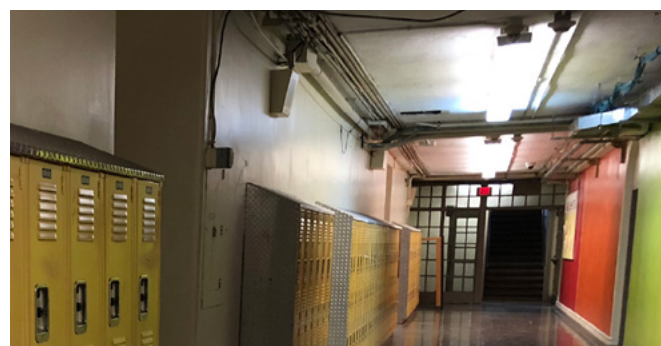
- The Final Draft Report components of the Phase III Strategic Plan work has been tabled until passage of the Phase III Legislation. RSMP staff along with the financial advisor and the RJSCB bond underwriter will start work on the Phase III Financial Plan upon passage of the Legislation (averts risk/minimizes Professional Fees).
- Meetings have been scheduled with the Mayor, legislative sponsors and the RJSCB Chairman to discuss legislation submission timeline to the NYS Legislature.
- Draft Project Labor Agreement (PLA) prepared for Phase III and submitted to City and State stakeholders for initial review (previously distributed December 2018).
- The Monroe High School Natatorium, the enhanced campus development at School 54 and the outdoor classroom and Heritage Park site development work at School 22, have all been delayed until passage of the Phase III Legislation.

- A preliminary conceptual design is underway for a Heritage Site and “outdoor classroom” proposed at Baden Park adjacent to School 22. The City wants to connect the Park site to the School, which alleviates SED Site Variance issues. Accordingly, the design team is studying the ‘seamless integration’ of the Heritage Site into an overall ‘campus plan’ for Lincoln School 22.
- ‘Base’ and ‘Success Model’ Demographic Projection reporting is being reviewed with the RCSD.
- Property acquisitions being pursued by the RCSD to bring specific sites closer to SED’s minimum acreage requirements.

Proposed Swing Space

Phase III of the Rochester School Modernization Program will require most of the proposed schools to move temporarily into different buildings until the reconstruction and/or additions to the existing ‘home’ school buildings have been completed. ‘Swing Space’, as it is commonly

True to its name and spirit of cooperation, the Rochester Joint Schools Construction Board (RJSCB) is the NY State authorized agent representing both the Rochester City School District (RCSD) as well as the City of Rochester. The RJSCB oversees the authorized funds and actual implementation of the Projects in compliance with the approved special legislation for each Phase of the Rochester Schools Modernization Program (RSMP).



Joseph C. Wilson Magnet High School Commencement Academy

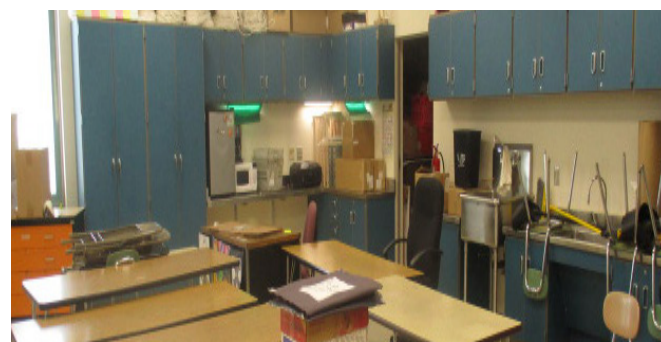
referred to, is temporary space made available for students and staff while their home school is in the construction stage. It can involve a temporary move to another facility, or, in some instances, re-purposed space within the home school building. Only those schools that are slated for complete, or ‘gut reconstruction’ that is so extensive that the building must be unoccupied during the construction stage, will require relocating students and staff to swing spaces until the work is completed. Further, when such interim relocations occur, the school’s name and program will move with it, and transportation will be provided to the Swing Space facility for all students.

The District has a clear preference for ‘Complete Projects’ as a critical catalyst to turning around student academic performance, rather than the much more modest traditional MCA Projects that must undergo multiple phases (and disruptions) to address major deferred repair work and Program equity. The District has made every effort to avert the expense of multiple relocations in a domino fashion within a home school, or multiple relocations entirely to a Swing Space during construction. Phase III has four (4) proposed projects for schools that will not require any swing space, namely:

- East Campus
- Monroe Campus – Part ‘B’ (Gym and Pool additions primarily)
- Abraham Lincoln School 22 (site work primarily)
- Flower City School 54 - Part ‘B’ (site work primarily)

The RSMP and RCSD recommended otherwise, however, it remains the ‘strong insistence’ of the University of Rochester as the SED approved Educational Partnership

Organization, (EPO) for the East Upper & Lower Campus, to keep all students ‘together’ on campus during its complete reconstruction. The Franklin Educational Campus will continue to serve as swing space because of the abundance of existing space that can be re-purposed. What is critical in that regard (and lacking to date, creating a major operational issue), is the inadequacy of physical education instructional space for the overall enrollment. The dysfunction in both the short term (Phase III Swing Space), as well as the long term (Phase IV) reorganization of the School Campus will be addressed via the modest addition of a new gymnasium, locker rooms, and support spaces. The schools within Franklin will then relocate internally as the building undergoes further reconstruction (i.e. Phase IV). Flower City School No. 54 will not require swing space; the Phase III work is comprised of site expansion and improvements that will be undertaken while the building is occupied. The situation is similar for Abraham Lincoln School No. 22.



Dr. Martin Luther King, Jr. School 9

The balance of proposed Phase III Projects that will require swing spaces are listed for convenience, and the expected durations are illustrated as a summary matrix (on the following page):

- Nathaniel Rochester Community School No. 3
- Dr. Martin Luther King, Jr. School 9
- Dr. Charles T. Lunsford School 19
- Adlai E. Stevenson School 29
- Douglass Campus
- Edison Educational Campus
- Joseph C. Wilson Magnet High School Commencement Academy

Swing Space Location	Proposed School Projects & Durations					
	2020	2021	2022	2023	2024	2025
Marshall Campus			Douglass Campus	Wilson Commencement		
Jefferson High School				Edision Career & Tech H.S.		
Freddie Thomas Learning Center		Adlai E. Stevenson School 29		School 3		
Franklin High School			School 19	School 9		

Negative Impacts of Phase III Delays

Passage of the Phase III legislation is necessary to prevent a lapse in construction and will allow for a seamless transition from Phase II to Phase III. This legislation would continue at the preference of, and interest of, the RJSCB to ensure successful oversight in terms of Program Management, design services and other professional services performed in the RSMP Phase II implementation guaranteeing strict preservation of transparency and accountability. The overall negative impacts of further delaying the Phase III Legislation include the following:

1. Addressing health and safety work identified in the city school district's building condition survey and the Draft Phase III strategic Plan. Critical infrastructure work is needed at each school identified in the Phase III Strategic Plan.
2. Delayed replacement of Mechanical, Electrical, Plumbing and Building Envelope Systems that are near their remaining useful lives. Emergency replacements on a case-by-case basis will become cost prohibitive.
3. Additional delay of the Natatorium, hazmat remediation and window replacement at the Monroe Campus that were supposed to start construction in Summer 2019.
4. Major structural remediation, health and safety items at Edison Technology Campus would be deferred.
5. Significant interruption in the Education Partnership Opportunity "EPO" agreement with the University of Rochester at East High School that requires significant renovations and adequate spatial needs to properly deliver the required educational program.

6. Delays in acquisition of private parcels for play areas, parking and compliance with SED’s minimum school site acreage.
7. The suspension of work will cause the loss of key personnel for Consultants and Contractors. Firms currently working on the RSMP will likely re-assign staff to other projects. Massive layoffs of local staff and professional service providers would occur.
8. Adverse disruption of the significant momentum and success of the Business and Workforce Development program which is a vital diversity initiative in the greater Rochester region as a result of the RSMP capital investments.
9. Delayed development and implementation of an apprenticeship program geared specifically towards recruiting more people of color and women into the building trades.



Douglass Campus

Phase II: Architect & Construction Manager Assignments

Individual Project Architect and Construction Manager Assignments, Phase II

School Project Name	Architect	Construction Manager
Monroe High School	CJS Architects	The Pike Company
Virgil I. Grissom School 7	SEI Design Group	LeChase Construction
John Walton Spencer School 16	SWBR Architects	Buffalo Construction Consultants
East Upper & Lower School	Cannon Design	The Pike Company
Dr. Freddie Thomas Learning Center	Watts Architecture & Engineering	The Pike Company
School Without Walls	Clark Patterson Lee	The Pike Company
Children's School of Rochester 15	Moody Nolan	The Pike Company
Edison Career & Technology High School	LaBella Associates	Buffalo Construction Consultants
Abraham Lincoln School 22	Moody Nolan	Buffalo Construction Consultants
Dr. Walter Cooper Academy School 10	SEI Design Group	LeChase Construction
George Mather Forbes School 4	CJS Architects	DiMarco Constructors
Clara Barton School 2	Clark Patterson Lee	The Pike Company
Flower City School 54	LaBella Associates	Buffalo Construction Consultants

Appendix B

Phase I: Table of Professional Service Firms, Vendors, & Contractors

Program-Wide

Vendors	Description of Services	Firm Location
Gilbane Building Co.	Program Management	Out of Area
Savin Engineers, P.C.	Program Management	Rochester-Based
Clark Patterson Lee	SEQRA Consulting Service	Rochester-Based
Bergmann Associates	Program Assessment	Rochester-Based
Bergmann Associates	Program Assessment	Rochester-Based
NPV Inc.	Third Party Review Services	Rochester-Based
Kaizen Foodservice	Food Service Consulting	Out of Area
Millennium Strategies	District-wide Technology	Out of Area
SWBR Architects	Architectural Master Planning	Rochester-Based
Wendel Energy Services	Energy Consultant	Buffalo-Based
Harter Secrest & Emery	Monthly Project Work	Rochester-Based

Phase 1A Architects & CMs

CJS Architects	Architect Services - Charlotte	Rochester-Based
Clark Patterson Lee	Architect Services - School 50	Rochester-Based
JCJ Architecture	Architect Services - School 58	Out of Area
LaBella Associates, P.C.	Architect Services - School 28	Rochester-Based
SWBR Architects	Architect Services - School 17	Rochester-Based
Young + Wright Architects	Architect Services - Franklin + Aud	Buffalo-Based
LeChase Construction	CM Services (28 and 58)	Rochester-Based
The Pike Company	CM Services (17 and 50)	Rochester-Based
Campus Construction	CM Services (Charlotte & Franklin)	Rochester-Based

