



GOVERNMENT OF THE DISTRICT OF COLUMBIA

REQUEST FOR OFFERS

District of Columbia Public Schools (DCPS) Excess School Facilities

**Keene
PR Harris**

Issued by:
The Government of the District of Columbia by and through
The Office of the Deputy Mayor for Education

On June 13, 2016

Offers due by:
Keene - July 11, 2016
PR Harris – August 9, 2016
no later than 5:00 p.m. EDT

REQUEST FOR PROPOSALS

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I. OVERVIEW

The Government of the District of Columbia (“District”), through the Deputy Mayor for Education (“DME”), invites interested parties who are “Eligible Entities” (defined below) to respond to this Request for Offers (“RFO”) with offers (“Offers”) for reuse of the following excess District of Columbia Public School (“DCPS”) assets (“Reuse Sites”) listed below:

- **Keene – 33 Riggs Road, NE**
- **PR Harris - 4600 Livingston Road, SE**

An overview of the RFO process can be found at on the DME website under “Summer 2016 Request for Offer” [RFO Process](#).

II. PROPOSED REUSE SITES

This RFO seeks Eligible Entities to renovate and operate the Reuse Sites to achieve the District goals outlined below. The District has identified the following space as excess and available for reuse in connection with this RFO:

School	Square	Lot	Presumed Address	Gross Building SF
Keene*	3702	0806, 0802	33 Riggs Road, NE	64,800
PR Harris**	6204	0802	4650 Benning Road, SE	302,000

****NOTE:** Because of unique nature of the PR Harris building as the current location of the University of the District of Columbia Community College (UDC-CC), the training center for Fire Emergency Medical Services (FEMS), and office location of the Advisory Neighborhood Commission (ANC) 8D, any proposed reuse of the PR Harris site must include provisions for the space needs of these District agency partners. For additional information on the PR Harris School, see RFO Appendix.

***NOTE:** The Keene School Reuse Site sits on a combination of District and federally owned lands. For the purposes of this RFO, only the District portions of the site will be conveyed; see Appendix B for further details. Any successful Respondent must coordinate with the Department of General Services (DGS) to obtain a Federal Land Transfer approval for the reuse of the federal portions of the site.

Respondents are encouraged to attend the site visit(s) outlined in Section VII to gather further information. Nothing contained herein or in the Appendix shall be deemed a representation, warranty or guaranty by the District as to the condition of the Reuse Sites. It is the Respondent’s sole responsibility to confirm all site characteristics, zoning

requirements, laws, potential historic designation and regulations prior to Offer submission.

III. DISTRICT GOALS FOR THIS SOLICITATION

DC Code §[38-1802.09](#) guarantees public charter schools the right of first offer on excess school facilities. Through this solicitation, the District is seeking to leverage excess school buildings to make strategic matches between high quality charter operators, available public school buildings, and the needs of the community.

To this end, the District is seeking to meet the following four goals: (1) provide high-quality educational programs that meet the needs of District students and families; (2) optimize building and unique site characteristics to serve both students and the community; (3) offer stable, and suitable space to public charter schools, particularly those that are currently operating in sub-optimal space; and (4) where applicable, optimize space used for the District agencies.

1. Provide high-quality educational programs that meet the needs of District students and families.

- Provide high quality educational programs that respond to the specific context of the community, in terms of existing capacity and educational programming in nearby public schools, projected growth, and demand for programs.
- Ensure equitable access to school programs for *all* students, including students with special needs, who are designated as at-risk¹ of academic failure, and who are English Language Learners.

2. Optimize building and unique site characteristics to serve both students and the community:

- Ensure unique amenities within each site (e.g., gymnasiums, auditoriums, cafeterias, playing fields, and multipurpose space) are available for community activities, and that other uses identified by the community for the site are honored to the extent feasible.
- Provide educational services that will address the needs of the local community.

3. Offer stable and suitable space to public charter schools by providing long-term leases.

- Support existing high quality charter schools in need of long-term space and avoid the displacement of students.

4. Optimize building and site use to serve District agency partners (where applicable):

- Allocate sufficient space to address outlined District agency needs.

¹ Students at risk of academic failure are those students who are homeless, in the District's foster care system, qualify for Temporary Assistance for Needy Families (TANF) or the Supplemental Nutrition Assistance Program (SNAP), or high school students that are one year older, or more, than the expected age for the grade in which the students are enrolled.

- Create synergy with District agency partners where applicable at the Reuse Site.
- Promote sustainable development practices that adhere to all District of Columbia Green Building Act (GBA) requirements.

V. DATA OVERVIEW OF THE REUSE SITES

The DME compiled information on the areas surrounding the Reuse Sites and solicited community feedback in order to identify potential uses for the Reuse Sites. Please see section VII. D. “Evaluation Process” to understand how this information relates to the eligibility requirements and evaluation scoring.

A. Keene

The Keene School is currently occupied by DC Bilingual Public Charter School, which has a license agreement on the site that expires on June 30, 2017. The DME has compiled data on the area surrounding the Keene School and solicited community feedback on the reuse of the Keene School and created the following Site Profile. The Site Profile for the Keene School includes information about the public school students living in the area, current educational offerings in the Keene School vicinity, expected population growth, and community input.

Please refer to the Keene [Data Sheet](#), and [Keene Surplus Hearing Presentation](#) in the Appendix A when reviewing this section.

i. Overview of Public School Students Living Near the Keene School

The Keene School is located in Ward 5 in DC Office of Planning Neighborhood Cluster 19, which consists of the Lamond-Riggs, Fort Totten, Queens Chapel, and Pleasant Hill neighborhoods (as defined by the Office of Planning). The Keene School is also very close to two other neighborhood clusters, the Takoma/Brightwood neighborhoods (Cluster 17) and the Brightwood Park/Crestwood neighborhoods (Cluster 18).

Approximately 6,300 public school students from all grades (PK3-12th, including adult and alternative students) live within 1 mile of the Keene School as of the SY2015-16 October audited enrollment. Of the approximately 6,300 public school students living within 1 mile of Keene, 20% were English Language Learners (ELL), which is significantly higher than the citywide average of 9% of all students; 12% were special education students (similar to the citywide average), and 38% were identified as at-risk² of academic failure (lower than the citywide average of 46%).

² Students at risk of academic failure are those students who are homeless, in the District’s foster care system, qualify for Temporary Assistance for Needy Families (TANF) or the Supplemental Nutrition Assistance Program (SNAP), or high school students that are one year older, or more, than the expected age for the grade in which the students are enrolled.

