

# A Reuse Framework for Surplus School Sites

## Recommendations for the City of Baltimore

September 12, 2016



HR&A  
Analyze. Advise. Act.

Columbus School

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## Today's Focus

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Challenges of school reuse in Baltimore

Assets

Volume of properties

Reuse process

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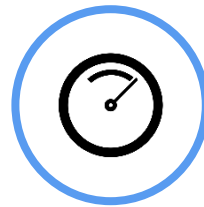
## Challenges of school reuse in Baltimore

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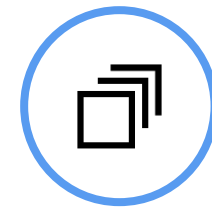
### Assets

Most surplus school sites are located in economically challenged areas and possess low market value for redevelopment.



### Volume

There is a wave of surplus school sites that will be transferred to City control over the next ten years.



### Reuse Process

The process for the evaluation and disposition of surplus school properties is disjointed, uncoordinated, and inefficient.

## **Assets**

Volume of Properties

Reuse Process

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Most surplus school buildings are functionally obsolete and require major renovations or retrofits for new uses.

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Building design is not conducive for other uses



Large scale renovations are required for new use

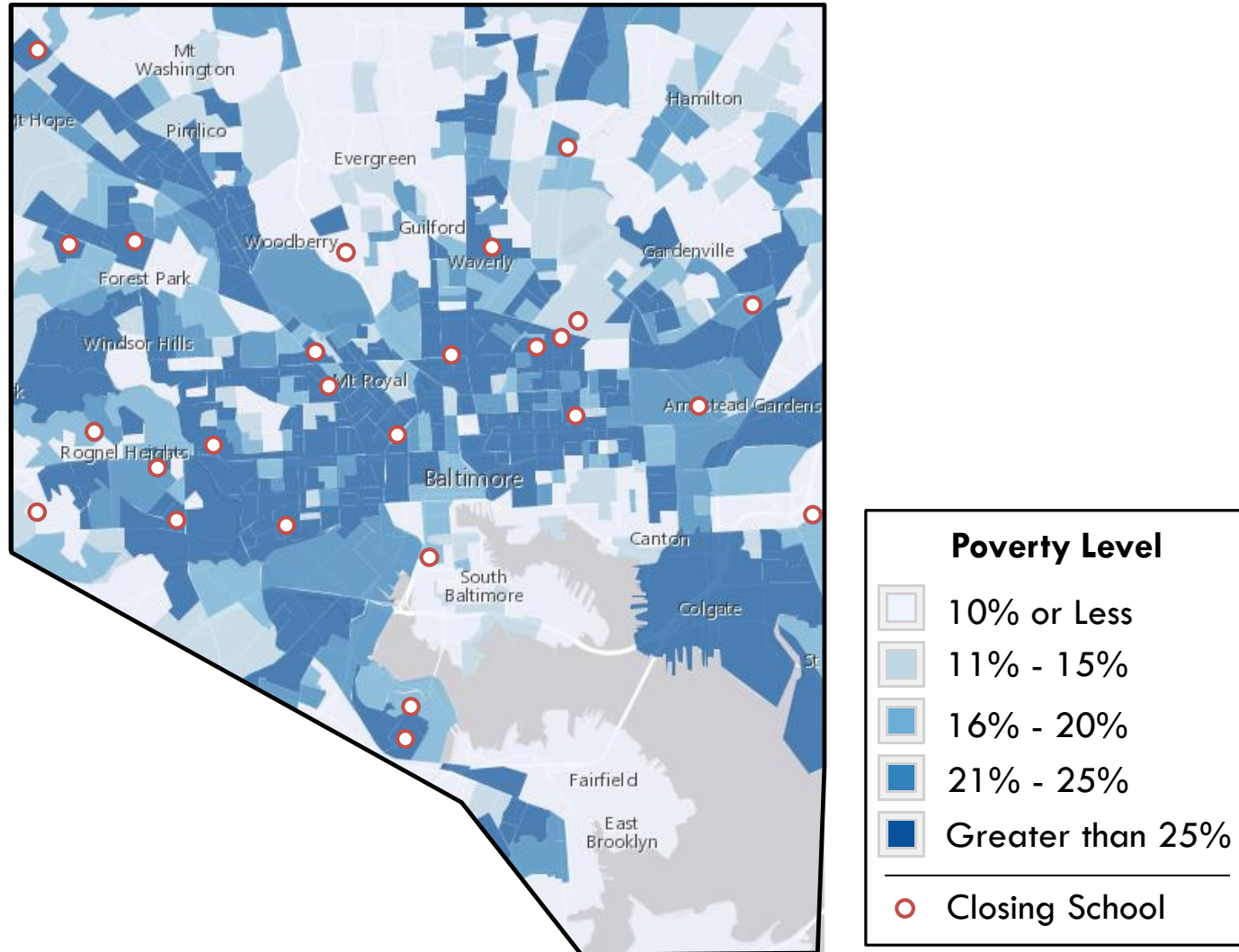
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**\$9.6 Million**

Average required renovation cost per school for all planned school closures to modernize facilities

Surplus schools are located overwhelmingly in economically challenging locations.