Other Professional Services

Seeler Engineering	PLA Study	Rochester-Based
LaBella Associates	Comm. Agent (17, 58, Monroe)	Rochester-Based
Hunt Engineers	Comm. Agent (28, 50, Edison)	Rochester-Based
Erdman Anthony	Comm Agent (5, 12, Char, Frank)	Rochester-Based
Landon & Rian	ICO (Phase I)	Rochester-Based
Freed Maxick	Audit	Rochester-Based
Baker Tilly	ICO (balance of Phase 1)	Out of Area
OSO Inc.	Env. Monitoring (1A)	Rochester-Based
OSO Inc.	Env. Monitoring (1B)	Rochester-Based
Lawley Services	Ins. & Bond Review	Rochester-Based
Main-Ford General Supply	Kitchen Equipment (1A)	Rochester-Based
Main-Ford General Supply	Kitchen Equipment (1B)	Rochester-Based
Charlotte Appliance	Small Appliances	Rochester-Based
Appliance Associates of Buffalo	Small Appliances (1B)	Buffalo-Based
Buffalo Hotel Supply	Serving line @ Franklin Swing Space	Buffalo-Based
zSpace Inc.	STEM Lab Workstations	Out of Area

Other Professional Services Continued

Vendors	Description of Services	Firm Location
School Specialty	FF&E (17/50/Char)	Rochester-Based
Facilities Equip & Services	FF&E (17/50/Char)	Rochester-Based
FM Resources	FF&E (17/50/Char)	Rochester-Based
Hertz Furniture	FF&E (17/50/Char)	Out of Area
ProMaxima	Fitness Equipment	Out of Area
School Specialty	FF&E (5, 28, 58, Edison)	Rochester-Based
Facilities Equip & Services	FF&E (5, 28, 58, Edison)	Rochester-Based
FM Resources / Office	FF&E (5, 28, 58, Edison)	Rochester-Based
Hertz Furniture	FF&E (5, 28, 58, Edison)	Out of Area
Uline	Mobile organizer school 58	Out of Area
Crowd control warehouse	58 security barriers	Out of Area
Meadows Office Furniture	FF&E	Rochester-Based
JSJ/Sedgwick Business Int.	FF&E	Rochester-Based
Quality Office / Krueger	FF&E	Rochester-Based
Hertz Furniture	AV Carts	Out of Area
School Specialty	Butcher Block Tables	Rochester-Based
Professional Furniture & Equipment	Mezzanine Seating	Out of Area
School Specialty	Wooden lockers	Rochester-Based
Accent Woodworks	IT cabinets	Rochester-Based
FES	School 58 Bleachers	Rochester-Based
SJB Services	Special Inspections / Testing (1A)	Rochester-Based
SJB Services	Special Inspections / Testing (1B)	Rochester-Based
JT Securities	Security Services (17/50/58)	Rochester-Based
AP Safety and Security	Security Services (5/28/Edison)	Rochester-Based
AP Safety and Security	Security Services (School 12) Monroe ext.	Rochester-Based
Lafayette Storage & Moving	Moving Services	Rochester-Based
FM Office Express	Moving Services	Rochester-Based
Corrigan Moving	Moving Services	Rochester-Based
MDI	Moving Services	Rochester-Based
CCP	Pre-Apprenticeship Program	Out of Area
Corrigan Moving	Moving Services 1B	Rochester-Based
Clark Moving	Moving Services 1B	Rochester-Based
FM Office Express / Merkle	Moving Services 1B	Rochester-Based
FM Office Express / Merkle	Moving Services 1C	Rochester-Based
Pacific Scientific Transport	Chemical Moves (Monroe)	Out of Area
Nickerson Corp	School 12 FF&E	Rochester-Based
FM Resources	School 12 FF&E	Rochester-Based
FES	School 12 FF&E	Rochester-Based
Hertz Furniture	School 12 FF&E	Out of Area
WB Mason	School 12 FF&E	Out of Area
FES	Additional FF&E School 12	Rochester-Based
Clark Moving	School 12 move	Rochester-Based
Vargas Associates	Move Manager	Rochester-Based

Phase 1B Architects & CMs

Vendor	Description of Service	Firm Location
CJS Architects	Architect Services - Monroe	Rochester-Based
Young & Wright Architects	Architect Services - School 5	Buffalo-Based
LaBella Associates	Architect Services - Edison	Rochester-Based
SEI Design Group	Architect Services - School 12	Rochester-Based
Cannon Design	Architect Services - East	Buffalo-Based
SEI Design Group	Architect Services - Jefferson	Rochester-Based
Pike	CM Services - School 5 and 12	Rochester-Based
Campus	CM Services - Monroe	Rochester-Based
LPCiminelli	CM Services - East and Edison	Buffalo-Based

Construction Contracts

Hewitt Young Electric	DWT 1A	Rochester-Based
TEQ	Interactive White Boards	Out of Area
Ronco	Network Electronics	Rochester-Based
ICS Telecom	Handsets	Rochester-Based
Hewitt Young Electric	DWT 1B	Rochester-Based
Ronco	Interactive White Boards	Rochester-Based
Dyntek	Network Electronics	Out of Area
Fronrunner Networks	Handsets	Rochester-Based
Fronrunner Networks	DWT - School 12 handsets	Rochester-Based
TEQ	Interactive White Boards	Out of Area
Day Automation	School 12 Building Controls	Rochester-Based
Day Automation	Monroe Building Controls	Rochester-Based
Day Automation	Monroe Access Controls	Rochester-Based
Day Automation	East (summer) Building Controls	Rochester-Based
Day Automation	East (summer) Access Controls	Rochester-Based
Day Automation	East (summer) additional Access Controls	Rochester-Based
Manning Squires Hennig	School 58 GC	Rochester-Based
Leo J. Roth	School 58 - Mechanical	Rochester-Based
Eastcoast Electric	School 58	Rochester-Based
M.A. Ferrauilo	School 58 - Plumbing	Rochester-Based
Manning Squires Hennig	School 28	Rochester-Based
Bell Mechanical	School 28 - Mechanical	Rochester-Based
Nairy Mechanical, LLC	School 28 - Plumbing	Rochester-Based
Kaplan Schmidt	School 28	Rochester-Based
Manning Squires Hennig	School 50	Rochester-Based
B&B Mechanical	School 50 - Mechanical	Rochester-Based
Eastcost Electric	School 50	Rochester-Based
Total Wrecking	School 50 - Demo & Abatement	Buffalo-Based
Mark Cerrone	School 50 - Site Work	Buffalo-Based
Elmer Davis	School 50 - Roofing	Rochester-Based
Thurston Dudek	School 50 - Plumbing	Rochester-Based
Manning Squires Hennig	School 17	Rochester-Based

Construction Contracts Continued

Vendor	Description of Service	Firm Location
Testa Construction	School 17 - Clinic GC	Rochester-Based
M. A. Ferraulio	School 17 - Mechanical	Rochester-Based
Eastcoast Electric	School 17	Rochester-Based
M. A. Ferraulio	School 17 - Plumbing	Rochester-Based
The Pike Company	Charlotte	Rochester-Based
M. A. Ferraulio	Charlotte - Mechanical	Rochester-Based
Concord Electric	Charlotte	Rochester-Based
Thurston Dudek	Charlotte - Plumbing	Rochester-Based
The Pike Company	East	Rochester-Based
DiFiore Construction	East Field	Rochester-Based
Steve General Contractor	East - Summer Project	Rochester-Based
LeChase Construction	School 5	Rochester-Based
Bell Mechanical	School 5 - Mechanical	Rochester-Based
Kaplan Schmidt	School 5	Rochester-Based
Thurston Dudek	School 5 - Plumbing	Rochester-Based
Steve General Contractor	School 5 - Roofing	Rochester-Based
The Pike Company	Edison	Rochester-Based
Landry Mechanical	Edison	Rochester-Based
M.A. Ferraulio	Edison-Plumbing	Rochester-Based
Hewitt Young Electric	Edison	Rochester-Based
Steve General Contractor	Franklin Auditorium	Rochester-Based
Kaplan Schmidt	Franklin Auditorium	Rochester-Based
M.A. Ferraulio	Franklin Auditorium	Rochester-Based
Steve General Contractor	Franklin Auditorium Roof	Rochester-Based
Mark Cerrone Inc.	School 12 (Abatement/Demo)	Buffalo-Based
LeChase Construction	School 12	Rochester-Based
Landry Mechanical	School 12	Rochester-Based
Hewitt Young Electric	School 12	Rochester-Based
M.A.Ferraulio	School 12	Rochester-Based
Steve General Contractor	Jefferson	Rochester-Based
M.A. Ferraulio	Jefferson	Rochester-Based
Manning Squires Hennig	Monroe	Rochester-Based
M.A. Ferraulio	Monroe - Mechanical	Rochester-Based
Thurston Dudek	Monroe - Plumbing	Rochester-Based
Eastcoast Electric	Monroe	Rochester-Based
Cucchiara	Franklin	Rochester-Based
Leo J. Roth	Franklin - Mechanical	Rochester-Based
Kaplan Schmidt	Franklin	Rochester-Based
Thurston Dudek	Franklin	Rochester-Based

Phase II: Table of Professional Service Firms, Vendors, & Contractors

Program-Wide

Vendor	Description of Service	Location
Savin Engineers, P.C.	Program Management	Rochester-Based
Gilbane Building Company	Program Management	Out of Area
Kaizen	Food Service Consultant	Out of Area
Lawley Services	Insurance Consulting Services	Buffalo-Based
Flood & Flood	Photography Services	Rochester-Based
Millennium Strategies	District Wide Technology Consultant	Out of Area
Baker Tilly	Independent Compliance Officer Services	Out of Area
Anchin	Independent Compliance Officer Services	Out of Area
Capital Market Advisors	Financial Services	Buffalo-Based
Citigroup Global Markets, Inc.	Financial Services	Out of Area
Erdmann Anthony	Commissioning Services	Rochester-Based
Foit-Albert	Design Standards Update Services	Buffalo-Based
Clark Patterson Lee	SEQRA Services	Rochester-Based
Freed Maxick	Audit Services	Rochester-Based
Moody's Investors Services, Inc.	Financial Services	Out of Area
Seeler Engineering	Project Labor Agreement Consulting	Rochester-Based
Harter Secrest & Emory	Legal Services	Rochester-Based
Bond Schoeneck & King	Legal Services	Rochester-Based
Harris Beach	Legal Services	Rochester-Based
Woods Oviatt Gilman	Legal Services	Rochester-Based
SWBR	Swing Space Study	Rochester-Based
LandNPR	Public Relations, BOP	Rochester-Based

