

21st Century School Buildings Program

Progress and Replacement of Baltimore City Schools

Maryland Stadium Authority

25 March 2025



Wes Moore
Governor

Michael J. Frenz
Executive Director

Members

Craig A. Thompson
Chairman

Leonard J. Attman
Joseph C. Bryce
William H. Cole, IV
Lee Coplan
Artis G.
Hampshire-Cowan
John P. Hussman, PhD
Maggie McIntosh
Manervia W. Riddick
Jodi C. Stanalonis
Justin A. Williams

March 25, 2025

The Honorable Wes Moore, Governor
State House
100 State Circle
Annapolis, MD 21401

The Honorable Brooke Lierman, Comptroller
Louis L. Goldstein Treasury Building
80 Calvert Street
Annapolis, MD 21401

The Honorable Dereck Davis, Treasurer
Louis L. Goldstein Treasury Building
80 Calvert Street
Annapolis, MD 21401

The Honorable Guy Guzzone
Chair, Budget and Taxation Committee
3 West Miller Senate Office Building
11 Bladen Street
Annapolis, MD 21401

The Honorable Ben Barnes
Chair, Appropriations Committee
House Office Building Room 121
6 Bladen Street
Annapolis, MD 21401

**RE: Reports required by Economic Development Article §
10-645(l), EC§ 10-645(l), HB 1783/Ch. 14, 2018**

Dear Governor Moore, Comptroller Lierman, Treasurer Davis, Senator Guzzone
and Delegate Barnes:

The Baltimore City Public Schools Construction and Revitalization Act of 2013
requires that an annual program progress report be submitted each year.

The Maryland Stadium Authority, the Baltimore City Board of School
Commissioners, the Mayor and City Council of Baltimore, and the Interagency

Commission on School Construction are pleased to provide the enclosed 2024
annual report.

Maryland Stadium Authority
The Warehouse at Camden Yards
333 W. Camden Street, Suite 500
Baltimore, MD 21201
410-333-1560
1-877-MDSTADIUM
Fax: 410-333-1888

www.mdstad.com

Voice: 800-201-7165
TTY: 800-735-2258

Please contact Gary McGuigan, Executive Vice President of the Maryland Stadium Authority, if you require further information regarding this report.

Sincerely,

Michael J. Frenz

Michael J. Frenz, Executive Director
Maryland Stadium Authority

Brandon M. Scott

Mayor Brandon Scott
Baltimore City

DocuSigned by:
Sonja B. Santelises

Dr. Sonja B. Santelises, CEO
Baltimore City Schools

Alex Donahue

Alex Donahue, Executive Director
Interagency Commission on School
Construction

Enclosure

cc: The Honorable Bill Ferguson
The Honorable Adrienne A. Jones
The Honorable Jim Rosapepe
The Honorable Mark Chang
Secretary Helene Grady
Secretary Kevin Anderson
MSA Chairman and Board Members
Baltimore City Board of School Commissioners
IAC Members
Mr. Gary A. McGuigan
Mr. Eric P. Johnson
Ms. Dawn Abshire
Ms. Alison Perkins-Cohen
Dr. Lynette Washington
Ms. Cynthia Smith
Mr. Manny Welsh
Ms. Teresa A. Garraty
Ms. Victoria L. Gruber
Mr. Matthew Klein
Ms. Laura Hyde
Mr. Patrick Frank

2024 Annual Report

21st Century School
Buildings Program

January 24, 2025

Annual Report on the Progress
of Replacements, Renovations,
and Maintenance of Baltimore
City Public Schools



Creating inspiring educational environments for
Baltimore City and its public school students.