Share of Public School Students Living 1 Mile of the Keene School by Special Populations, SY2015-16

	ELL	SPED (all levels)	At Risk
1 Mile Around Keene	20%	12%	38%
Citywide	9%	13%	46%

The neighborhoods around the Keene School are home to some of the largest shares of Hispanic and ELL public school students across the city. Looking at it by neighborhood cluster level:

- In the Lamond-Riggs/Fort Totten neighborhoods (Cluster 19), 37% of the public student population is Hispanic and 22% are ELL students.
- In Takoma/Brightwood neighborhoods (Cluster 17), 44% of the public student population is Hispanic and 26% are ELL students.
- In the Brightwood Park/Crestwood neighborhoods (Cluster 18), 48% of the public student population is Hispanic and 25% are ELL students.

ii. Student Enrollment Patterns

Like many other parts of the city, students living nearby the Keene School are exercising school choice within both DCPS and the charter school sectors. In SY2015-16, the approximately 3,500 elementary grade students living within a mile of the Keene School attended 133 different elementary public schools across the city. Many enrolled in nearby schools; see the [Keene Surplus Hearing Presentation](#) for the list of schools with some of the largest enrollments at www.dme.dc.gov.

There is a similar amount of school choice for middle and high school grade students living near the Keene School. In SY 2015-16, the almost 1,000 middle grade students living near Keene School attended 56 schools across the city, and approximately 1,300 high school grade students attended 35 public schools located across the city; see the [Keene Surplus Hearing Presentation](#) for the list of schools with some of the largest enrollments at www.dme.dc.gov.

iii. Nearby Public Schools

As of SY2015-16, there were 35 public schools offering elementary, middle, high, and adult programming located within 1.5 miles of the Keene School (see [Keene Data Sheet](#)). Of those schools, 12 were DCPS schools with a total October audited enrollment of 5,548 students. Six of the 10 DCPS with facility capacity information had facility utilization rates higher than 80%, which indicates they are operating at capacity³. (Roosevelt HS and Roosevelt STAY will not have capacity numbers until the students are relocated into the renovated building.) There are

³ The 80% threshold in an internal DCPS guideline that indicates when a school can support programming but not overcrowded.

also 23 public charter schools with a total October audited enrollment number of 7,244 students, and 20 out of the 23 public charter schools also have facility utilization rates greater than 80%.

Of these 35 nearby schools, almost half offered the following individual or combination of specialized programs: Arts Integration; Career and Technical Education; Dual Language; Science, Technology, Engineering or Math (STEM); or Montessori.⁴

iv. Population Projections

In 2012, the DC Office of Planning State Data Center estimated population forecasts for each of the 39 neighborhood clusters⁵. Two of the neighborhood clusters near the Keene School are estimated to have some of greatest number of school-aged children. As of 2015 the Brightwood Park/Crestwood neighborhoods (Cluster 18) had approximately 6,000 4-17 year olds and ranked 3rd out of all 39 neighborhood clusters and the Takoma/Brightwood neighborhoods (Cluster 17) contained approximately 3,300 4-17 year olds, with a ranking of 6th out of all 39 neighborhood clusters.

The neighborhood clusters around the Keene School are expected to grow in the number of school-aged children (ages 4-17) between 2015 and 2020.

- The Lamond-Riggs/Fort Totten neighborhoods (Cluster 19) are estimated to increase by approximately 760 school-aged children between 2015 and 2020.
- The Takoma/Brightwood neighborhoods (Cluster 17) are estimated to increase by almost 1,000 school-aged children between 2015 and 2020.
- The Brightwood Park/Crestwood neighborhoods (Cluster 18) are estimated to increase by approximately 2,000 children between 2015 and 2020.

⁴ Specialized school programs are self-reported by the individual schools and not generated by the DME.

⁵ In 2012, the DC Office of Planning State Data Center developed population forecasts for each of the 46 neighborhood clusters for the time period between 2013 through 2022. The forecasts estimated the number of males and females for ages 0 through 85 years old and older in each of the neighborhood clusters using a cohort-component method based primarily on the baseline population plus fertility, mortality, and migration.

v. **Educational Needs of the Neighborhood**

Using the US Census's American Community Survey from 2007-2011 by neighborhood cluster, 17% of the adults aged 25 years old or older living in Cluster 19 lacked a high school diploma. In addition, based on OSSE's analysis, there are approximately 8,500 citywide youth ages 16-24 who are not employed and not enrolled in school ("disconnected youth"). The DME estimates that in Ward 5, there would be as many as approximately 1,134 of these disconnected youth.

vi. **Community Feedback**

The DME sought community feedback prior to releasing this RFO. In accordance with [DC Code 10-801](#), the DME held a public hearing on May 19, 2016 to discuss the surplus designation of the Keene School building and the upcoming RFO. At the public hearing, residents were invited to share their suggestions, questions and concerns regarding the Keene School. Residents were also given the [Keene School Survey](#) in English and Spanish to submit their ideas. The DME posted the survey for additional comments for anyone that was not able to attend the May 19, 2016 public hearing.

Many community members who attended the May 19, 2016 public meeting at the Keene School voiced concerns about traffic and safety, especially with regard to the addition of another public charter school to the current supply of schools in the area.

Keene School Surveys received by the DME revealed a desire for:

1. A charter school provider that would help to address the traffic and safety issues created by the high traffic in the area; and
2. A charter applicant that can provide dual language, services for ELL students and before and after care.
3. A charter school provider with strong ties to the community;
4. Community members residing in the Ward 5 who are also DC Bilingual parents requested that DC Bilingual Public Charter School be allowed to utilize the Keene School on a long-term basis.

vii. **Potential Uses for the Keene School**

Based on the information above on current and projected population, available school capacity, current and planned program investments at nearby schools, and community input received; the Keene School is well suited for:

- A strong academic program that serves ELL students has strong ties to the community and addresses the safety and security issues posed by the site.

Respondents are encouraged to refer to background information provided herein, in Appendix A and on the DME website in their proposal. Respondents are not limited however to submitting proposals for only the potential use listed above. If Respondent(s) have another suggested use of the Keene School, they should submit their proposal along with supporting evidence.

B. PR Harris

The PR Harris School is currently occupied by UDC-CC, FEMS, ANC 8 and the Charter School Incubator Initiative; the Charter School Incubator Initiative in turn has subleases with Ingenuity Prep Public Charter School and National Collegiate Prep Public Charter School.