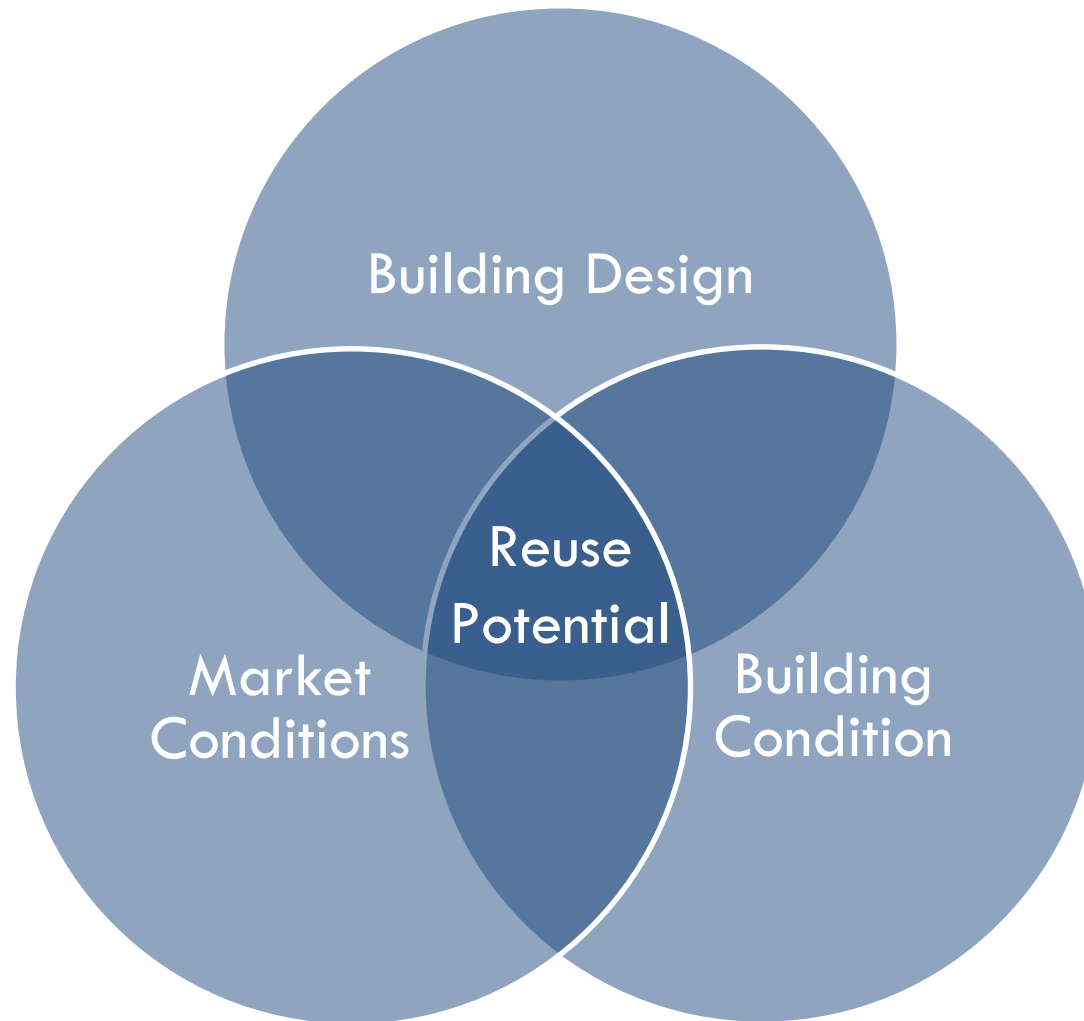
## POVERTY AND SCHOOL CLOSURES City of Baltimore



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As a result, an identifiable reuse is not readily obvious for many sites.