21st CENTURY SCHOOLS

BALTIMORE

Cover Photo: Billie Holiday Elementary School Exterior
Photo by Paul Burk Photography

TABLE OF CONTENTS

EXECUTIVE SUMMARY	5
INTRODUCTION	6
PROGRAM UPDATE	7
PLAN YEAR 1 SCHOOLS: PROGRESS UPDATE	7
PLAN YEAR 1 PROJECT BUDGET STATUS DETAILS	8
PLAN YEAR 1 SCHOOLS: PROJECT UPDATES	8
PLAN YEAR 2 AND 3 SCHOOLS: PROGRESS UPDATE	12
PLAN YEAR 2 AND 3: PROJECT BUDGET STATUS DETAILS	13
PLAN YEAR 2 AND 3 SCHOOLS: PROJECT UPDATES	13
SWING SPACE	21
21ST CENTURY ACADEMIC PLANNING	22
TEN-YEAR ENROLLMENT PROJECTIONS	24
UTILIZATION RATES/SURPLUS BUILDINGS	25
ANNUAL REVIEW RECOMMENDATIONS AND	
21 ST CENTURY SCHOOL BUILDINGS PROGRAM AMENDMENTS	26
21 ST CENTURY DISTRICT-WIDE UTILIZATION PLAN	27
IAC COMMENTARY	28
PROGRAM MANAGEMENT	29
PROGRAM STAFFING UPDATE AND PROGRAM PROCEDURES	29
PROJECT CONTROL SOFTWARE	29
PROGRAM AUDIT AND OVERSIGHT	30
PROCUREMENT	31
MBE PARTICIPATION	31
COMPLIANCE SYSTEMS	31
OWNER CONTROLLED INSURANCE PROGRAM (OCIP)	31
COMMITTEES AND PARTNERSHIPS	32
EXECUTIVE COMMITTEE	32
COORDINATING COMMITTEE	32
STAT COMMITTEE	33
COLLABORATIVE COMMITTEE	33
MINORITY BUSINESS ENTERPRISE	33
WORKFORCE DEVELOPMENT	35
LOCAL HIRING	35
LOCAL HIRING BACKGROUND INVESTIGATION PROCESSING	37
WORK-BASED LEARNING PROGRAM	37
PUBLIC RELATIONS	38
INSPIRE	44
NEW INSPIRE PLANS ADOPTED IN 2023	44
PLANTING TREES AND BUILDING SIDEWALKS NEAR 21 ST CENTURY SCHOOLS	45
WHAT TO EXPECT FROM INSPIRE IN THE NEW YEAR	45
PROGRAM COMMUNICATIONS	47

EVENTS	47
EXTERNAL COMMUNICATIONS	48
PROGRAM FINANCIAL SUPPORT	51
COMPREHENSIVE MAINTENANCE PLAN UPDATE	52
COMPUTERIZED MAINTENANCE MANAGEMENT SYSTEM (CMMS) IMPLEMENTATION	53
CORRECTIVE MAINTENANCE PROGRAM	57
STAFFING MODEL	57
IAC CMP REVIEW	58
LIST OF EXHIBITS	60
EXHIBIT 1: SUMMARY TABLE	61
EXHIBIT 2: SCHEDULES	62
EXHIBIT 3: STATEMENT OF REVENUES AND EXPENSES	64
EXHIBIT 4: CHANGE ORDERS WITH CONTRACT AMOUNT	67
EXHIBIT 5: MAP OF PLAN YEAR 1 THROUGH PLAN YEAR 3	70
EXHIBIT 6: LIST OF SURPLUS SCHOOL FACILITIES	71
EXHIBIT 7A: PROCUREMENT	72
EXHIBIT 7B: MBE OUTREACH INCLUSION PLAN AND COMMITMENTS	75
EXHIBIT 7C: LOCAL HIRING COMMITMENTS FOR NEW HIRES (YEAR 1 SCHOOLS)	79
EXHIBIT 7C: LOCAL HIRING COMMITMENTS FOR NEW HIRES (YEAR 2 SCHOOLS)	80
EXHIBIT 8: SWING SPACE SCHOOLS	81
EXHIBIT 9: BUILDING ENGAGEMENT PROCESS	82
EXHIBIT 10: FEASIBILITY STUDY PROCESS MAP	83

EXECUTIVE SUMMARY

In 2024, progress on the 21st Century School Buildings Program (Program) continued in an extremely successful manner by the Maryland Stadium Authority (MSA) and Baltimore City Public Schools (City Schools), who are jointly responsible for the effective delivery of this complex program.