The DME has compiled data on the area surrounding the PR Harris School and solicited community feedback on the reuse of the PR Harris School and created the following Site Profile. The Site Profile for the PR Harris School includes information about the public school students living in the area, current educational offerings in the PR Harris School vicinity, expected population growth, and community input. Please refer to the [PR Harris Data Sheet](#), [PR Harris Surplus Hearing Presentation](#), Current Site Plan and Required Uses in Appendix B when reviewing this section.

i. Overview of Public School Students Living Near the PR Harris School

The PR Harris School is located in Ward 8 in the DC Office of Planning’s Neighborhood Cluster 39, which consists of the Congress Heights, Bellevue, and Washington Highlands neighborhoods (as defined by the DC Office of Planning).

Approximately 5,400 public school students from all grades (PK3-12th including adult and alternative students) live within 1 mile of the PR Harris School as of the SY2015-16 October audited enrollment. Of the approximately 5,400 public school students living within 1 mile of PR Harris, fewer than 1% were English Language Learners (ELL), which is significantly lower than the citywide average of 9% of all students; 16% were special education students (higher than the citywide average) and 68% were identified as at-risk of academic failure⁶ (substantially higher than the citywide average of 46%).

Share of Public School Students Living within 1 Mile of PR Harris by Special Populations, SY2015-16

	ELL	SPED (all levels)	At Risk
1 Mile Around PR Harris	0.6%	16%	68%
Citywide	9%	13%	46%

⁶ Students at risk of academic failure are those students who are homeless, in the District’s foster care system, qualify for Temporary Assistance for Needy Families (TANF) or the Supplemental Nutrition Assistance Program (SNAP), or high school students that are one year older, or more, than the expected age for the grade in which the students are enrolled.

ii. Student Enrollment Patterns

Like many other parts of the city, students living near the PR Harris School are exercising school choice within both DCPS and the charter school sector. In SY2015-16, the approximately 3,300 elementary grade students in the vicinity attended 140 different public schools across the city, many of whom enrolled in nearby schools (see the [PR Harris Surplus Hearing Presentation](#), the list of schools with some of the largest enrollments at www.dme.dc.gov).

There is a similar amount of school choice for middle and high school grade students living near the PR Harris School as well. The approximately 830 middle grade students living nearby attended 65 different schools across the city, and the almost 1,500 high school grade students attended 36 schools across the city (see the [PR Harris Surplus Hearing Presentation](#), for the list of schools with some of the largest enrollments at www.dme.dc.gov).

iii. Nearby Public Schools

As of SY2015-16, there were 16 public schools offering elementary, middle, high, and adult programming located within 1.5 miles of the PR Harris School; see [PR Harris Data Sheet](#). Of those schools, eight were DCPS schools with a total October audited enrollment of 3,872 students and eight were public charter schools with a total October audited enrollment of 3,147 students. Of the nearby schools, all but one of the DCPS schools had a facility utilization rate above 80% meaning that the DCPS schools are considered at capacity. For the public charter schools, six of the eight had facility utilization rates of at least 80%⁷.

Of those nearby schools, four of the schools offered the following individual or combination of specialized programs: Arts Integration; Career and Technical Education; Science, Technology, Engineering or Math (STEM); or International Baccalaureate⁸.

iv. Population Projections

In 2012, the DC Office of Planning estimated population forecasts for each of the 39 neighborhood clusters⁹. As of 2015, Cluster 39 has the greatest number of estimated children of all neighborhood clusters, at approximately 6,600 children ages 4 to 17. In addition, Cluster 39 is also expected to grow by 1,100 children ages 4-17 between 2015 and 2020.

⁷ The 80% threshold is an internal DCPS guideline that indicates when a school can support programming but not overcrowded.

⁸ Specialized school programs are self-reported by the individual schools and not generated by the DME.

⁹ In 2012, the DC Office of Planning State Data Center developed population forecasts for each of the 46 neighborhood clusters for the time period between 2013 through 2022. The forecasts estimated the number of males and females for ages 0 through 85 years old and older in each of the neighborhood clusters using a cohort-component method based primarily on the baseline population plus fertility, mortality, and migration.

v. **Educational Needs of the Neighborhood**

Using the US Census' American Community Survey from 2007-2011 by neighborhood cluster, 19% of the adults aged 25 years old or older living in Cluster 39 lacked a high school diploma. In addition, based on OSSE's analysis, there are approximately 8,500 citywide youth ages 16-24 who are not employed and not enrolled in school ("disconnected youth"). The DME estimates that in Ward 8, there would be as many as approximately 1,900 of these disconnected youth.

vi. **Community Feedback**

The DME sought community feedback prior to releasing this RFO. In accordance with [DC Code 10-801](#) the DME held a public hearing on May 17, 2016 to discuss the surplus designation of the PR Harris School building and the upcoming RFO. At the public hearing, residents were invited to share their suggestions, questions and concerns regarding the PR Harris School. Residents were also given the [PR Harris Reuse Survey](#) to submit their ideas and the DME posted the survey to the internet for additional comments from anyone who was not able to attend. Many community members who attended the May 17, 2016 public hearing at the PR Harris School voiced concerns about school safety.

Surveys received from the hearing revealed an interest in:

1. A charter school provider with a strategy for addressing the security issues in the area, including providing better lighting in the parking lots and working with the community and MPD on solutions;
2. A charter school provider that would help to address the traffic issues created by the high traffic in the area;
3. Several surveys requested a charter applicant that provides additional recreational and leadership options or other after school activities; and
4. A charter applicant that integrated programs with UDC-CC.
5. Community members residing in the Ward 8 who are also Ingenuity Prep parents requested to allow the current charter school occupants to utilize the PR Harris School long term.

vii. **Required Site Uses:**

The PR Harris site currently serves as a location of the University of the District of Columbia Community College (UDC-CC), the training center for Fire Emergency Medical Services (FEMS), and office location of the Advisory Neighborhood Commission (ANC) 8. Any proposed reuse of the PR Harris site must include providing the space needs for these District agency partners. Respondents are encouraged meet with each agency partner to discuss their space

needs in conjunction with the Respondent's offer. The space requirements for each of these entities and points of contact can be found in Appendix B.

Respondents are encouraged to refer to the background information and Community Feedback provided herein, in the Appendix and at the DME website in their proposal.

Respondents must include all of the Required Uses in their offer.