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Weak Assets

**Volume of Properties**

Reuse Process

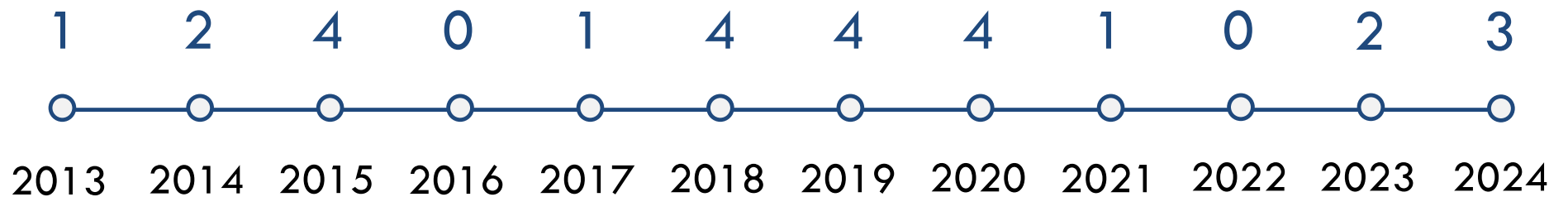


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The scale of planned school closures set to occur through 2024 represents a significant share of existing schools in Baltimore.

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### Projected school closures by year:



**26**

Total school closures resulting from the 21<sup>st</sup> Century Schools initiative

**16%**

Percent of all Baltimore schools that are scheduled to close

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The large number of school closures over a short timeframe will compound the impact these closures have on the City.

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**Therefore, the City must prepare for the carrying costs of holding a large number of properties.** More than likely, the City will have to maintain many of these sites for an extended period of time or offer significant subsidies to incentivize disposition in a short timeframe.

Weak Assets

Volume of Properties

**Reuse Process**

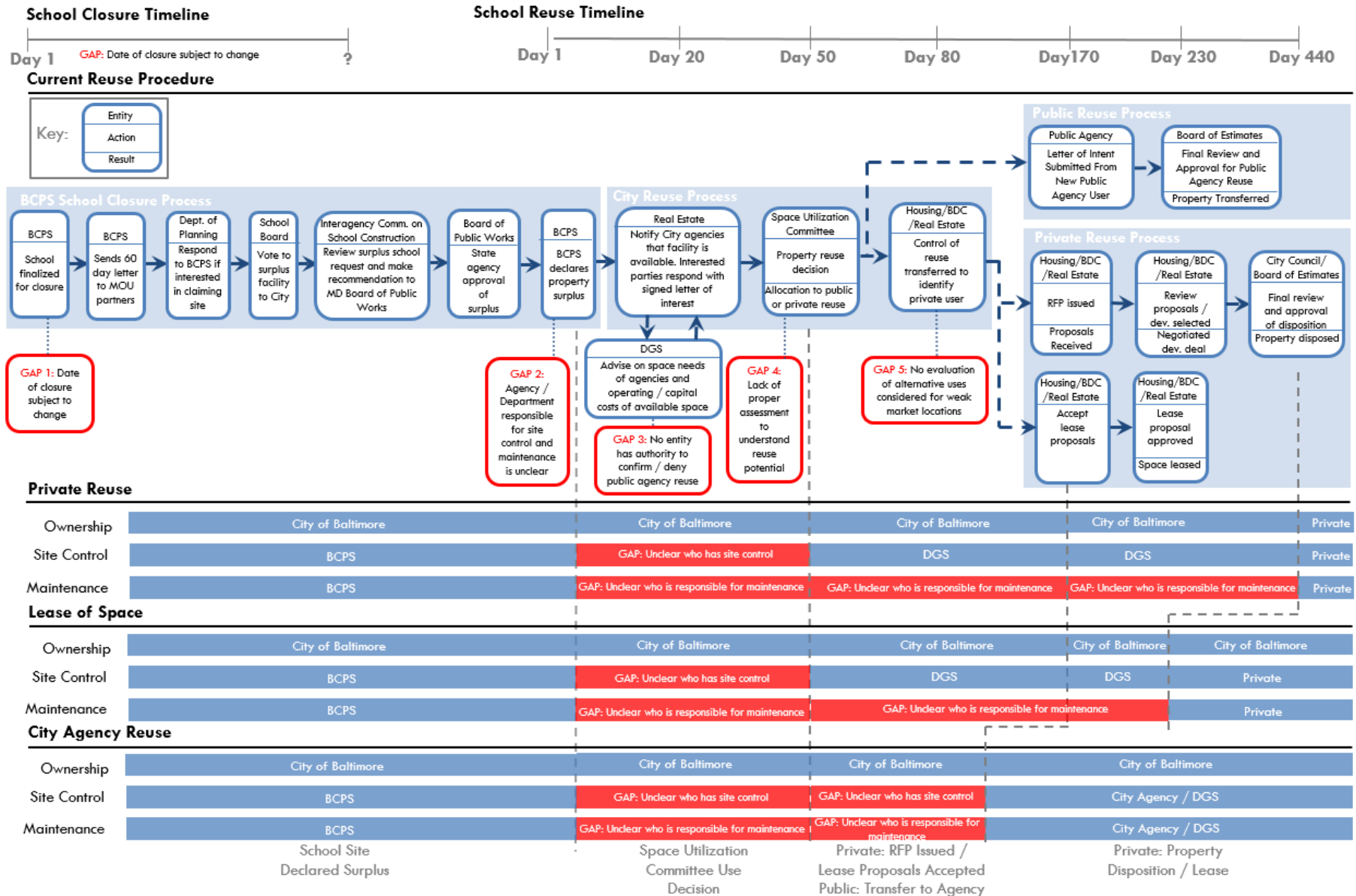
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## School Reuse Framework Objectives