The original goal of the Program was to deliver a projected 23 to 28 replacement and/or renovated schools by 2020. Due to efficient project management and innovative financial transactions on the bond issuances, the renovation of the Frederick Douglass Building was added to the Program in 2022. We now know that the Program will deliver 29 school buildings. The Program achieved substantial completion in 2021, with two additional buildings completed in 2022, one building completed in 2023, and two buildings forecasted for completion in 2026 due to swing space, programmatic conflicts, and the addition of the Frederick Douglass project to the Program.

It is important to note that five of the replacement or substantially renovated school buildings were designed to contain more than one school program. Therefore, while the Program will now deliver 29 new or renovated school buildings, the buildings have the capacity to house 34 schools overall. Concurrent with this mission is the planned reduction by City Schools of 26 school facilities from the inventory in order to right-size the portfolio, thereby increasing District-wide utilization by the end of the Program.

To date, 27 school buildings, designed to serve 31 schools have been completed, with two currently in the construction phase. Regarding local hiring, 1,619 positions in Baltimore City have been filled with local candidates to date. This achievement far exceeds the 440-position commitment originally anticipated from our construction contracts. From a procurement perspective, a total of \$1.36 billion has been contracted to date, with \$458 million of MBE contracts equating to 33.66% Minority Business Enterprise (MBE) participation.

As previously reported, MSA implemented an Owner Controlled Insurance Program (OCIP) encompassing 20 of the 29 projects to date. In 2023, MSA extended the OCIP plan to cover the Commodore John Rodgers and Frederick Douglass Building projects. Based on verified contractor credits as of June 2024, the OCIP has achieved a savings of \$8.3 million on construction contracts since 2018, as well as generating a greater pool of eligible trade contractors and safer project sites.

INTRODUCTION

The Maryland Stadium Authority (MSA), Baltimore City Public Schools (City Schools), the City of Baltimore (City), and the Interagency Commission on School Construction (IAC) present this annual program progress report to the Board of Public Works and the Maryland State Legislature on work related to the 21st Century School Buildings Program, in accordance with the Baltimore City Public Schools Construction and Revitalization Act of 2013.

PROGRAM UPDATE

This section provides a summary of the progress of projects, enrollment projections, and annual portfolio planning requirements for the 21st Century School Buildings Program.

PLAN YEAR 1 SCHOOLS: PROGRESS UPDATE

Plan Year 1 projects achieved substantial completion during 2021. Two schools opened in the summer of 2017, two opened in the spring of 2018, five opened in the summer of 2018, one opened in the summer of 2019, and the final project opened in the summer of 2021.

TABLE 1. PLAN YEAR 1 PROGRAM SUMMARY

PLAN YEAR 1 PROGRAM SUMMARY		
SCHOOL/BUILDING	PROJECT TYPE	PROGRAM PHASE
Frederick	Renovation + Addition	Occupied summer 2017
Fort Worthington	Replacement	Occupied summer 2017
Wildwood	Renovation + Addition	Occupied spring 2018
Dorothy I. Height	Renovation + Addition	Occupied spring 2018
Robert Poole Building	Renovation + Addition	Occupied summer 2018
The Historic Cherry Hill	Renovation + Addition	Occupied summer 2018
Arundel	Replacement	Occupied summer 2018
Forest Park	Renovation + Addition	Occupied summer 2018
Pimlico	Renovation + Addition	Occupied summer 2018
Arlington	Renovation + Addition	Occupied summer 2019
Patterson Building	Replacement	Occupied summer 2021

PLAN YEAR 1 PROJECT BUDGET STATUS DETAILS

The summary for the program is provided as [Exhibit 1](#) and includes project budget and bid information details for the Plan Year 1 schools in the program.