V. REGULATORY FRAMEWORK

In preparing an Offer to this RFO, Respondents should consider all existing land uses, physical conditions, regulatory requirements, and community interests. Offers need not conform to existing zoning; provided, however, if a zoning change is necessary, the Offer should describe, in detail, the Respondent's proposed approach to obtain such zoning change(s) and the estimated timeframe thereof.

Eligible Entity Right of First Offer

A. Eligible Entity

Pursuant to [DC Code § 38-1802.09](#) (revised and known as the "Comprehensive Planning and Utilization of School Facilities Amendment Act of 2014) (the "Act"), the right of first offer must be given to the following described entities (referred to in this RFO as an "**Eligible Entity**"). An Eligible Entity is, as of the date Offers are due in response to this RFO, defined in the Act as:

1. A public charter school;
 2. An eligible applicant whose petition to establish a public charter school has been conditionally approved;
 3. A Board of Trustees; or
 4. A charter school facility incubator, as defined in the Act.
- B. An Eligible Applicant has a right of first offer under the Act. In order to exercise the right of first offer under the Act, a Respondent must be an Eligible Entity as of the date submissions are due under this RFO. An Offer submitted by an Eligible Entity is its offer to the District pursuant to said right of first offer. All Eligible Entities may submit an Offer to this RFO. Two or more Eligible Entities may submit a combined Offer to this RFO.

Compliance with Applicable Laws and Related Costs

If selected, Respondent shall be required to plan, construct and operate the project described in its Offer in accordance with all applicable federal and District of Columbia laws, rules and regulations. Respondent shall further be required to obtain all necessary permits, approvals, and licenses at the appropriate time. Respondent should submit with its Offer a description of all permits, approvals, and licenses expected to be required in

connection with its Offer and proposed plans and schedules for obtaining the same. Respondent should indicate in its response its experience and familiarity with such laws and permits at other significant urban reuse projects. All costs associated with complying with applicable laws, rules and regulations, and obtaining all necessary permits, approvals, and licenses shall be borne by Respondent.

Certified Business Enterprises and First Source Hiring Requirements

If an Offer includes construction, the Respondent shall, after selection and prior to lease execution, execute a Certified Business Enterprise (“CBE”) agreement with the DC Department of Small and Local Business Development, which requires compliance with the District’s “Small, Local, and Disadvantaged Business Enterprise Development and Assistance Act of 2005” (D.C. Official Code §§ 2-218.01 et seq.) (“CBE Program”). Additionally, the Respondent shall, after selection and prior to lease execution, execute a First Source agreement with the DC Department of Employment Services, which further requires compliance with “The First Source Employment Agreement Act of 1984” (codified in D.C. Official Code §§ 2-219.01 et seq.) (“First Source Agreement”). The District’s First Source Program requires that 51% of the new jobs created by a redevelopment project be filled by District residents.

Historic Reviews

To the extent that a Reuse Site is a historic resource, it may be subject to review under Section 106 of the National Historic Preservation Act, 16 U.S.C. 470 *et seq.*, the “Historic Landmark and Historic District Protection Act of 1978,” D.C. Law 2-144, regulations promulgated hereunder and any other applicable historic or preservation law or regulation, in each case as amended. As such, Respondent’s reuse may be subject to review by the DC Historic Preservation Review Board, with regard to designation as a DC Historic Landmark or location within a Historic District, or by the federal Advisory Council on Historic Preservation. It is Respondent’s sole responsibility to ensure that the proposed project adheres to applicable historic regulations.

Local Project Review and Local Zoning

A Respondent will be expected to meet District land use, environmental, planning, zoning, and other regulatory requirements. Please refer to Title 11 of the District of Columbia Municipal Regulations (“DCMR”) for a complete list of zoning provisions and requirements. Any Offer must comply with the goals and priorities outlined in the District’s Comprehensive Plan, which can be viewed online at: www.planning.dc.gov.

Green Building Act

Adherence to the District of Columbia’s Green Building Act of 2006 D.C. Official Code 6-1451.01 *et seq.* (2007) is required. An Offer shall meet all requirements of the aforementioned Act for District-owned properties, as well as any LEED certification requirements for the construction, rehabilitation and/or renovation of District-owned

properties. Charter school projects that are new construction or meet the “substantial improvement” definition of the Act are required to be verified as having fulfilled or exceeded the U.S. Green Building Council’s LEED-Gold standard. If there is a legitimate reason why the project cannot fulfill the LEED-Gold level requirement of the Green Building Act due to lack of “sufficient funding,” the justification should be explained in the application.

Note on Building Conditions

Respondent shall be required to accept the Reuse Site, including without limitation, any and all improvements, betterments and equipment in its “**As Is**” condition, without warranty, express or implied, by the District as to physical condition or suitability of the Reuse Site for the Respondent’s purpose.

The District makes no representations regarding (i) the character or extent of soil or subsurface conditions or (ii) the conditions and existence of utilities that may be encountered during the course of any use or redevelopment of the Reuse Site. Each Respondent should draw its own conclusions concerning conditions that may affect the methods or cost of its Offer. Moreover, the Respondent, at Respondent’s sole cost and expense, shall comply with all environmental laws applicable to the District of Columbia and shall perform all investigations, removal, remedial actions, cleanup and abatement, or other remediation that may be required pursuant to any environmental laws. This includes, but is not limited to, the removal or abatement of any asbestos, asbestos containing materials and/or underground storage tanks; the District shall have no responsibility or liability with respect thereto. Additionally, Respondents shall be responsible for any and all requisite pre-development (including demolition of existing improvements and due diligence studies such as traffic, geotechnical, storm water management and other site preparations, as applicable) and development costs for any redevelopment of part or all of any building or the Reuse Site.

VI. SUBMISSION REQUIREMENTS

This RFO is open to any and all Eligible Applicants.

Respondent may submit an Offer on one or both of the Reuse Sites. Respondent must submit an Offer on each Reuse Site separately, with specific detail to each site which outlines how the Offer relates to the Reuse Site stated goals.

Economic analysis and/or real estate advisory services are **not** being solicited as part of this solicitation.

The District strongly urges that an Offer not exceed 25 pages (excluding appendices).

Respondents shall provide five (5) bound hard copies and one (1) CD ROM or USB Flash Drive of the written Offer. Text must be in 12 point font size on 8.5” by 11” paper.