Phase II Architects and CMs

CJS Architects	Monroe and School 4 Architect	Rochester-Based
Cannon Design	East High School Architect	Buffalo-Based
SEI Design	School 7 and School 10 Architect	Rochester-Based
Moody Nolan	School 1/15 and School 6 Architect	Out of Area
SWBR	School 16 Architect	Rochester-Based
Clark Patterson Lee	SWW and School 2 Architect	Rochester-Based
Watts Architecture	DFTLC Architect	Buffalo-Based
LaBella Associates	Edison and School 30/54 Architect	Rochester-Based
The Pike Co.	CM: Monroe, SWW, DFTLC, School 1/15, East	Rochester-Based
LeChase Construction, LLC	School 7 CM	Rochester-Based
Buffalo Construction Consultants	School 16, Edison CM	Buffalo-Based
DiMarco Constructors	School 4 CM	Rochester-Based

Other Professional Services

Vendor	Description of Service	Location
Dyntek Services Inc.	DWT Equipment	Out of Area
Troxell Communications	Security Equipment	Out of Area
Day Automation Services	Access Controls	Rochester-Based
Clark Moving & Storage	Move Services	Rochester-Based
FM Office Products	Move Services	Rochester-Based
Pacific Science Transport	Move Services	Rochester-Based
Corrigan Moving	Move Services	Rochester-Based
Executive Investigation	Security: School 1, School 6	Buffalo-Based
AP Safety	Security: Monroe, Schools 2, 4, 7, 10, 16, East, SWW, DFT	Rochester-Based
Armor Security	Security: Edison, School 30/54	Rochester-Based
Fisher Associates	Environmental Testing: School 1, Edison	Rochester-Based
LaBella Associates	Environmental Testing: Monroe	Rochester-Based
MEH Consulting	Environmental Testing: School 7	Rochester-Based
Ravi Engineering	Environmental Testing: Schools 6 and 10	Rochester-Based
Lu Engineering	Environmental Testing: Schools 2, 4, 30/54	Rochester-Based
Terracon Consultants, Inc.	MT&SI: School 1, Edison, DFTLC	Rochester-Based
SJB Services	MT&SI: Schools 7, 16, East, Monroe, SWW	Rochester-Based

Construction Contracts | Monroe High School 2 A

Manning Squires Hennig	General Contractor	Rochester-Based
M.A. Ferraiulo	Mechanical	Rochester-Based
Lloyd Mechanical	Plumbing	Rochester-Based
Eastcoast Electric	Electrical	Rochester-Based

Monroe High School 2B

Mark Cerrone	General Contractor, Demo & Abatement	Buffalo-Based
Manning Squires Hennig	General Contractor	Rochester-Based
John W. Danforth Company	Mechanical	Rochester-Based
Lloyd Mechanical	Plumbing	Rochester-Based
Concord Electric	Electrical	Rochester-Based

Virgil I. Grissom School 7

Fibertech Environmental	General Contractor, Demo & Abatement	Rochester-Based
DiPasquale Construction, Inc.	General Contractor	Rochester-Based
John W. Danforth Company	Mechanical	Rochester-Based
M.A. Ferraiulo	Plumbing	Rochester-Based
Eastcoast Electric	Electrical	Rochester-Based

John Walton Spencer School 16

Vendor	Role	Location
Mark Cerrone	General Contractor, Demo & Abatement	Buffalo-Based
Manning Squires Hennig	General Contractor, Foundation & Steel	Rochester-Based
Manning Squires Hennig	General Contractor	Rochester-Based
M.A. Ferraiulo	Mechanical	Rochester-Based
DV Brown & Associates, Inc.	Plumbing	Rochester-Based
Eastcoast Electric	Electrical	Rochester-Based

East Upper & Lower School

Steve General Contractor	General Contractor, Roof & Abatement	Rochester-Based
Steve General Contractor	General Contractor	Rochester-Based
Manning Squires Hennig	General Contractor – Part B	Rochester-Based
John W. Danforth Company	Mechanical	Rochester-Based
Nairy Mechanical, LLC	Mechanical – Part B	Rochester-Based
M.A. Ferraiulo	Plumbing	Rochester-Based
M.A. Ferraiulo	Plumbing – Part B	Rochester-Based
Billitier Electric	Electrical	Rochester-Based
Concord Electric	Electrical – Part B	Rochester-Based

School Without Walls

Javen Construction Co.	General Contractor	Rochester-Based
M.A. Ferraiulo	Mechanical	Rochester-Based
M.A. Ferraiulo	Plumbing	Rochester-Based
Eastcoast Electric	Electrical	Rochester-Based

Children’s School of Rochester 15

Mark Cerrone	General Contractor, Demo & Abatement	Rochester-Based
Holdsworth Klimowski Construction	General Contractor	Rochester-Based
M.A. Ferraiulo	Mechanical	Rochester-Based
Thurston Dudek	Plumbing	Rochester-Based
Concord Electric	Electrical	Rochester-Based

Edison Career & Technology High School

Zoladz Construction	General Contractor, Site Work	Buffalo-Based
Elmer W. Davis	General Contractor, Roof	Rochester-Based
Manning Squires Hennig	General Contractor	Rochester-Based
Lloyd Mechanical	Mechanical	Rochester-Based
M.A. Ferraiulo	Plumbing	Rochester-Based
Concord Electric	Electrical	Rochester-Based
Concord Electric	TV Studio	Rochester-Based

Abraham Lincoln School 22

Vendor	Role	Location
Steve General Contractor	General Contractor	Rochester-Based
Nairy Mechanical, LLC	Mechanical	Rochester-Based
DV Brown & Associates, Inc.	Plumbing	Buffalo-Based
Concord Electric	Electrical	Rochester-Based

Clara Barton School 2

DiPasquale Construction, Inc.	General Contractor	Rochester-Based
John W. Danforth Company	Mechanical	Rochester-Based
M.A. Ferraiolo	Plumbing	Rochester-Based
Concord Electric	Electrical	Rochester-Based

George Mather Forbes School 4

DiPasquale Construction, Inc.	General Contractor	Rochester-Based
John W. Danforth Company	Mechanical	Rochester-Based
Thurston Dudek	Plumbing	Rochester-Based
Concord Electric	Electrical	Rochester-Based

Dr. Walter Cooper Academy School 10

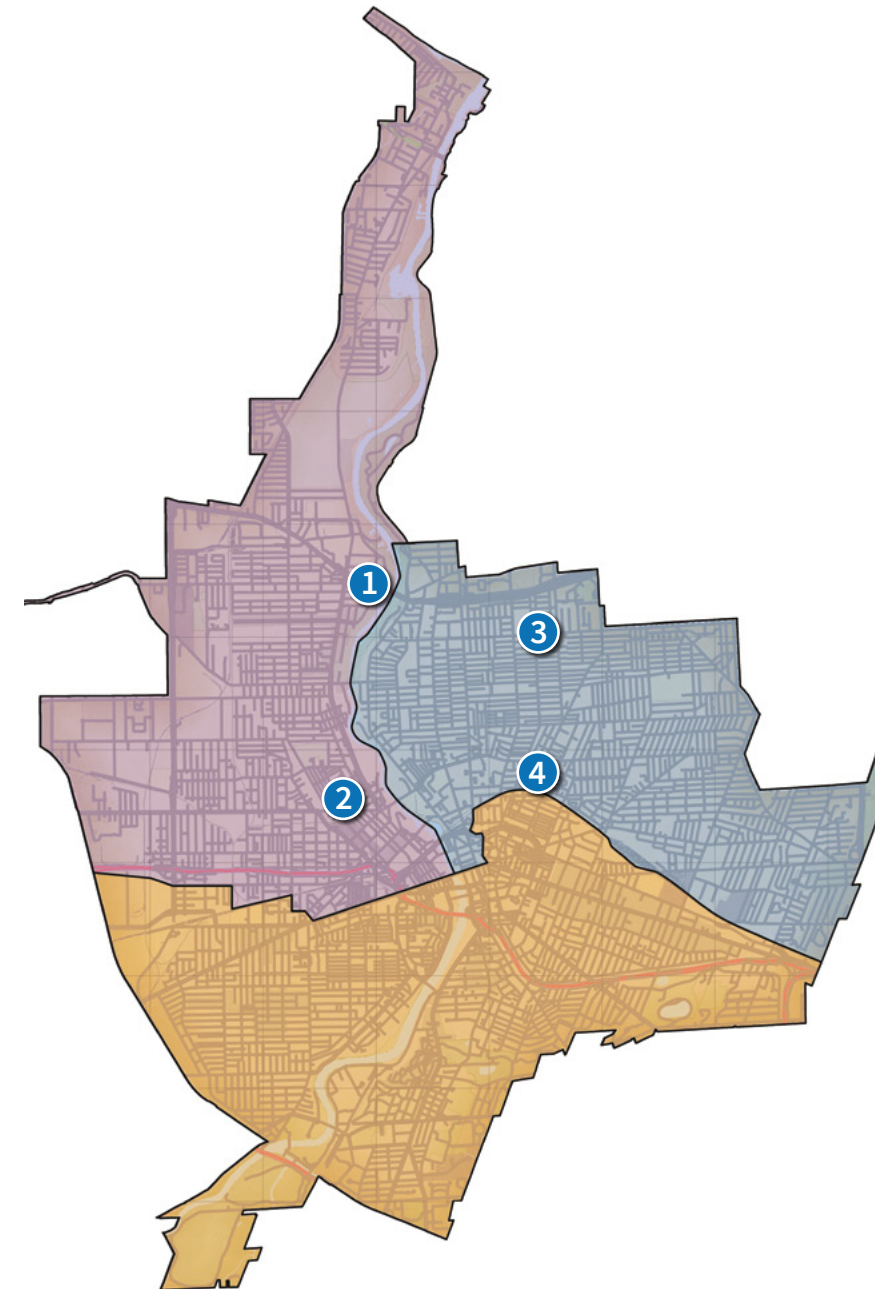
Manning Squires Hennig	General Contractor	Rochester-Based
M.A. Ferraiolo	Mechanical	Rochester-Based
M.A. Ferraiolo	Plumbing	Rochester-Based
Concord Electric	Electrical	Rochester-Based