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- 1** Evaluate and map the current City process for reuse of surplus school sites.
- 2** Identify process gaps currently inhibiting surplus school sites from reaching their full potential.
- 3** Create a comprehensive recommendation for Baltimore's surplus school reuse process.

# HR&A mapped the current school reuse process to identify where process gaps exist.



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The Project Team identified six key process gaps.

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**Process Gap 1:** The **timeline and schedule for school program closures** is subject to change, making reuse planning ahead of school program closure difficult

**Process Gap 2:** The agency or department responsible for **maintenance and site control** of surplus properties is not clear throughout the reuse process

**Process Gap 3:** There is not a systemic evaluation of the appropriateness of sites for **use by public agencies**

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The Project Team identified six key process gaps.

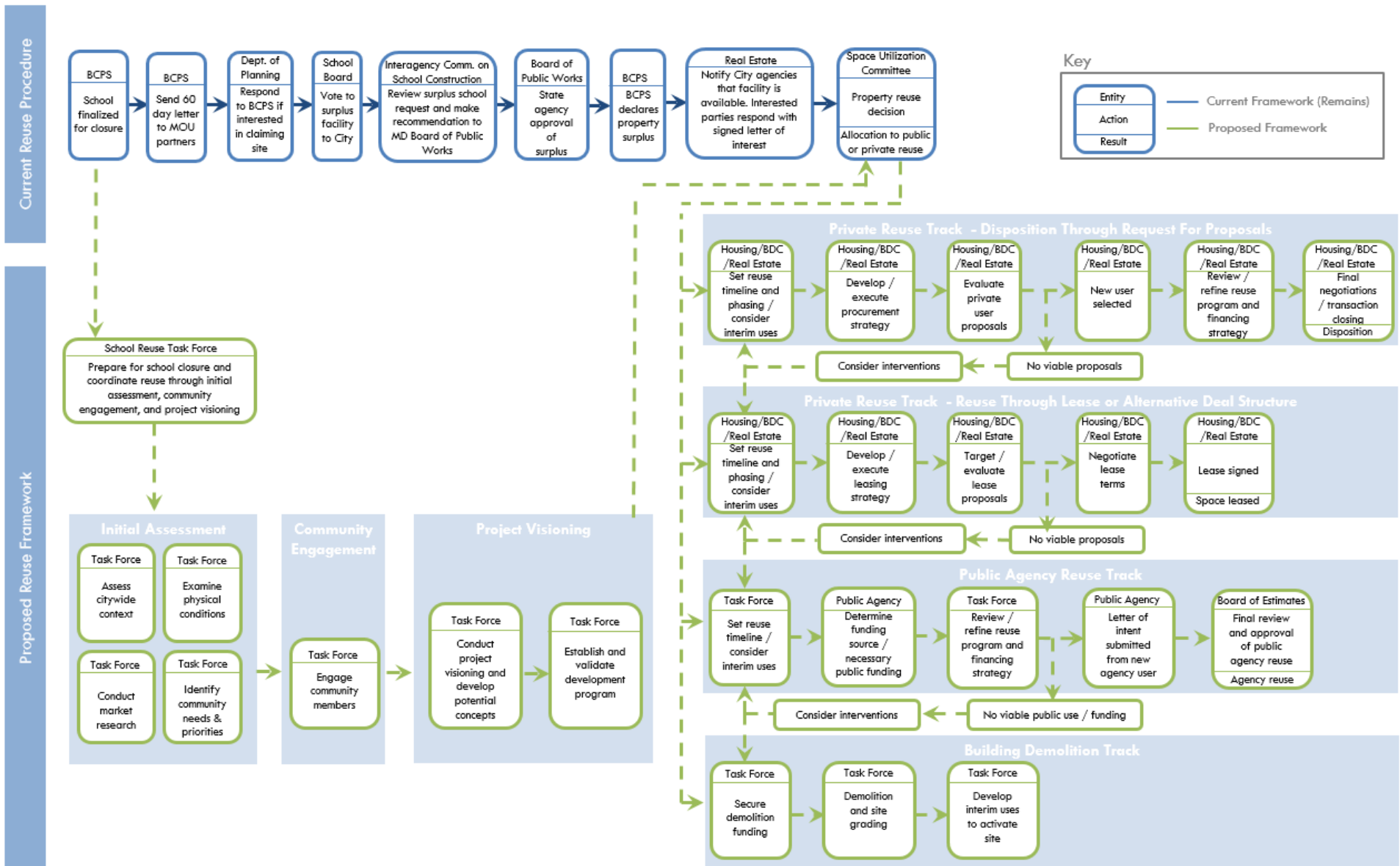
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**Process Gap 4:** There is a **lack of due diligence** and information to make informed decisions on reuse