Each Offer shall be hand-delivered to the location set forth in Section VI.A of this RFO. Electronic and facsimile Offers will not be accepted.

Each Offer shall be submitted in a sealed envelope conspicuously marked: "**Offer in Response to RFO for the Reuse of DCPS Excess Space dated June 13, 2016**".

A Responsive Offer must be timely submitted from an Eligible Applicant and comply with this RFO (a "**Responsive Offer**"). Submissions before the deadline are permissible.

In order to enable the District to fully evaluate Offers, a Responsive Offer should explain, with supporting documents, the Respondent's program, organizational capacity, experience, and financial resources to implement the proposed vision. Offers should respond to each RFO item in the order outlined below with each item marked by tabs to indicate the section number.

Offers should include the following basic information outlined below. This RFO is prescriptive with regard to sections A. Executive Summary/ Description of Respondent, B. Description of Project Team and Qualifications, C. Financial Feasibility, and D. Project Implementation Plan. Because of the exclusive nature of programming within each charter school, this RFO allows each Respondent to uniquely reply to sections: Addresses Student Needs and Community Engagement and Access.

A. Executive Summary/Description of Program and Respondent

Please describe the following:

- Programmatic vision for the Reuse Site, including how the program would complement or add to the educational services in the neighborhood
- If Respondent has experience operating a charter school in the District of Columbia. If such history exists, Offer should then provide a history of performance including, where applicable, measures of performance such as ranking under the Public Charter School Board's Performance Management Framework (PMF), classification under the ESEA waiver, PARCC scores (where applicable), results according to an accountability framework, enrollment history, high school graduation rates, or college admission and graduation rates
- Respondents who have not operated a charter in the District of Columbia shall provide comparable information on performance from another jurisdiction;
- How the proposal will meet the needs of students in the vicinity of the school and in the District as a whole
- A plan to serve high-needs students defined as those with IEPs, those who are "at-risk," and those who are English Language Learners
- Whether the respondent's need for the Reuse Site is to serve a new program, expand an existing program, or obtain permanent space for a program currently in temporary space
- List of all sites of operation in the District of Columbia including addresses, capacity, and SY15-16 enrollment

- Parent reviews and/or additional information or documentation Respondent believes is relevant evidence of Respondent’s abilities and experience to provide high-quality educational services.

B. Description of Project Team and Qualifications

For this RFO, the project team is defined as team members from each entity that will participate in creating and completing the Offer outside of the Respondent; i.e. architect, real estate developer, nonprofit partner, etc. Respondent must demonstrate prior experience and success with developing/operating a charter school facility similar to what is proposed in response to this RFO. Respondent should provide no more than three (3) examples detailing its, or a Team Member’s, experience with comparable projects.

Team Member qualifications should include the following:

- Respondent’s primary Point of Contact (POC) and legal address;
- Brief organizational description (e.g.. corporation, non-profit or charitable institution, partnership, LLC, etc.) and under which laws it is operating;
- Copy of the executed charter agreement and documentation of charter extensions or documentation of conditional approval of the petition for a public charter school;
- An organizational chart or description of key personnel or team members who will be working on the project including a description of their roles and relevant experience;
- Name, address, telephone number, and e-mail address of each Team Member, including the identity of each principal, partner, or entity that composes such team member;
- Signed tax certificate affidavit;
- Legal status of each key team member, including the state under whose laws the organization/corporation is organized and operating;
- Previous experience for each team member delivering the types of services that such team members will be providing in the redevelopment and operation of the Reuse Site(s); including at least two professional references;
- A description of comparable project(s) and visual documentation (photos or renderings), where available;
- A description of aspects of the projects (e.g., comparable student and community demographics) make it comparable to Respondent’s Offer for the Reuse Site;
- A description of the project team’s non-academic successes such as jobs created or sustainability measures implemented in other properties;
- Respondents should provide such other information Respondents believe will assist the District in evaluating the capabilities of Respondents and any other team members who will participate in the project; and
- Any personal or professional relationship among or between any team members and any person working for, appointed to a position in, or elected to an office of the District of any entity for which there may be conflict. The District, in its sole

discretion, reserves the right to determine a conflict of interest or the appearance thereof.

- Respondents shall provide a certification from each team member:
 - Noting any debarments, suspensions, bankruptcy, or loan defaults on real estate development projects and/or government contracts of any team member;
 - Stating that that all tax liabilities and other government impositions are current;
 - Stating that there is no ongoing litigation in which the District is a party that relates to any team member or to any other entity or individual having a controlling interest in the team member (or, if such litigation exists, the name and civil action numbers of such litigation and a description of the subject matter of such litigation); and
 - Providing the names of any member, employee, or agent of the team member who, within three (3) years prior to the publication of this RFO, were District employees, consultants, or contractors to the District.

C. Financial Feasibility

Respondents should provide financial information so that the District may assess the feasibility of the Respondent's Offer. Please submit the following information:

- **Certificate of Good Standing** issued by the Chief Financial Officer (CFO) or relevant tax authority for each jurisdiction of operation;
- **Certified Business Enterprise (CBE)** Statement of whether Respondent is a certified local, small, or disadvantaged business enterprise;
- **Sources and Uses Budget**
 - A sources and uses statement that details the anticipated private and public sources of funds for any acquisition, construction, and ongoing maintenance and operational costs for the reuse plan as described in the Offer. Sources and uses should be presented in a clear and readable format, such as a chart or spreadsheet;
- **Draft construction budget for reuse**, including estimates of hard costs, soft costs (with fees broken out), financing assumptions, and estimated operating expenses (as applicable);
- **Pro Forma**
 - Respondents should provide an at least 10 year operating pro forma showing all projected revenues and expenses by category. Phasing strategies should be incorporated into the model pro forma so that Respondent's intent with regard to capital improvements and operations are clear. The pro forma should include line items for debt service and capital reserves. The pro forma should be accompanied by a summary of the assumptions used as the basis for such numbers. Respondent should also provide a risk assessment strategy should sources of grant funding (whether for capital or operations) be modified by market or other conditions. This risk assessment should delineate a phasing strategy if applicable;

- **Proposed Transaction Structure:** A detailed description of Respondent’s proposed transaction structure including a statement of the material lease terms offered by Respondent;
- **Respondent financial capacity:**
 - Each Offer should anticipate a fair market rental rate for each Reuse Site. Respondent shall demonstrate its ability to pay such rate to the District by furnishing:
 - ✓ Respondent’s current balance sheet;
 - ✓ Audited annual reports for last three years;
 - ✓ Operating budget for the last three years;
 - ✓ Last three Federal tax returns, if applicable;
 - ✓ Last three DC tax returns, if applicable;
 - ✓ Ten-Year pro forma detailing among other items the Respondent’s capital expenses, occupancy expenses, rent payments, and per student allotment; and
 - ✓ Explanation, with supporting documentation, of how the Respondent plans to obtain financing;
 - ✓ Proposed partnership structures, if applicable; and
 - ✓ Lease terms that the Respondent is seeking from the District.