Flower City School 54

Manning Squires Hennig	General Contractor	Rochester-Based
M.A. Ferraiolo	Mechanical	Rochester-Based
Thurston Dudek	Plumbing	Rochester-Based
Frey Electric	Electrical	Buffalo-Based

Appendix C

Phase II: Updated Strategic Plan for Swing Spaces



Current Phase II Swing Space Locations

- 1. Marshall Campus hosting:**
 - Monroe High School
 - Clara Barton School 2
 - Dr. Walter Cooper School 10
- 2. Jefferson Campus hosting:**
 - Virgil I. Grissom School No. 7
- 3. Franklin hosting:**
 - Abraham Lincoln School 22
 - Flower City School 24
- 4. Dr. Freddie Thomas L.C. hosting:**
 - John Walton Spencer School 16
 - George Mather Forbes School 4



The Children's School - School 15

Appendix D

Phase I: Estimated Construction Cost & Anticipated State Aid

Items	Phase 1A Projects							Subtotals 1A
	DWT 1	School 17	School 17 EPC	School 50 - A	School 58	Charlotte	Franklin	
Construction Budget	\$5,013,901.85	\$23,538,629.98	\$25,525.00	\$19,137,699.57	\$36,643,146.05	\$23,513,699.71	\$9,215,916.51	\$117,088,518.67
Incidental Budget	\$15,126,165.71	\$4,266,906.71	-	\$3,316,534.56	\$6,215,097.09	\$3,866,196.92	\$1,719,249.27	\$34,510,150.26
Capitalized Interest	\$1,135,929.55	\$833,810.60	\$115.47	\$902,449.10	\$1,497,847.52	\$1,177,233.84	\$370,242.21	\$5,917,628.29
Completed Costs	\$21,275,997.11	\$28,639,347.29	\$25,640.47	23,356,683.23	\$44,356,090.66	\$28,557,130.47	\$11,305,407.99	\$157,516,297.22
Est. State Building Aid	\$20,140,067.56	\$19,702,320.00	\$25,127.66	\$18,186,090.00	\$22,509,762.00	\$27,379,896.63	\$10,935,165.78	\$118,878,429.63
Est. Excel Funding	\$338,101.00	\$6,727,855.00	-	\$2,438,524.00	\$6,206,071.00	\$505,790.00	\$115,784.00	\$16,332,125.00
Est. Total State Aid	\$20,478,168.56	\$26,430,175.00	\$25,127.66	\$20,624,614.00	\$28,715,833.00	\$27,885,686.63	\$11,050,949.78	\$135,210,554.63

Items	Phase 1B Projects					Subtotals 1B
	DWT 2	School 5	School 28	East	Edison	
Construction Budget	\$3,063,587.19	\$17,100,499.88	\$18,565,385.40	\$12,575,268.59	\$21,114,408.90	\$72,419,149.96
Incidental Budget	\$13,465,261.95	\$3,214,829.03	\$3,885,334.40	\$5,216,851.32	\$3,811,352.23	\$29,593,628.93
Capitalized Interest	\$938,934.06	\$1,225,491.23	\$1,369,019.03	\$1,063,585.50	\$1,507,916.76	\$6,104,946.58
Completed Costs	\$17,467,783.20	\$21,540,820.14	\$23,819,738.83	\$18,855,705.41	\$26,433,677.89	\$108,117,725.47
Est. Total State Aid	\$16,528,849.14	\$19,794,765.00	\$20,236,558.00	\$17,792,119.91	\$24,925,761.13	\$99,278,053.18

Items	Phase 1C Projects			Phase 1B	Subtotals 1C/D
	School 12	Monroe	Jefferson	50-B	
Construction Budget	\$20,076,322.59	\$24,057,244.85	\$277,469.13	\$1,495,747.81	\$45,906,784.38
Incidental Budget	\$3,893,324.66	\$4,105,718.83	\$46,211.39	\$2,131,191.55	\$10,176,446.43
Capitalized Interest	\$1,500,840.46	\$1,603,718.10	\$20,138.78	\$52,468.16	\$3,177,165.50
RCSF Funds				\$332,000.00	\$332,000.00
Completed Costs	\$25,470,487.71	\$29,766,681.78	\$343,819.30	\$4,011,407.52	\$59,592,396.31
Est. Total State Aid	\$21,485,253.00	\$28,162,963.68	\$323,680.52	\$3,547,930.14	\$53,519,827.34

Additional Owners Contingency	
Program Limit	\$325,332,000.00
Cost to Complete	\$325,226,419.00
Owners Contingency	\$105,581.00
Capitalized Unaided or Above MCA	37,217,983.85

Phase II: Estimated Construction Cost & Maximum Cost Allowance

Project	Capacity Calculation		FP-F	SA-4	SA-139	SA-130	Recommended MCA	Cost Impact
	A/E Original	Draft						
Virgil I. Grissom 7								
Construction	\$20,000,000	\$22,746,000	\$20,000,000	\$20,000,000	\$23,235,396	\$21,410,481	\$22,746,000	Under MCA
Incidentals	\$4,385,396	\$4,769,904	\$4,385,396	\$4,385,396	\$3,824,915	\$3,824,915	\$4,769,904	Under MCA
Project Total	\$24,385,396	\$27,515,904	\$24,385,396	\$24,385,396	\$29,060,311	\$23,235,396	\$27,515,904	Under MCA
J.W. Spencer 16								
Construction	\$31,579,410	\$27,272,900	\$31,579,410	\$31,579,410	\$31,579,410	\$27,553,896	\$27,533,896	Over MCA
Incidentals	\$6,465,687	\$5,946,148	\$6,465,687	\$6,465,687	\$6,465,687	\$3,561,447	\$6,007,551	On MCA
Project Total	\$38,045,097	\$33,219,048	\$38,045,097	\$38,045,097	\$38,045,097	\$33,561,447	\$33,561,447	On MCA
Abraham Lincoln 22								
Construction	\$22,000,000	\$22,227,840	\$22,000,000	\$22,000,000	\$19,877,200	\$19,877,200	\$22,227,840	Over MCA
Incidentals	\$5,172,005	\$4,632,504	\$5,172,005	\$5,172,005	\$7,294,805	\$4,508,226	\$4,621,504	Over MCA
Project Total	\$27,172,005	\$26,860,344	\$27,172,005	\$27,172,005	\$27,172,005	\$24,385,426	\$26,860,344	Over MCA
Children's School 15								
Construction	\$17,000,000	\$15,117,528	\$17,000,000	\$17,000,000	\$17,000,000	\$15,117,528	\$15,117,528	Over MCA
Incidentals	\$4,424,422	\$3,195,804	\$4,424,422	\$4,424,422	\$3,195,855	\$3,195,804	\$3,195,804	Over MCA
Project Total	\$21,424,422	\$18,313,332	\$21,424,422	\$21,424,422	\$21,424,422	\$18,313,383	\$18,313,383	Over MCA
Edison Campus								
Construction	\$24,029,820	\$39,809,080	\$18,620,590	\$23,164,668	\$23,164,668	\$23,164,668	\$39,809,080	Under MCA
Incidentals	\$ -	\$6,586,308	\$7,336,811	\$10,113,278	\$10,113,278	\$10,113,278	\$6,586,308	Over MCA
Project Total	\$ -	\$46,395,388	\$28,957,401	\$33,280,946	\$33,280,946	\$33,280,946	\$46,395,388	Under MCA
Flower City School 54								
Construction	\$21,300,000	\$17,524,416	\$21,300,000	\$21,300,000	\$19,138,717	\$17,487,914	\$17,524,416	Over MCA
Incidentals	\$5,700,000	\$3,688,804	\$5,700,000	\$5,700,000	\$4,000,000	\$3,681,346	\$3,688,804	Over MCA
Project Total	\$27,000,000	\$21,213,220	\$27,000,000	\$27,000,000	\$23,138,717	\$21,169,260	\$21,213,220	Over MCA
Dr. Freddie Thomas L.C.								
Construction	\$14,295,249	\$15,434,965	\$3,825,000	\$3,066,235	\$1,724,478	\$1,724,478	\$15,434,965	Over MCA
Incidentals	\$2,919,879	\$3,408,763	\$1,276,053	\$1,167,935	\$2,509,692	\$2,509,692	\$3,408,763	Under MCA
Project Total	\$17,215,128	\$18,843,728	\$5,101,053	\$4,234,170	\$4,234,170	\$4,234,170	\$18,843,728	Under MCA
Monroe High School 2A								
Construction	\$23,031,510	\$33,540,545	\$20,000,000	\$23,031,510	\$23,570,035	\$23,570,035	\$33,540,545	Under MCA
Incidentals	\$3,589,014	\$8,384,640	\$6,886,586	\$3,589,041	\$3,928,798	\$3,928,798	\$8,384,640	Under MCA
Project Total	\$26,620,524	\$41,925,185	\$26,886,586	\$26,620,524	\$27,498,833	\$27,498,833	\$41,925,185	Under MCA
Monroe High School 2B								
Construction	\$ -	\$ -	\$23,031,510	\$20,000,000	\$23,570,035	\$28,790,000	\$28,790,000	Under MCA
Incidentals	\$ -	\$ -	\$3,589,014	\$6,886,586	\$3,928,798	\$6,327,795	\$6,327,795	Over MCA
Project Total	\$ -	\$ -	\$26,620,524	\$26,886,586	\$27,498,833	\$35,117,795	\$35,117,795	Under MCA
School Without Walls								
Construction	\$7,000,000	\$9,394,732	\$7,000,000	\$7,000,000	\$7,000,000	\$7,000,000	\$9,394,732	Under MCA
Incidentals	\$2,181,895	\$2,348,544	\$2,181,895	\$2,181,895	\$2,181,895	\$2,181,895	\$2,348,544	Under MCA
Project Total	\$9,181,895	\$11,743,276	\$9,181,895	\$9,181,895	\$9,181,895	\$9,181,895	\$11,743,276	Under MCA
East Upper & Lower								
Construction	\$46,857,347	\$50,034,391	\$46,000,000	\$46,857,347	\$39,679,383	\$39,679,383	\$50,034,391	Under MCA
Incidentals	\$9,083,199	\$12,387,056	\$9,183,199	\$9,083,199	\$16,203,816	\$12,528,286	\$12,387,056	Under MCA
Project Total	\$55,940,546	\$62,421,447	\$55,183,199	\$55,950,546	\$55,883,199	\$52,207,651	\$62,421,447	Under MCA
Clara Barton School 2								
Construction	\$25,000,000	\$23,077,704	\$25,000,000	\$25,000,000	\$19,525,824	\$19,525,824	\$23,077,704	Over MCA
Incidentals	\$6,197,487	\$4,827,616	\$6,197,487	\$6,197,487	\$11,671,663	\$4,688,458	\$4,688,458	Over MCA
Project Total	\$31,197,487	\$27,905,320	\$31,197,487	\$31,197,487	\$31,197,487	\$24,214,282	\$27,905,320	Over MCA
George Mather Forbes 4								
Construction	\$24,000,000	\$18,439,638	\$24,000,000	\$24,000,000	\$22,356,700	\$18,709,326	\$18,439,638	Over MCA
Incidentals	\$6,178,375	\$3,245,782	\$6,178,375	\$6,178,375	\$7,821,675	\$3,302,285	\$3,245,782	Over MCA
Project Total	\$30,178,375	\$18,685,420	\$30,178,375	\$30,178,375	\$30,178,375	\$19,011,611	\$19,011,611	Over MCA
Dr. Water Cooper 10								
Construction	\$24,300,000	\$18,568,874	\$24,300,000	\$24,300,000	\$26,276,343	\$18,568,874	\$18,568,874	Over MCA
Incidentals	\$5,172,005	\$3,951,356	\$5,172,005	\$5,172,005	\$4,518,269	\$3,951,586	\$3,951,356	Over MCA
Project Total	\$29,472,005	\$22,520,230	\$29,472,005	\$29,472,005	\$30,794,612	\$22,520,460	\$22,520,230	Over MCA
Grand Total Phase II	\$361,862,700	\$377,561,842	\$377,805,445	\$385,019,454	\$388,588,902	\$349,932,555	\$413,348,227	N/A