**Process Gap 5:** There is an **insufficient evaluation of reuse options for weak market locations**

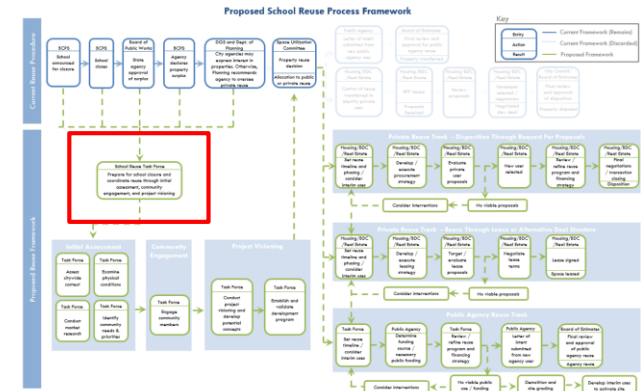
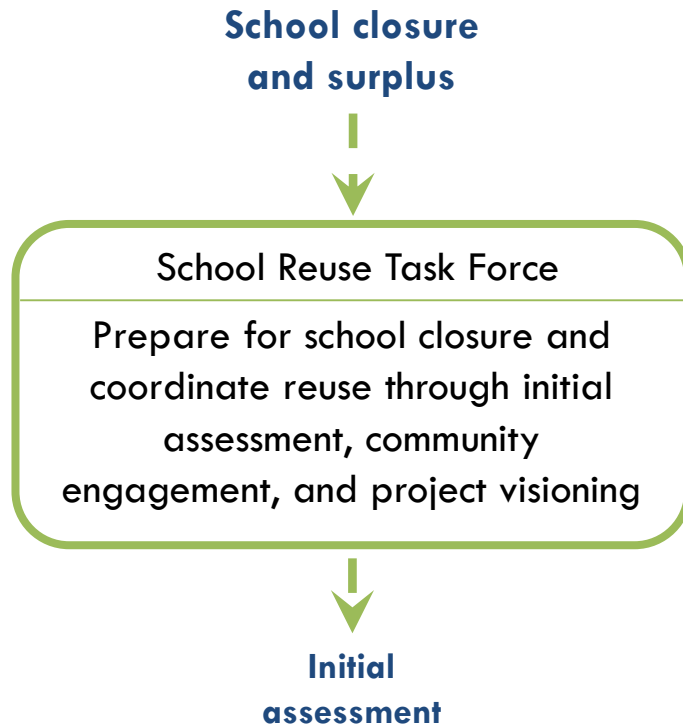
**Process Gap 6:** With regard to school closure and reuse, **City agencies often function independently in siloes**, without a full understanding of the actions or responsibilities of other agencies