Note that the District may seek additional project financial information from Respondent at any time in the evaluation of RFO responses for the purpose of clarifying project feasibility.

D. Project Implementation Plan

Respondent shall identify and describe the following:

- Site plan indicating proposed location and configuration of all uses;
- Respondent’s development strategy and proposed timing from predevelopment through completion and occupancy. The project schedule should list each step in the redevelopment process, from award through project completion, and when the facility will be fully operational. In addition, this should also describe the Respondent’s ability to mobilize and commence predevelopment activities immediately upon selection in order to meet the project schedule submitted by the Respondent; Respondent’s ability and plan to guarantee to the District that Respondent’s milestones will be met
- How the Respondent has involved community members or plans to offer community services such as a voting location, adult programming for community members, access to on-site recreation facilities or meeting space
- Describe security and safety plans for the Reuse Site, including the grounds and parking lot(s)
- If the Offer contemplates non-charter school uses, a description of those uses and the proposed development program, including gross square footage of each proposed use

- A plan to fulfill the requirements of the CBE Program and/or First Source Program or otherwise employing and retaining District residents and utilizing local, small, and disadvantaged business enterprises
- A plan to fulfill the requirements of the Green Buildings Act (GBA). Charter school projects that are new construction or meet the “substantial improvement” definition of the Act are required to be verified as having fulfilled or exceeded the U.S. Green Building Council’s LEED-Gold standard. If there is a legitimate reason why the project cannot fulfill the LEED-Gold level requirement of the GBA due to lack of “sufficient funding,” the justification should be explained in the application
- Provide the proposed traffic plan highlighting areas of improvement from current traffic pattern
- Proposed repair and maintenance program to ensure that the proposed Reuse Site is maintained and kept in a good condition, repair and working order
- Demonstration by floor plan or rendering of the renovated Reuse Site

E. Optional Public Presentation

Respondents are strongly encouraged, but not required, to engage in a public presentation at the close of the RFO. This will be an opportunity for the Respondent to give a brief presentation of the Offer before the community to receive public input. The result of the public presentation is not dispositive to the final decision of the RFO Review Panel to award a Reuse Site.

The dates and locations of the public presentations are as follows:

School	Meeting Date	Meeting Time	Meeting Location
Keene	7/12/16	6:30PM	33 Riggs Road, NE
PR Harris	8/9/16	6:30PM	4600 Livingston Road, SE

Any dates not listed above will be updated on the [DME Website](#).

Respondents seeking to present at the aforementioned public hearings must contact Althea Holford at althea.holford@dc.gov by **July 11, 2016 at 5pm with the subject heading “[Name of Reuse Site] Public Hearing RSVP”**.

VII. EVALUATION PROCESS

A. Deadline for Submission of Proposals

RFO responses are due by **5:00 p.m. EDT:**

- **July 11, 2016 - Keene School**

- **August 9, 2016 – PR Harris School**

Any submissions received after 5:00 p.m. will not be considered, without any exceptions. Respondents are required to deliver their Offers to:

The Office of the Deputy Mayor for Education
ATTN: Althea O. Holford
1350 Pennsylvania, NW
Suite 307
Washington, DC 20024

B. Timetable for Evaluation of RFO Responses

The District will endeavor to follow the timetable set forth below; however, the activities and timetable represented below are subject to change in the District’s sole discretion and without prior notice:

Issuance of RFO: 6/13/16
Pre-Submission Meeting: 6/20/16 – 2 PM
Wilson Building G9 Conference Room
1350 Pennsylvania Avenue, NW Washington DC
20004
The Pre-Submission meeting is an opportunity to ask questions regarding the RFO.

Site visit schedule:

- Keene - 6/21/16 – 12pm-2pm
- PR Harris – 6/17/16 – 12pm-3pm

Offers Due: 5pm - Wilson Building Suite 307

- Keene - 7/11/16
- PR Harris – 8/9/16

Optional Public Presentations:

- Keene – 7/12/16 – 6:30pm-8pm
- PR Harris – 8/09/16 – 6:30pm-8pm

Expected Awards: Keene - August 2016
PR Harris - September 2016

THE SCHEDULED SITE VISITS WILL BE THE ONLY TIME THE REUSE SITE WILL BE ACCESSIBLE FOR VISITATION DURING THE RFO PERIOD.

Respondents are encouraged to bring any member of the project team it deems necessary to the site visit.

- ***Award and Unsolicited Offers***

The District will aim to conclude the RFO on the Reuse Sites by award or other measure within 30 days of the Submission Deadline.

Pursuant to the Act, "Eligible Entities [will have] an opportunity to submit unsolicited proposals for the [reuse] the [Reuse Sites] for 12 months or until an Eligible Entity is selected, whichever occurs first." If no award is made 30 days after the Submission Deadline, any Eligible Entity may submit an Offer for any Reuse Site not awarded. Such Unsolicited Offers should be made on the first business day of every month beginning August 11, 2016 for Keene School and October 10, 2016 for the PR Harris School. These Unsolicited Offers will be evaluated by the same criteria outlined in Section VI. D. (Evaluation Procedure) of this RFO, on a rolling basis for 12 months after the initial acceptance date.

Unsolicited Offers for the Keene School will not be received until August 15, 2017. Unsolicited Offers for the PR Harris School will not be received until September 12, 2017. Additionally, Unsolicited Offers will not be reviewed until all timely and responsive Offers to this RFO have been evaluated.

- ***Evaluation Procedure***

Eligibility Requirements

Both requirements are necessary in order for the applicant's proposal to be evaluated. No Offer that is timely will be rejected as non-responsive if it meets the below Eligibility Requirements:

- An Eligible Entity
- Certificate of Good Standing.

Selection

A selection panel will be established to review and evaluate the Offers (**the "Selection Panel"**). The composition of the Selection Panel will be determined by the District, in its sole discretion. In addition, the Selection Panel may consult with professional consultants for technical assistance. All Responsive Offers received will be considered by the District. The Selection Panel, however, will evaluate responses submitted in response to this RFO in the context of the evaluation criteria and the regulatory framework outlined in the Act.