PLEASE NOTE

- The amount above MCA does not represent the "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

1. Annual aggregate data, including capitalized interest, for Phase 2A, 2B, 2C & 2D bonds. (Provided by CitiGroup)
 2. Aggregate building aid including aid for capitalized interest for all projects calculated at the actual interest rates summarized above, using estimated final costs provided by RSJCB.
 3. The RCSD has approved up to \$18.7 Million in local share contributions. This table represents the approved Phase II Financial Plan but is fluid due to NYSED and the RJSCB's Financial Consultants (i.e. Bond Underwriter, Financial Advisor and Counsel)

Appendix E

Phase I: Table of Debt Service and Anticipated State Aid Reimbursement

RJSCB - RSMP Phase I Annual Net Debt Services 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	School District Local Share Funding	
2013	0	0	-		0	
2014	5,004,182	6,686,636	1,682,454	6,883	0	1,689,337
2015	15,695,428	16,757,943	1,062,514	153,121	0	1,215,636
2016	19,831,092	16,758,823	(3,072,269)	378,410	2,693,859	0
2017	23,857,946	21,105,845	(2,752,101)	389,762	2,362,338	0
2018	23,873,196	21,105,845	(2,767,351)	401,455	2,365,896	0
2019	23,896,946	21,105,845	(2,791,101)	413,499	2,377,602	0
2020	23,916,946	21,105,845	(2,811,101)	425,904	2,385,197	0
2021	23,936,446	21,105,845	(2,830,601)	438,681	2,391,920	0
2022	23,843,446	21,105,845	(2,737,601)	451,841	2,285,759	0
2023	23,757,446	21,105,845	(2,651,601)	465,396	2,186,204	0
2024	23,770,196	21,105,845	(2,664,351)	479,359	2,184,992	0
2025	23,786,446	21,105,845	(2,680,601)	493,739	2,186,861	0
2026	23,799,696	21,105,845	(2,693,851)	508,552	2,185,299	0
2027	23,813,696	21,105,845	(2,707,851)	523,808	2,184,043	0
2028	26,246,946	21,105,845	(5,141,101)	539,522	4,601,578	0
2029	16,323,500	14,419,209	(1,904,291)	555,708	1,348,583	0
2030	5,123,500	4,347,903	(775,598)	572,379	203,218	0
2031	4,950,750	4,347,022	(603,728)	589,551	14,177	0
2032	0		-	607,237	0	607,237
2033	0		-	625,454	0	625,454
2034	0		-	631,786	0	631,786
2035				386,990		386,990
	355,427,802	316,587,675	(38,840,127)	10,039,041	33,957,527	3,467,104

Assumed Amortization Interest Rates Summary

Phase	Un-Rounded NIC	Rounded NIC
Series 2012	0.664802%	.0625%
Series 2013	3.3876%	3.375%
Series 2015	3.029742%	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 actual interest rates summarized above, using estimated final costs provided by RSJCB.

Phase II: Table of Debt Service and Anticipated State Aid Reimbursement

RJSCB - RSMP Phase II Annual Net Debt Services vs. Annual Building Aid

Fiscal Year	Annual Aggregate Net Debt Service ¹	Annual Aggregate Building Aid ²	District Share Annual Difference	Aid/DS
2017	0	0	-	
2018	1,082,113	963,703	(118,410)	89.06%
2019	11,768,500	10,154,557	(1,613,944)	86.29%
2020	30,389,000	25,530,577	(4,858,424)	84.01%
2021	31,148,000	34,094,284	2,946,284	109.46%
2022	35,154,000	34,094,284	(1,059,716)	96.99%
2023	35,152,750	34,094,284	(1,064,294)	96.99%
2024	35,154,750	34,094,284	(1,060,466)	96.98%
2025	35,152,500	34,094,284	(1,058,216)	96.99%
2026	35,153,750	34,094,284	(1,059,466)	96.99%
2027	35,155,750	34,094,284	(1,061,466)	96.98%
2028	35,155,750	34,094,284	(1,061,466)	96.98%
2029	35,156,000	34,094,284	(1,061,716)	96.98%
2030	35,153,500	34,094,284	(1,059,216)	96.99%
2031	35,155,250	34,094,284	(1,060,966)	96.98%
2032	35,152,750	34,094,284	(1,058,466)	96.99%
2033	34,162,750	33,130,581	(1,032,169)	96.98%
2034	24,686,000	23,939,782	(746,273)	96.98%
2035	8,830,500	8,563,708	(266,793)	96.98%
2036		0	-	
	528,763,613	511,414,708	(17,349,353)	

Assumed Amortization Interest Rates Summary

Phase	Un-Rounded NIC	Rounded NIC
Phase 2A	2.888679%	2.875%
Phase 2B	2.997914%	3.000%
Phase 2C	3.219843%	3.250%
Phase 2D	2.997357%	3.000%

1. Aggregate annual debt service, including capitalized interest, for Phase 2A, Phase 2B, Phase 2C, and Phase 2D bonds. (Provided by CitiGroup)
 2. Aggregate building aid including aid for capitalized interest for all projects calculated at the actual interest rates summarized above, using estimated final costs provided by RSJCB.

Appendix F

Phase I: M/W/D/SBE Firms

Contractor	MBE	WBE	SBE	DBE
106 Enterprises			SBE	
5 Star Restoration			SBE	
7 Gens (SCMC LLC)	MBE			
ABR Wholesalers		WBE		
Adonis Construction	MBE			
Akwesasne Construction	MBE		SBE	DBE
A-M Electrical, Inc.	MBE			
American Janitor Service			SBE	
AP Safety and Security Corp.		WBE		
Apex Enterprises LLC	MBE			
Architectura PC		WBE	SBE	
ArchStetics Architecture			SBE	
ASA Contractors			SBE	
Atlantic Glass	MBE			
Beaver Creek Industries			SBE	
Bethany Technologies		WBE		
Bolton Surveying			SBE	
Brooks Brothers Painting of Rochester Inc.	MBE			
BSV Enterprises	MBE			DBE
Building Energy Solutions		WBE		
CanAm Environmental Safety, Inc.			SBE	
Cannon & Noto Enterprise	MBE		SBE	
Cannon Electric	MBE			
Cardwell Construction			SBE	
Carney Electrical & Industrial Supplies, LLC	MBE			
Casarsa Construction Supply			SBE	
Chait Studios			SBE	
CHC Construction	MBE			
Chenango Contracting, Inc.	MBE			
CID Coatings			SBE	
City Electric Company Inc.		WBE		DBE
Clark Moving & Storage		WBE		
Coldwater Insulation		WBE	SBE	
Compliance & Administrative Services of NY	MBE	WBE		
Comprehensive Employee Management	MBE			
Construction Cost Services, Inc.	MBE			
Convergent Technologies		WBE		
Cooper Sign Company	MBE			

Contractor	MBE	WBE	SBE	DBE
Cornerstone Training Institute			SBE	
Crosby Brownlee		WBE		
Cummings Construction	MBE			
Dataflow Reprographics, Inc.		WBE		
DDT Construction			SBE	
Deborah Jean		WBE		
Decca Paving	MBE			DBE
DeClerck Flooring Inc.			SBE	
Design Services, Inc.				DBE
Downey-Goodlein Elevator Corp.		WBE		
Dwyer Architectural		WBE		
Edge-Global Technology Solutions			SBE	
English Trucking	MBE			
Environmental Design & Research P.C.		WBE		
Existing Conditions Surveys		WBE		
Firestop Technologies			SBE	
Fisher Associates		WBE		
Flower City Monitors Service	MBE			
Foundation Design			SBE	
Foxwise USA	MBE			
G & J Contracting	MBE			DBE
Garden Grove			SBE	
Genesee Restoration		WBE		
Gholkar's Incorporated	MBE			
Grayco Corporation			SBE	
Gym Equipment & Specialties. of NY Inc.			SBE	
Heather Demoras Design		WBE		
Herline Technologies		WBE		
Herman HVAC Products			SBE	
Home Guard Environmental	MBE			
I.C. Construction Services	MBE			
Indoor Air Technologies		WBE		
Indoor Environmental Air Specialists			SBE	
Installrite Systems			SBE	
Interior Movers			SBE	
Interior Moving Service			SBE	
Invictus Electrical, LLC			SBE	
J&N Computer Services, Inc.		WBE		
Jackson Welding		WBE		
Jaclyn Building Services			SBE	
Jai II, Inc.	MBE			