# HR&A's proposed reuse framework addresses process gaps through five recommendations.



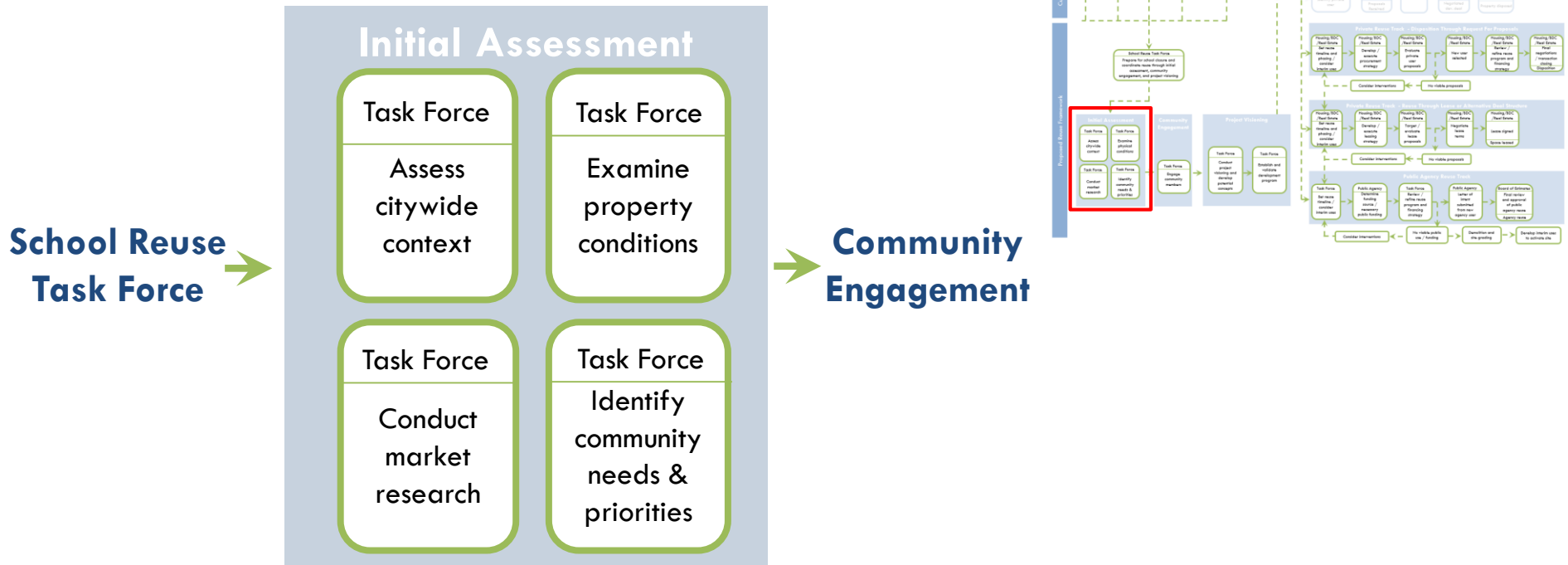


# Recommendation 1: Establish a task force to bring together the various stakeholders and oversee the process in a holistic and coordinated manner



- Gaps addressed:**
- Gap 6: City agencies often function independently in siloes
  - Gap 1: The timeline and schedule for school closure is subject to change
  - Gap 2: Agency responsible for site control and maintenance is not clear at times

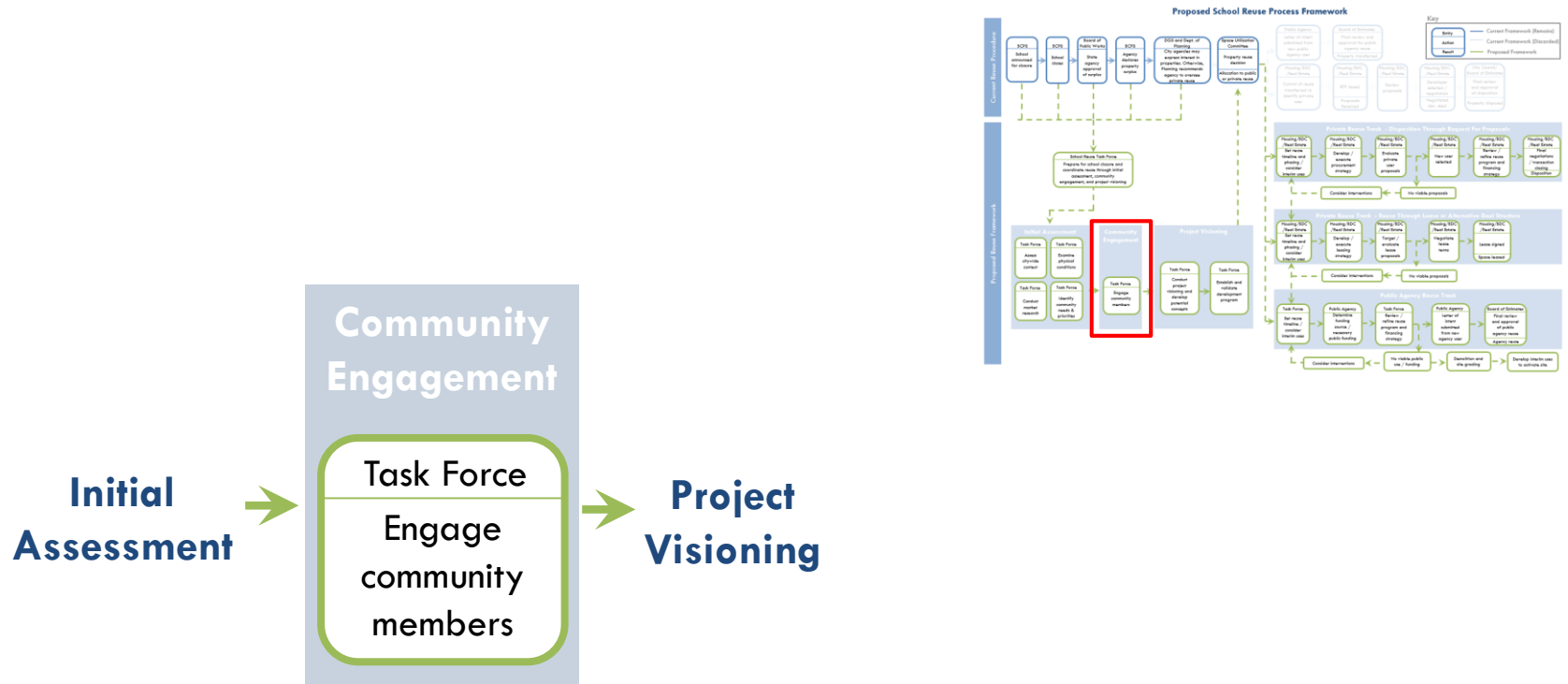
## Recommendation 2: Conduct an initial assessment at each site that informs reuse potential and prioritizes reuse options