Legal Preferences:

In selecting an Offer for lease through this RFO:

1. **First preference** will be given to an existing tenant [in a valid lease with the District of Columbia] that is a public charter school that has occupied all or substantially all, of the Reuse Site;
2. **Second preference** will be given to a public charter school that the Public Charter School Board has determined to be high-performing and financially sound;
3. **Third preference** to any other Eligible Entity; and
4. The Evaluation Scoring criteria outlined below will be used in conjunction with the above mentioned framework for analysis of the Offers to this RFO.

▪ ***Evaluation Scoring***

School/Local Education Authority (LEA) Performance ***30 Points***

- Respondent demonstrates a record of positive school performance in the District of Columbia or in another jurisdiction. For example, the applicant could provide evidence of a high rating in the DC Public Charter School Board’s Performance Management Framework (PMF), a high rating under an accountability framework, or other evidence of strong student outcomes and growth.
- If the applicant has not previously operated a charter school in the District of Columbia, or is a newly established charter school in the District of Columbia, the applicant shall describe related experience that provides evidence of the ability to ensure strong academic outcomes such as the experience of school leadership, classroom success, or unique program offerings.

Financial Feasibility ***25 Points***

- Respondent has demonstrated fiscal responsibility by providing audited financial statements for at least three years.
- Respondent’s proposed capital improvements are financially feasible, sound and reasonable given expected enrollment and sources of funds. The capital improvements will not require additional District subsidies.
- Respondent’s project team has a demonstrated track record of successfully completing charter school projects such as the one offered.
- Respondent outlines a fiscally sound plan for operation and maintenance of the Reuse Site.

Project Implementation Plan ***20 Points***

- Respondent has a highly qualified leadership team and demonstrates experience managing a public charter school.
- Respondent describes its growth plans, current location, and the limitations of its current location to meet the needs of students. The Respondent’s proposal clearly identifies and provides evidence for how the building will help it meet the needs of students.
- Respondent provides a viable traffic plan, which considers all times for uses of the Reuse Site and community traffic patterns.
- Respondent provides evidence that the project implementation and operation will not detract from its school performance and mission.
- Respondent submitted a viable school safety plan.

- Respondent’s development strategy will meet both CBE and Green Buildings Act (GBA) requirements.
- If applicable, alignment with stated District agency partner space requirements in Appendix B.

Addressing Student Needs

15 Points

- The Respondent addresses the needs of students in the surrounding community and the District of Columbia as a whole.
- The Offer demonstrates alignment with District goals and information provided in Section IV-A. (Keene) and B. (PR Harris) above.
- The Respondent provides a clear plan to serve special populations, for example students with special needs, students who are defined as “at-risk” (definition above), and students who are English Language Learners. Applicants should include evidence of successfully serving such students.

Community Engagement and Access

10 Points

- Offer reflects information presented in Community Feedback Section IV-AV for Keene and B.VI. for PR Harris regarding community input and potential uses of the Reuse Site.
- Respondent has demonstrated strong relationships with community organizations or members, as possibly demonstrated by Letters of Support or positive feedback either during or after the public hearing presentation.
- Plan to combine or partner with community organizations serving the needs of the local community.

Legal Preferences:

In selecting an Offer for lease through this RFO:

1. **First preference (10 Additional Points)**
Given to an existing tenant that is a public charter school that has occupied all or substantially all, of the Reuse Site.
2. **Second preference (5 Additional Points)**
Given to a public charter school that the Public Charter School Board has determined to be high-performing and financially sound.

VIII. RFO UPDATES AND MODIFICATIONS

DME will post on its website (<http://dme.dc.gov>) any notices or information regarding cancellations, withdrawals, modifications to deadlines, and other modifications to this RFO. Respondents shall have an obligation to check the website for any such notices and information, and the District shall have no duty to provide direct notice to Respondents.

IX. SELECTION AND NEGOTIATION

While the District may enter into negotiations with one or more Respondent(s) based on Offers submitted in response to this RFO, this RFO does not commit DME or the District to select any Respondent or to enter into negotiations with any Respondent that may respond. The District reserves the right to reject any Offer, or part of an Offer, to amend this RFO, or to reject all Offers and re-issue a RFO at a later date, each at its sole discretion.

The District will determine, in its sole discretion, whether each Offer received in response to this RFO is a Responsive Offer. For any Offer that is considered to be non-responsive, the Respondent will be notified in writing within ten business days after the submission deadline. The decision of the District in this regard is final and will be explained to the Respondent upon request.

Based upon responses, the District, in its sole and absolute discretion, may choose to:

1. Require oral presentations by Respondents;
2. Select a short list of Respondents and require additional information from the short-listed Respondents or that they modify their Offers or provide a ‘Best and Final Offer’ for the District’s review;
3. Enter into exclusive negotiations with one or more selected Respondent(s) without requesting more detailed information or selecting a short list of Respondents;
4. Request more detailed information leading to final Respondent(s) selection; and/or
5. Take no action on the responses received.

Following receipt of additional information, if requested, the Selection Panel may select, in its sole and absolute discretion, one or more Responsive Offer(s), as modified or otherwise, to recommend to the Mayor, who, in his absolute discretion, may accept or reject the Selection Panel’s recommendations.

Upon recommendation by the Selection Panel, and if approved by the Mayor, DME shall notify the selected Respondent(s), if any.

If one or more Respondent(s) is thereby chosen for commencement of negotiations, the selected Respondent(s) may be requested by the District to proceed to negotiate final terms consistent with the Respondent’s proposed terms or to revised terms. **If the District and the selected Respondent are unable to agree on the final terms within ninety (90) calendar days, the District, in its absolute and sole discretion, may terminate negotiations and select a different Respondent that responded to the RFO, re-issue the RFO, or take such other measures as it deems reasonable, appropriate, and/or necessary.**

X. RESERVATION OF RIGHTS AND MISCELLANEOUS PROVISIONS

A. Rights Reserved

The District reserves the right to:

- Cancel or withdraw the RFO at any time prior to or after the submission deadline;
- Issue modifications or clarifications to the RFO prior to the submission deadline;
- Reject any submission it deems incomplete or unresponsive to the submission requirements;
- Reject all submissions that are submitted under the RFO;
- Modify the deadline for submissions or other actions; and/or
- Reissue the RFO or a modified RFO whether or not any submissions have been received in response to the initial RFO issuance.