Contractor	MBE	WBE	SBE	DBE
JC Insulation			SBE	
JC Smith		WBE		DBE
Jemco Water Treatment			SBE	
Jensen / BRV Engineering			SBE	
JHP Industrial Supply Co.	MBE			DBE
Jim White Metal Product			SBE	
John N Sanchez Corporation	MBE			
Journee Construction	MBE		SBE	DBE
Journee Construction - Demo				DBE
Journee Construction-Cut/Patch			SBE	
Journee Construction-Insulation	MBE			
Journee Tech Staffing				DBE
Joy Kuebler Landscape Architect		WBE		
Kenel J Antoine Architect & Associates	MBE			
Killian Inc.		WBE		DBE
Klug Crane & Rigging			SBE	
Kraftwerks		WBE		
Krieg Construction		WBE		
Kris Kimmel Drafting			SBE	
Lakeview Construction			SBE	
Larsen Engineering	MBE			
LDK Engineering		WBE		
Lighthouse Energy, LLC.		WBE		
Lysander Construction, LLC		WBE		
M.A. Architects			SBE	
M.H. General Contracting	MBE			
Mark Cerrone Inc.		WBE		
Martens Janitorial			SBE	
Massive Testing & Balancing			SBE	
MD Office Works	MBE			
ME Holvey Consulting, LLC.			SBE	
Mechanical Testing Inc.		WBE		
Merkel Donohue/FM Office Express	MBE			
MGM Insulation	MBE			
Mid-City Signs		WBE		
Millennium Strategies			SBE	
Minority Material Haulers		WBE	SBE	
MJ Dreher Trucking Inc.		WBE		DBE
MS Unlimited		WBE		DBE
NAIRY Mechanical			SBE	
Nickerson Corporation		WBE		

Contractor	MBE	WBE	SBE	DBE
NPV, Inc.		WBE		
OCM Construction	MBE			DBE
OSO, Inc.	MBE	WBE		DBE
Pathfinder Engineers and Architects		WBE		
Pavilion Drainage	MBE			
PDS Construction		WBE	SBE	
Pipitone Enterprises LLC		WBE		
Popli Design Group	MBE			DBE
Precision Concrete & Masonry Inc.			SBE	
ProCarpet		WBE		
Ram-Tech Engineers	MBE			
RAVI Engineering	MBE			DBE
Razak Associates	MBE			
Redhawk Equipment			SBE	
Re-Entry Data		WBE		
Riccelli Enterprises		WBE		
Roche & Company			SBE	
Rochester Rigging & Erectors				DBE
Rogers Enterprises	MBE		SBE	DBE
Roth Consulting		WBE		
S&W Contracting	MBE	WBE		
Safety Zone Environmental		WBE	SBE	
Safety Zone Ventures				DBE
Savin Engineers	MBE			
Scott Construction	MBE		SBE	
Scott's Unlimited	MBE		SBE	
Shades of Color	MBE	WBE		
Sheen and Shine				DBE
Sienna Environmental Technologies LLC		WBE		DBE
Sigma PSI			SBE	
Singleton Construction	MBE			
SLR Contracting & Service Company	MBE			DBE
Spectrum Windows & Walls		WBE		
Spencer Virnoche/Upstate Interiors	MBE			
Steel Tech Fabricator Inc.	MBE			
Steve General Contractors	MBE			
Structural Remediation Services Inc.		WBE	SBE	DBE
Superior Insulation/Williamstown Construction			SBE	
Supreme Quality Painting	MBE			
Susquehanna Sheet Metal Erection Service Inc.		WBE	SBE	
Syracuse Scenery & Stage Lighting Co., Inc.		WBE		

Contractor	MBE	WBE	SBE	DBE
Syrstone		WBE		
Tasteful Connections, Inc.		WBE		
Toscano Clements Taylor		WBE		
Unified Electric	MBE		SBE	
Upstate Interiors	MBE			DBE
Upstate Specialty Coatings, LLC			SBE	
US Ceiling	MBE	WBE		DBE
Uzo 1 International, Ltd.	MBE		SBE	DBE
Vargas Associates		WBE		DBE
Watts Architecture & Engineering	MBE			DBE
Wayside Contractors		WBE		
We're Forms		WBE		
Weydman Electric		WBE		
Williams Doors & Hardware		WBE		
WYCO Mechanical, LLC		WBE		

Phase II: M/W/D/SBE Firms

Contractor Name	MBE	WBE	SBE	DBE
A La Renee Marketing, Inc.			SBE	
Adonis Construction LLC	MBE			
ALPCO Recycling, Inc.			SBE	
Ampie Enterprises Inc.		WBE		
AP Safety and Security Corporation		WBE		
ArchWood, Inc.		WBE		
Armor Fence Company of WNY Inc.				DBE
Arrow Sheet Metal Works Inc.				DBE
Art Hill Excavating Inc.		WBE		
Bedrock Construction Enterprises Inc.	MBE			
Bethany Technologies Company LLC		WBE		
Bill's Topsoil Sand & Gravel, LLC	MBE			
Building Energy Solutions LLC		WBE		
Burgio and Campofelice Inc.		WBE		
C&A Pavement Markings		WBE		
Can-Am Consultants Inc			SBE	
Cannon & Noto Enterprise Inc	MBE			
Cannon Electric	MBE			
Casarsa Construction Supply Incorporated		WBE		
Charo Cleaning Inc.			SBE	
Chemtech Consulting Group, Inc.				DBE
City Electric Company, Inc.		WBE		
Coldwater Insulation, Inc.		WBE		
Compliance & Administrative Services of New York		WBE		
Construction Services by Ken	MBE			
Crosby-Brownlie Inc.		WBE		
Cummings Construction LLC	MBE			
CVF Inc.				DBE
CW Piping LLC	MBE			
Dataflow Reprographics LLC		WBE		
Decca Paving Inc.	MBE			
Diversified Industries of WNY, LTD.			SBE	
E Plumbing & Piping, Inc.		WBE	SBE	
Edge GTS		WBE		DBE
Empire State Mechanical Contractors, Inc.		WBE		
Environmental Design & Research, Landscape Architecture, Engineering & Environmental Services, D.P.C		WBE	SBE	

Contractor	MBE	WBE	SBE	DBE
Finger Lakes Service Group, Inc.		WBE		
Firestop Technologies Inc.		WBE		
Flood and Flood Photography And Videography LLC	MBE			
Flower City Monitoring Services, LTD.	MBE	WBE		
Frank Springer Interiors			SBE	
G & J Contracting, Inc.				DBE
G.P. Land & Carpet Corp.		WBE		
Garden Grove			SBE	
Genesee Building Restoration Inc.		WBE		
Gilligan Electric Corp.		WBE		
GM Mechanical	MBE			
Health & Safety Resources, LLC			SBE	
Heaster Building Restoration, Inc.				DBE
Heather Demoras Design		WBE		
Herb Boyce Grading Co.			SBE	
Herline Technologies		WBE		
Hojack Park LLC			SBE	
Home Guard Environmental Services Inc.	MBE			
Huber Electric Inc.		WBE		
IC Construction Services	MBE			
Invictus Electrical		WBE		
Iroquois Bar Corporation	MBE			
Jennings Construction Services LLC	MBE			
JHP Industrial Supply Company Inc.				DBE
Keating Consulting		WBE		
Kenel J Antoine Architect & Associates	MBE			
KHEOPS Architecture, Engineering & Survey, D.P.C.				DBE
Kris B. Kimmel Construction Drafting, Inc.			SBE	
Lakeview Construction			SBE	
Land NPR Productions			SBE	
Lozier Environmental Consulting		WBE		
Mark Cerrone Inc.		WBE		
Marques & Associates Land Surveyors and Engineer P.C.	MBE			
Marten's Janitorial			SBE	
McClain Associates Inc.		WBE	SBE	
MGM Insulation Inc.	MBE			DBE
Millennium Strategies			SBE	
MS Unlimited Inc.				DBE
Newfane GC			SBE	
NorthCoast Electrical Solutions			SBE	
NPV Inc.		WBE	SBE	

Contractor	MBE	WBE	SBE	DBE
OCM Construction, Inc.				DBE
Oneida Sales & Services, Inc.	MBE			
OSO, Inc.		WBE		
PDS Construction		WBE		
Panther Graphics, Inc.				DBE
Popli Architecture & Engineering LSPC	MBE			
Precision Concrete & Masonry, Inc.	MBE			
Ramar Steel Sales Inc.				DBE
Ravi Engineering & Land Surveying, P.C.	MBE			
Razak Associates Architecture Engineering & Land Surveying, PLLC	MBE			
Renewal Property Maintenance Services, LLC		WBE		
Riccelli Trucking Inc.		WBE		
Right Price Companies Inc.		WBE		
Rodriguez Construction Group	MBE			
Roger's Enterprises	MBE		SBE	DBE
Runyon Lightning Protection & Restoration			SBE	
S.E.G. Construction Inc.		WBE		
Safety Zone Ventures, LLC			SBE	DBE
Samson Fuel		WBE		
Sanitary Solutions		WBE	SBE	
Scott Construction of Rochester Inc.			SBE	
Shades of Color, Inc.	MBE			
Sienna Environmental Technologies LLC	MBE			
Singleton Consultants		WBE		
Steel Tech Fabricator Inc.	MBE			
Steve General Contractors	MBE			
Susan M Anacker Professional Land Surveyor, PLLC		WBE		
Syracuse Scenery & Stage Lighting Co. Inc.		WBE		
Tasteful Connections Inc.		WBE		
Unified Electric	MBE		SBE	
United Mechanical		WBE		
Upstate Specialty Coatings			SBE	
Upstate Steel Inc.		WBE		DBE
US Ceiling Corporation	MBE			
Vargas Associates		WBE		
W.R. Revels Company	MBE			
WYCO Mechanical LLC		WBE		
Ziske-Kraftwerks Inc.		WBE		

Appendix G

Business Opportunity Program: Firms Completing Instructional Series

Company	
Cycle 1	BNR Engineering
	Cannon Electric
	Charo Cleaning
	Flood & Flood Photography
	Flower City Monitor Service
	Home Guard Environmental Service
	Mr. & Mrs. Clean All
	M3 Construction
	Pinewoods Engineering
	PH Enterprises
	Quality & Production Solutions
	Rochester Research Associates
	ViewSignage
Cycle 2	Johnson & Johnson Cleaning
	The Bonnlinson Group
	Le Panier
	No Play Construction & Property Management
	Encourage Consulting
Cycle 3	Avarus Solutions
	Career Prep
	Coloring on Canvas
	CW Piping, LLC
	Extra Hands General Labor
	MDC
	ML McFarley Security
	New Heights Tree
	Press Clique
	Thompson General Construction
Just Hair	
Cycle 4	AlphaGraphics
	AMD Meeting Solutions
	Anderson Granite & Marble Restoration LLC
	Artman Studio Design
	Beads & Bangles by Jaira
	C&C Miraculous Cleaning Services, Inc.
	Careliz Tax Service
	Champion Marketing Corp.
	Demo Dawgz
	Goddess Nails Mobile Nail Care Services
	Great Panes
	Leesung Construction
	Pioneer C&R Development
	Renee Reads
	Rose Creates
Zory's Empanadas	