PLAN YEAR 1 SCHOOLS: PROJECT UPDATES

Frederick Elementary School (PK-5) – This 84,961 sq. ft. renovation and addition project opened on September 5, 2017. Students, including those from a closed school, Samuel F.B. Morse, occupy the building.



Photo credit: Alain Jaramillo; Frederick exterior and classroom

Fort Worthington Elementary/Middle School (K-8) – This 103,351 sq. ft. replacement project opened on September 5, 2017. Students, including those from a closed school, Dr. Rayner Browne, occupy the building.



*Photos courtesy of Grimm + Parker Architects; Photo credit: Sam Kittner;
Fort Worthington exterior and collaborative area*

Wildwood (formerly Lyndhurst) Elementary/Middle School (PK-8) – This 110,355 sq. ft. renovation with addition project opened on April 4, 2018. Students, including those from a closed school, Rognel Heights, occupy the building.



Photos courtesy of STV Inc.; Wildwood exterior and primary classroom

Dorothy I. Height (formerly John Eager Howard) Elementary School (PK-5) – This 91,346 sq. ft. renovation with addition project opened on April 4, 2018. Students, including those from a closed school, Westside, occupy the building.



Photos courtesy of Cho Benn Holback + Associates; Dorothy I. Height exterior and cafeteria

Robert Poole Building – The Robert Poole Building originally housed two school programs: The Academy for College and Career Exploration (ACCE) and Independence School Local 1 High (Independence). This 135,896 sq. ft. renovation with addition project opened on August 27, 2018, for Independence students and September 4, 2018, for ACCE students. (At present, Independence has been closed and the building is occupied by ACCE.)



Photos courtesy of JRS Architects; Photo credit: Alain Jaramillo; Robert Poole Building exterior and classroom

The Historic Cherry Hill Elementary/Middle School (3-8) – This 129,509 sq. ft. renovation with addition project, along with the Arundel PK-2 School project, opened on September 4, 2018. Students, including those from a closed school, Dr. Carter G. Woodson, occupy the building.



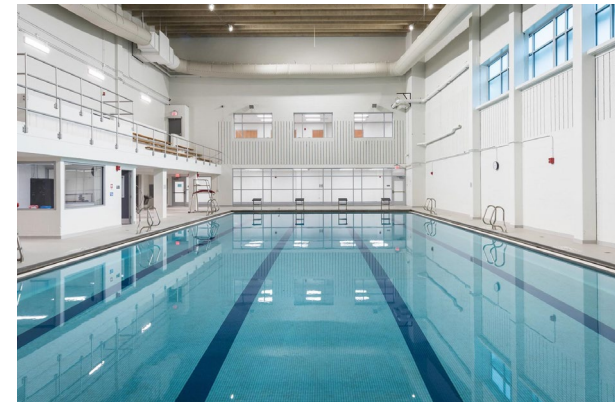
Photos courtesy of JRS Architects; Photo credit: Sam Kittner; The Historic Cherry Hill exterior and cafeteria

Arundel Elementary School (PK-2) – This 113,647 sq. ft. replacement school project, along with the Cherry Hill 3-8 School project, opened on September 4, 2018, and included a Harry and Jeanette Weinberg Foundation Early Childhood Development Center. Students, including those from a closed school, Dr. Carter G. Woodson, occupy the building.



Photos courtesy of GWWO Architects; Photo credit: J. Michael Worthington; Arundel exterior and gymnasium

Forest Park High School (9-12) – This 199,785 sq. ft. renovation with addition project opened on September 4, 2018. Students, including those from a closed school, Northwestern, occupy the building.