### Gaps addressed:

- Gap 1: Lack of due diligence to make informed decisions on reuse
- Gap 3: No systemic evaluation of the appropriateness of sites for use by public agencies
- Gap 5: Insufficient evaluation of reuse options for weak market locations

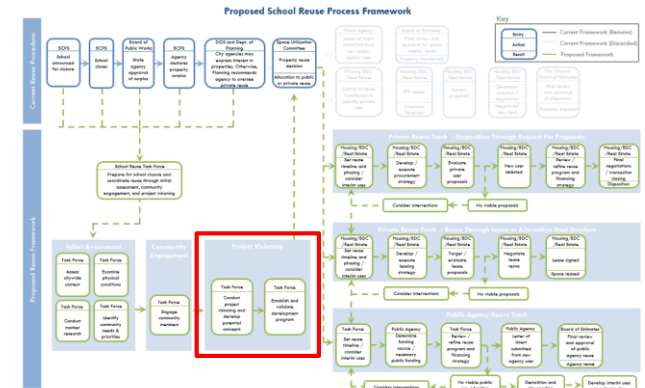
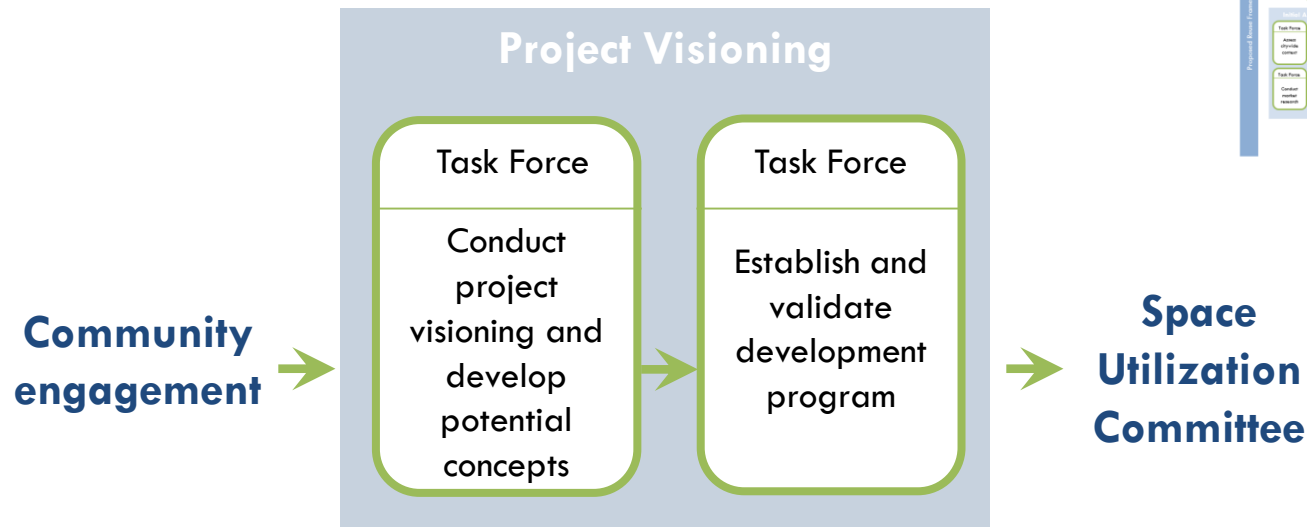
## Recommendation 3: Formalize community engagement within the reuse process to gather resident input and seek buy-in for potential reuse options