1.11.2017 Instructional Series Cycle 1



8.3.2017 Instructional Series Cycle 2



1.18.2018 Instructional Series Cycle 3



7.11.2018 Instructional Series Cycle 4

Company	
Cycle 5	Aria Virtual Consulting
	Coloring on Canvas
	DCCDAL, LLC
	Dustless Flooring
	Ellison's Construction
	Faith Café & Catering
	Hart Cleaning Services
	JMG Consulting Firm
	Kaia Earth, LLC
	Kham Enterprises, LLC
MLB Cleaning Service	
Mirusmedia	
Mitchell Painting Contractor	
The Concrete Elite	
Vargas Financial Services	
Cycle 6	ACE Your Space
	A-Ward Investment Group, LLC
	Critical Path Integrators, LLC
	Harvey Management Group
	King Images
	LaLew Public Relations
	Learning & Motivating Specialists
	MER Consulting Group, LLC
	NDM Business Solutions
	Old School Painting
O&T Drywall & Painting	
Solution Operation Services	
Working Art Media, LLC	
Cycle 7	Cleanaholics
	The Crazy Lab Boutique
	D.B.I. Management Group, LLC
	Ebony Nicole Smith Consulting, LLC
	G.M. Cleaning
	Handle With Care Moving Services
	Haynes & Associates, Inc.
	Major Idea Consulting
	Rashakim Abmilechh, LLC
	Recovery Houses of Rochester, Inc.
Somerset Consulting Services	



1.9.2019 Instructional Series Cycle 5



6.26.2019 Instructional Series Cycle 6



1.8.2020 Instructional Series Cycle 7

Appendix H

Overall Success of RSMP

Provided to Assemblyman Harry Bronson in November 2019

“ A growing body of research demonstrates that the quality of school facilities plays an important role in students’ ability to learn well. The Rochester Schools Modernization Program (RSMP) ensures that each facility within its Plan not only meets district standards, but is safe, modern, and comfortable.



The special legislation was consistent with the goals of the initial authorization for the Facilities and it benefits all the schools slated for renovation in Phase II. It will continue to benefit the entire Rochester community through more construction jobs, more families and staff members benefiting from modernized schools, and more efficient use of taxpayer dollars.

Special legislation was approved by the New York State Senate on June 6, 2016 followed by the New York State Assembly on June 16, 2016, authorizing two multi-year cost allowances in a five-year period for the computation of building aid. The Governor signed the bill into law on July 5, 2016. This legislation gave the District the financial aid that it needs to allow the Phase II projects to be done in one phase of construction rather than having to do partial projects, wait five years for the MCA to reset, and then come back to complete the project.



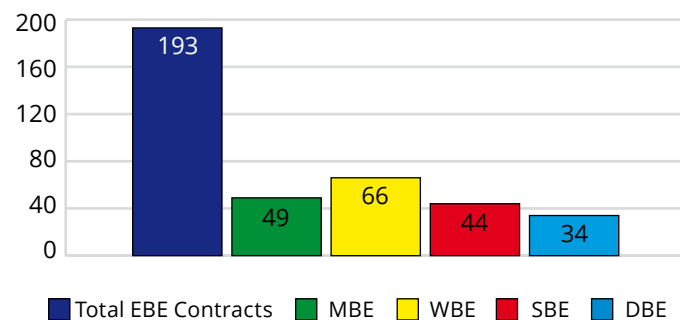
RSMP Phase II Diversity Achievements

The Rochester Joint Schools Construction Board is ensuring Minority and Woman-Owned Business Enterprises (also known as Eligible Business Enterprises, or, EBEs) have real opportunities to pursue public projects, rather than being historically marginalized or overshadowed by large majority-owned businesses. The RSMP's diversity goals (33% aggregate) are among the highest in NYS and in the country. To date, 40% of businesses with RSMP contracts are minority-owned, woman-owned, small, or disadvantaged business enterprises. One-third of the RSMP workforce identifies as minority or female. These pie charts reflect the Independent Compliance Officer's analysis of the Program's progress toward business and workforce diversity goals from the beginning of Phase 2 through September 2019.

Totals as of September 2019

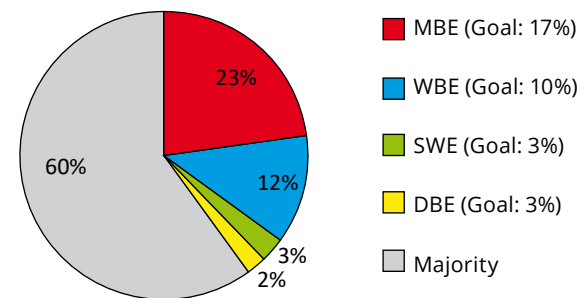
➤ Total EBE Contract Dollars	\$93,662,421
➤ Total Work Hours	1,159,390
➤ Total EBE Work Hours	305,394
➤ Total City of Rochester Residents Workforce	179

PHASE II - ELIGIBLE BUSINESS ENTITIES (EBE) CONTRACTS



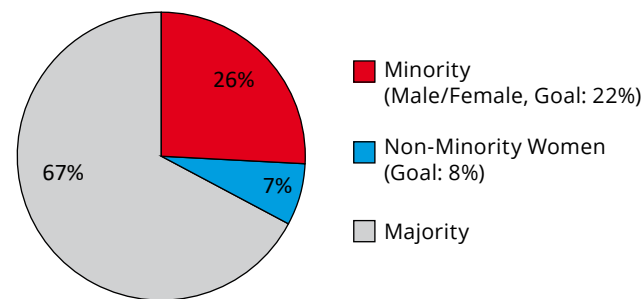
BUSINESS UTILIZATION

Businesses with an RSMP contract by certification type

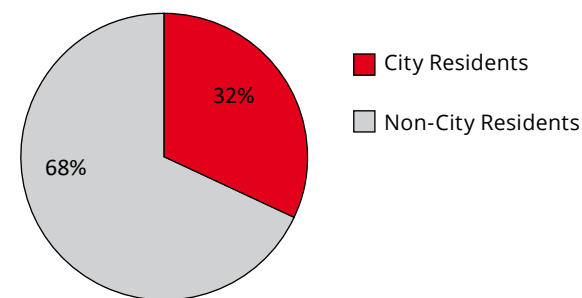


WORKFORCE PARTICIPATION

RSMP workforce: by minority status



RSMP workforce: City of Rochester residents



Revolving Loan Program

As a reflection of the RJSCB's effort to remove barriers and promote business growth, a Revolving Loan Program (RLP) was designed to help Eligible Business Enterprises (EBE's) meet their short-term working capital needs on RSMP projects. With access to a loan maximum of \$10,000 per occurrence, a loan can be used to finance the direct costs of performing under a contract with the RJSCB regarding payroll, supplies, equipment and other overhead.

To make the loan process easy to implement, navigate and disburse, an RLP short form application is reviewed by the RLP committee for approval within 3 business days. There are no credit checks and zero (0%) interest applied with only a minimal administrative fee. The fund's revolving balance is secured by a replenishment system based on monthly payment requisitions that require the loan to be repaid within 90 days.

RSMP partnered with REDCO from the City of Rochester to administer the loan disbursements and repayments. The fund was seeded with an initial contribution from Savin of \$100,000 and the RJSCB authorized a \$150,000 contribution of the State Attorney General funds from Phase 1 to be added to the account, making a total of \$250,000 available to loan applicants. To date, there have been nine loan applications received disbursed and repaid.



Mentor-Protégé Program

The Mentor-Protégé Program (MPP) facilitates training and mentoring in a direct, engaging and practical manner intended to produce long-term positive impacts. It has been designed to motivate and encourage all holders of prime contracts with RJSCB to provide mutually beneficial developmental assistance to local Eligible Business Enterprises (EBEs) to enable such emerging businesses to 'learn the ropes' from more experienced businesses. It is providing a dynamic opportunity for the emerging EBE Protégé to overcome barriers that typically inhibit or restrict the success of its business initiative. It also encourages professional service firms and prime contractors as Mentors, to enhance the business management and technical capabilities of the Protégé.

To be eligible to participate in the MPP as a Protégé, a business must:

- Successfully complete the BOP's Instructional Series, or
- Have a prime or subcontract on one of the RSMP projects.



The Mentor/Protégé relationship lasts from six months to a year. This allows the EBE to meaningfully benefit from the knowledge and time-tested experience of the mentor firms and for the program to support as many Mentor/Protégé relationships as possible. A modest allowance has been included in the Primes' contracts to serve as reasonable reimbursement for their time and resources contributed as Mentors to MPP.



BOP Graduate Testimonials



ISSE ABUKAR

Business: Charo Cleaning Services **Cycle:** 1
Certifications: MBE, SBE

“ Since attending the Instructional Series, I feel we are now an all-around better company with a lot more confidence pursuing new business. As a matter of fact, right after our graduation ceremony, we were approached by LeChase Construction; they told us that they had an opportunity for us to help clean a project field trailer at School 7, which is part of the RSMP program. This job allowed us to get our foot in the door with a large company and take a big step into the commercial cleaning business.



SARA GILBERT

Business: Pinewoods Engineering, PC **Cycle:** 1
Certifications: WBE, DBE, SBE

“ The BOP program really helped outline all the necessary components to bid and successfully complete a project. The teachers were exceptional; they made themselves available to us after the class was over. Myself and most of the other students did take advantage of reaching out to them. Overall, I feel the program really made it a great opportunity to go after work, and be successful.



TARCHIA POWELL

Business: Encourage Consulting **Cycle:** 2
Certifications: SBE

“ I joined the BOP program because it was another way for me grow and expand my business. The program was phenomenal; it was able to afford me the opportunity to learn more on how to run my business and not just work within my business. Eighteen weeks was nothing on the return of investment that I plan to receive.