The District may exercise one or more of these rights, in its sole discretion, as it may deem necessary, appropriate, or beneficial to the District.

B. No Conflicts of Interest

In its response to this RFO, the Respondent should represent and warrant the following to the District:

- No person or entity employed by the District or otherwise involved in preparing this RFO on behalf of the District (i) has provided any information to potential Respondents which was not made available to all entities potentially responding to this RFO, (ii) is affiliated with or employed by or has any financial interest in any potential Respondent, (iii) has provided any assistance to potential Respondent in responding to this RFO, or (iv) will benefit financially if any Respondent is selected in response to this RFO.
- The Respondent has not offered or given to any District officer or employee any gratuity or anything of value intended to obtain favorable treatment under this RFO or any other solicitation or other contract, and Respondent has not taken any action to induce any District officer or employee to violate the rules of ethics governing the District and its employees. Respondent has not and shall not offer, give or agree to give anything of value either to the District or any of its employees, agents, job shoppers, consultants, managers or other person or firm representing the District, or to a member of the immediate family (*i.e.*, a spouse, child, parent, brother or sister) of any of the foregoing. Any such conduct shall be deemed a violation of this RFO. As used herein, “anything of value” shall include but not be limited to any (a) favors, such as meals, entertainment, transportation (other than that contemplated by this RFO, if any, or any other contract with the District), etc., which might tend to obligate a District employee to Respondent, and (b) gift, gratuity, money, goods, equipment, services, lodging, discounts not available to the general public, offers or promises of employment, loans or the cancellation thereof, preferential treatment or business opportunity. Such term shall not include work or services rendered pursuant to any other valid District contract.
- The Respondent shall report to the District directly and without undue delay any information concerning conduct which may involve: (a) corruption, criminal

activity, conflict of interest, gross mismanagement or abuse of authority; or (b) any solicitation of money, goods, requests for future employment or benefit of thing of value, by or on behalf of any government employee, officer or public official, any Respondent employee, officer, agent, subcontractor, or labor official, or other person for any purpose which may be related to the procurement of this RFO by Respondent, or which may affect performance in response to this RFO in any way.

- Neither Respondent or any subcontractor or affiliate thereof, nor any employee of any of them, shall retain any material or items of any kind salvaged from the Reuse Site at issue in this RFO as memorabilia or souvenirs or otherwise.

C. Change in Respondent Information

If information provided in a submission changes (*e.g.*, change or addition to any of the Respondent's team members or new financial information) the Respondent shall provide updated information in the same format for the appropriate section of the RFO may consider the modified submission.

D. Ownership and Use of Submissions

All submissions shall be the property of the District. The District may use any and all ideas in any submission, whether the submission is selected or rejected. No Respondent shall be entitled to compensation or reimbursement of costs in connection with their submission of a response to this RFO.

E. Further Efforts

The RFO Review Panel may request that Respondents clarify their submissions and/or submit additional information pertaining to their submissions; the RFO Review Panel may request best and final submissions from any Respondent and/or request an oral presentation from any Respondent.

F. Restricted Communications

Upon release of this RFO, potential Respondents shall not communicate with the Review Panel or any District staff about the RFO or issues related to the RFO except as authorized in this RFO or in public meetings called in connection with this RFO.

G. Confidentiality

Submissions and all other information submitted in response to this RFO are subject to the District's Freedom of Information Act (D.C. Official Code § 2-531 *et seq.*) ("FOIA"). FOIA mandates the disclosure of documents in the possession of the District upon the request of any person, unless the content of the document falls within a specific exemption category; an example of an exemption category is "trade secrets and commercial or financial information obtained from outside the

government, to the extent that disclosure would result in substantial harm to the competitive position of the person from whom the information was obtained.”

If a Respondent provides information that it believes is exempt from mandatory disclosure under FOIA (“exempt information”), the Respondent shall include the following legend on the title page of the submission:

**THIS PROPOSAL CONTAINS INFORMATION THAT IS EXEMPT FROM
MANDATORY DISCLOSURE UNDER THE DISTRICT’S FREEDOM OF
INFORMATION ACT**

In addition, on each page that contains information that the Respondent believes is exempt from mandatory disclosure under FOIA, the Respondent shall include the following separate legend:

**THIS PAGE CONTAINS INFORMATION THAT IS EXEMPT FROM
MANDATORY DISCLOSURE UNDER THE DISTRICT’S FREEDOM OF
INFORMATION ACT**

On each such page, the Respondent shall also specify the exempt information and shall state the exemption category within which it believes the information falls. The District will generally endeavor not to disclose information which in the opinion of the District is exempt from disclosure. The District may, in its discretion, contact the Respondent to provide notice that their submission materials have been requested and provide the Respondent with the opportunity to further identify exempt information. The District will independently determine whether any information, whether designated by the Respondent or not, is exempt from mandatory disclosure. The District has the ultimate decision as to whether information is exempt from disclosure. Moreover, exempt information may be disclosed by the District, at its discretion, unless otherwise prohibited by law, and the District shall have no liability related to such disclosure.

H. Non-Liability

By participating in the RFO process, the Respondent agrees to hold the District, its officers, employees, agents, representatives, and consultants harmless from all claims, liabilities, and costs related to all aspects of this RFO.

I. Questions

Any questions regarding this RFO should be submitted via e-mail to Althea O. Holford at althea.holford@dc.gov.

RFO Appendix

A. Keene

On May 19, 2016, Deputy Mayor for Education held a public hearing on the surplus designation of the Keene School. The information shared at the hearing are available below:

- a. [Keene Surplus Hearing Presentation](#)
- b. [Keene Data Sheet](#)
- c. [School Reuse Survey](#)
- d. [School Reuse Survey SPA](#)
- e. Map of Keene Site
- f. Keene Anticipated Population Growth Map

B. PR Harris

On May 17, 2016, Deputy Mayor for Education held a public hearing on the surplus designation of the PR Harris School. The information shared at the hearing are available below:

- a. [PR Harris Surplus Hearing Presentation](#)
- b. [PR Harris Data Sheet](#)
- c. [PR Harris School Reuse Survey](#)
- d. Facility Assessment
- e. Map of Site PR Harris Site
- f. PR Harris Required Site Use and POC
- g. Floorplan of Current Uses
- h. PR Harris Anticipated Population Growth Map