### Gaps addressed:

- Gap 4: Lack of due diligence to make informed decisions on reuse

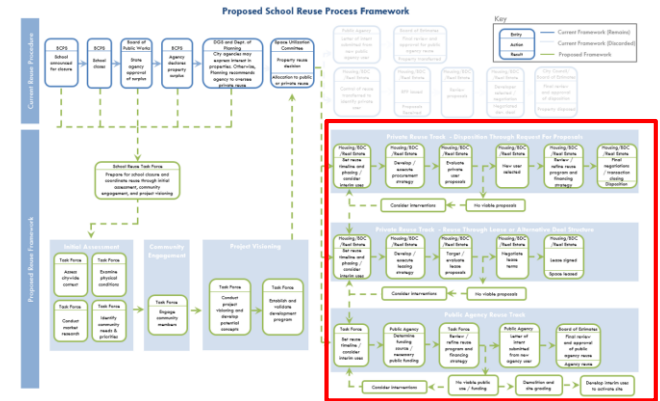
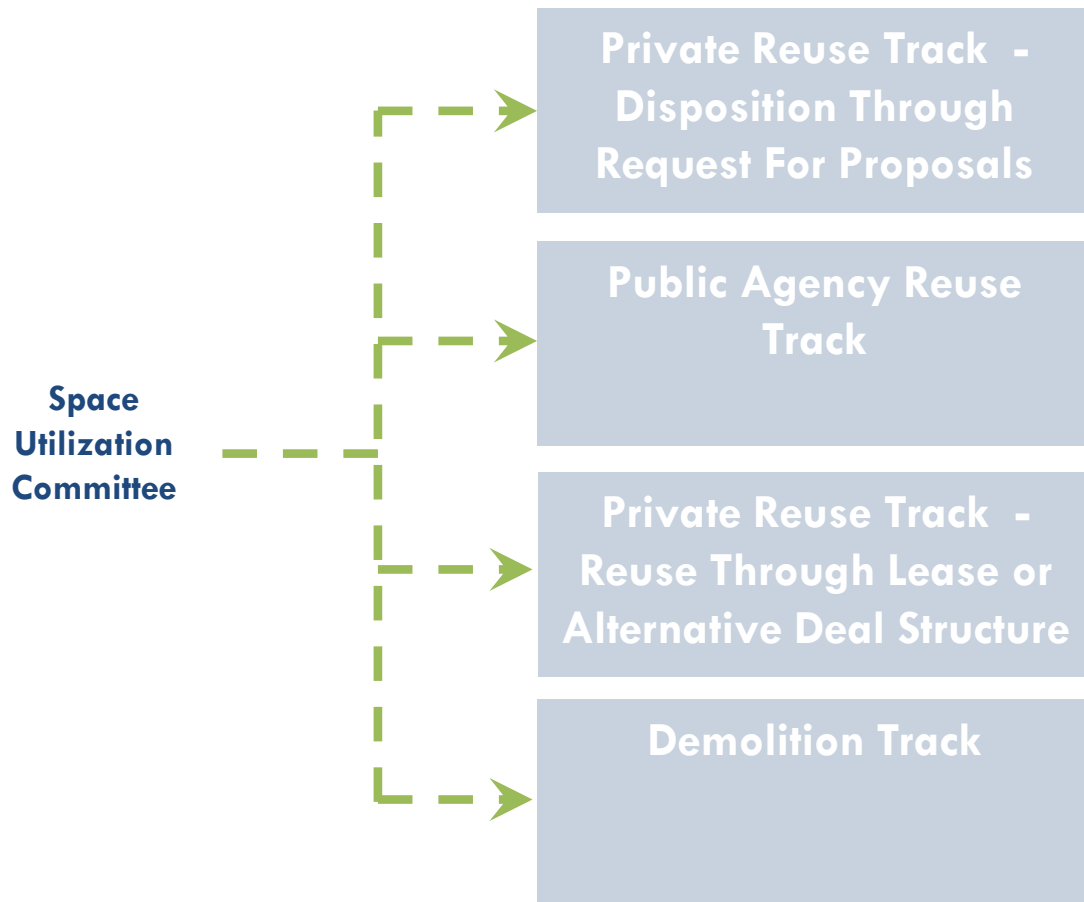
**Recommendation 4:** Implement a project visioning phase to provide proof of concept for a proposed use and, if applicable, generate interest from private users



**Gaps addressed:**

- Gap 4: Lack of due diligence to make informed decisions on reuse

# Recommendation 5: Provide a clear reuse track for sites based on their location in strong- mid- and weak-market and their targeted reuse



**Gaps addressed:**

- Gap 5: Insufficient evaluation of reuse options for weak market locations