BOP Graduate Testimonials



LINDA YIOULOS

Business: Avarus Solutions, LLC **Cycle:** 3
Certifications : MBE, DBE, SBE

“ BOP was a comprehensive session that allowed me to hone in my skills and to get a better understanding of all aspects of business, specifically into the field of construction. Not only did it provide me with the resources, but also network with some of our premiere contractors and business people. It was a great opportunity and everyone should take part in it.



CHARLES TAYLOR

Business: C&C Miraculous Cleaning Service, Inc. **Cycle:** 4
Certifications : SBE

“ What I liked most is that it really gave me an opportunity to look introspectively at myself as a business owner. It switched my mindset from being an employee to an owner, and I would strongly recommend the Instructional Series just because the curriculum is so incredibly comprehensive and it really helps you hone your skills as an entrepreneur.



OZZY ARROYO

Business: Old School Painting **Cycle:** 6
Certifications : SBE

“ All the presenters were so helpful; professionals in their field, leaders in the community and they really were very compassionate. I have recommended this class to everyone I can speak to about it. I would recommend you to take it if you are thinking of going into business or just want to improve many facets of your business.

RSMP Contribution to Surrounding Neighborhoods



James Monroe High School



School Without Walls

The synergy between modernized neighborhood schools and the revitalized, mixed-income communities they serve is consistently apparent. Not surprisingly, families tend to remain in neighborhoods with quality amenities and high-performing schools, thus lowering the student mobility rate and transportation costs. This experience points to an “enhanced” neighborhood elementary school as one of the most potent additional ingredients to build social integration, civic pride and upward mobility in traditionally disadvantaged communities.



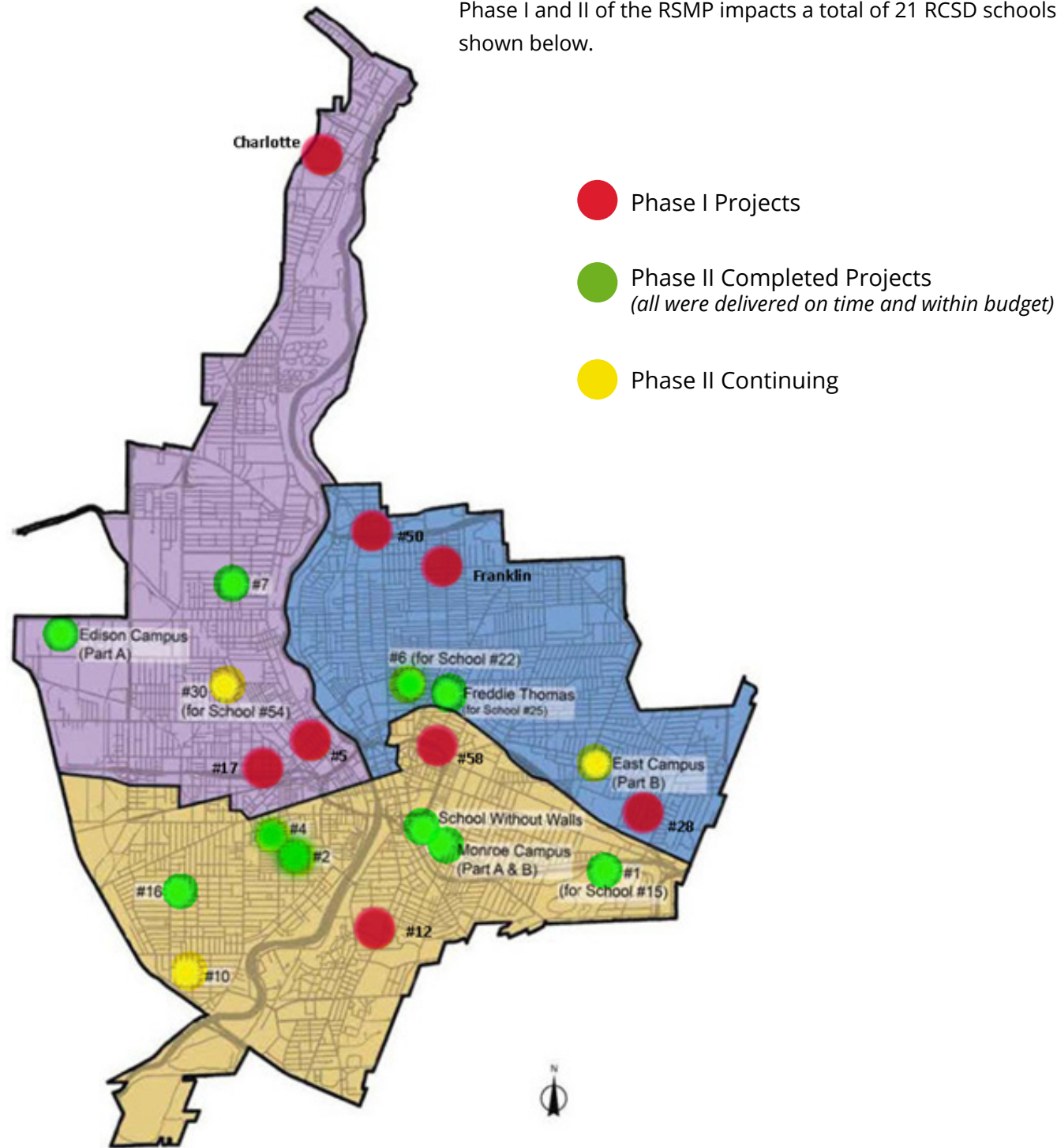
Abraham Lincoln School 22



Virgil I. Grissom School 7

RSMP Phase I & II Project Map

Phase I and II of the RSMP impacts a total of 21 RCSD schools, shown below.



RSMP Phase I Project Costs

ORIGINAL BUDGET: \$325M ACTUAL: \$323.2M






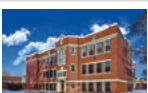

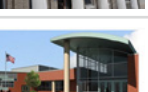
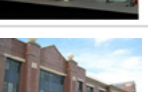
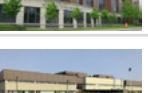
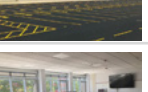
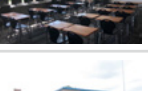

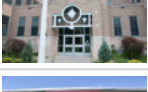
	ENRICO FERMI SCHOOL 17	\$28.7M
	HELEN BARRETT SCHOOL 50	\$23.3M
	CHARLOTTE HIGH SCHOOL	\$28.3M
	WORLD OF INQUIRY SCHOOL 58	\$44M
	FRANKLIN HIGH SCHOOL	\$11.3M
	JOHN WILLIAMS SCHOOL 5	\$21.6M
	HENRY HUDSON SCHOOL #28	\$23.8M
	EDISON TECH HIGH SCHOOL	\$26.8M
	EAST HIGH SCHOOL	\$18.9M
	ANNA MURRAY-DOUGLASS ACADEMY SCHOOL 12	\$25.4M
	MONROE HIGH SCHOOL	\$31.3M
	DISTRICT WIDE TECHNOLOGY	\$39.7M

Phase I included renovations and alterations to 12 buildings, plus a District-Wide Technology project (technology upgrades within those 12 buildings) with a total value of \$325 million. The first phase of the program consisted of approximately \$237 million in budgeted 'hard' construction expenses and \$88 million in design, management, financing, District-Wide Technology, and other "soft" incidental program expenses.

The anticipated Building Reimbursement Aid, as calculated by the State Education Department maximum cost allowance (i.e., MCA) formulas, was approximately \$287 million, resulting in \$38 million in EXCEL and local costs (11.7%).

NOTE: The surplus of \$1.8M was used to fund the following additional work: Demolition of former Maynard's Electric building at 1776 N. Clinton Ave., replaced on site with a new ballfield and walking path and partial roof replacement at Helen Barrett Montgomery School No. 50

RSMP Phase II Project Costs

ORIGINAL BUDGET: \$435M				
	JAMES MONROE HIGH SCHOOL	\$61.3M		ABRAHAM LINCOLN SCHOOL 22 \$26.8M
	DR. WALTER COOPER ACADEMY SCHOOL 10	\$30M		DISTRICT WIDE TECHNOLOGY \$69.4M
	VIRGIL I. GRISSOM SCHOOL 7	\$25.2M	<p>In December 2014, the RSMP Phase II special legislation was signed by the Governor of the State of New York. Phase II authorized up to 26 projects, comprised of 25 school buildings plus a District-Wide Technology project, with a total value of \$435 million. Approximately \$315 million was budgeted for “hard” construction expenses with \$120 million in design, management, technology implementation, financing, and other “soft” incidental program expenses.</p> <p>All projects completed and still underway during Phase II were or are on time and within budget.</p>	
	JOHN WALTON SPENCER SCHOOL 16	\$37.4M		
	THE CHILDREN'S SCHOOL SCHOOL 15	\$20M		
	SCHOOL WITHOUT WALLS	\$9.1M		
	DR. FREDDIE THOMAS SCHOOL 25	\$2.6M		
	EDISON TECH HIGH SCHOOL	\$33.1M		
	EAST HIGH SCHOOL	\$51.2M		
	CLARA BARTON SCHOOL 2	\$29M		
	GEORGE MATHER FORBES SCHOOL 4	\$28M		
	THE FLOWER CITY SCHOOL SCHOOL 54	\$22.5M		

Additional funds were granted from the following sources: Smart Schools Bond Act - \$8.5M, Community Schools Grant - \$1.8M at Monroe High School (Community Schools additional funds (East EPO)) and RCSD Cash Capital Fund - \$418K

RSMP Phase III Projected Costs

ESTIMATED TOTAL BUDGET: \$550M	
JAMES MONROE HIGH SCHOOL	TBD
FRANKLIN HIGH CAMPUS	TBD
ADLAI E. STEVENSON SCHOOL 29	TBD
DOUGLASS CAMPUS	TBD
DR. CHARLES T. LUNSFORD SCHOOL 19	TBD
NATHANIEL ROCHESTER COMMUNITY SCHOOL 3	TBD
DR. FREDDIE THOMAS SCHOOL 25	TBD
EDISON TECH HIGH SCHOOL	TBD
EAST HIGH SCHOOL	TBD
DR. MARTIN LUTHER KING JR. SCHOOL 9	TBD
WILSON COMMENCEMENT	TBD
THE FLOWER CITY SCHOOL SCHOOL 54	TBD
ABRAHAM LINCOLN SCHOOL 22	TBD
DISTRICT WIDE TECHNOLOGY	TBD

(Subject to NYS Legislature and Governor approval)