Photos courtesy of SEI Architects.; Photo credit: Lester Escobal; Forest Park exterior and pool

Pimlico Elementary/Middle School (PK-8) – This 119,015 sq. ft. renovation with addition project opened on September 4, 2018. Students, including those from a closed school, Langston Hughes, occupy the building. Middle-grade students from a reconfigured Arlington Elementary School started attending Pimlico in 2019.



Photos courtesy of Design Collective Inc.; Photo credit: Karl Connolly; Pimlico exterior and secondary classroom

Arlington Elementary School (PK-5) – This 102,300 sq. ft. renovation with addition project opened on September 3, 2019. Students, including those from a closed school, Langston Hughes, occupy the building. The building also houses a Harry and Jeanette Weinberg Foundation Early Childhood Development Center.



Photos courtesy of Design Collective Inc.; Photo credit: Tom Holdsworth; Arlington exterior and primary classroom

Patterson Building – This 242,019 sq. ft. replacement school co-locates two programs: Patterson High School, a traditional high school, and Claremont Middle/High School, a separate, public day school. The building opened for Patterson students on August 30, 2021, and the Claremont staff and students relocated to the building in June 2022.



Photo credit: Alain Jaramillo; Patterson Building exterior and auditorium

PLAN YEAR 2 AND 3 SCHOOLS: PROGRESS UPDATE

The original 17 Plan Year 2 projects include one PK-2 school, one grade 3-8 school, seven PK-5 schools, seven PK-8 schools, and one high school program, as shown in Table 2. Additionally, one PK-8 and one PK-5 special education program will be co-located at two of the 17 buildings. Plan Year 2 projects achieved substantial completion in 2024 with the opening of Cross Country Elementary/Middle School in January 2024, leaving one of the original Plan Year 2 schools to be completed. The order of Plan Year 2 Schools, originally established in 2014, was changed to respond to changing school enrollments and facility conditions as well as uncertain market conditions. Current schedules are provided in [Exhibit 2](#).

Due to efficient project management and innovative financial transactions on the bond issuances, the renovation of the Frederick Douglass Building was added to the Program in 2022 as a Year 3 school and is currently in the construction phase. The project is currently anticipated to open for students in Summer 2026.

TABLE 2. PLAN YEAR 2 AND 3 PROGRAM SUMMARY

PLAN YEAR 2 AND 3 PROGRAM SUMMARY			
SCHOOL	PROJECT TYPE	PROGRAM PHASE	EXPECTED PHASE COMPLETION
The Lake Clifton Park Building (Formerly Fairmount-Harford Building)	Renovation & Addition	Occupied summer 2019	N/A
John Ruhrah	Renovation & Addition	Occupied winter 2019	N/A
Bay-Brook	Replacement	Occupied winter 2019	N/A
Calvin M. Rodwell	Replacement	Occupied winter 2019	N/A
Mary E. Rodman	Renovation & Addition	Occupied summer 2020	N/A
Medfield Heights	Replacement	Occupied winter 2020	N/A
Walter P. Carter Building	Replacement	Occupied winter 2020	N/A
Katherine Johnson Global Academy (Formerly Calverton)	Replacement	Occupied summer 2021	N/A
Govans	Replacement	Occupied summer 2021	N/A
Billie Holiday (Formerly James Mosher)	Renovation & Addition	Occupied summer 2021	N/A
Harford Heights Building	Renovation & Addition	Occupied summer 2021	N/A
Robert W. Coleman	Renovation	Occupied summer 2021	N/A
Northwood	Replacement	Occupied winter 2021	N/A
Montebello	Renovation	Occupied winter 2022	N/A
Highlandtown (#237)	Minor Renovation & Additions	Occupied winter 2022	N/A
Cross Country	Replacement	Occupied winter 2023	N/A
Commodore John Rodgers	Replacement	Construction	December 2026
Frederick Douglass Building (Year 3)	Renovation & Addition	Construction	July 2026

PLAN YEAR 2 AND 3: PROJECT BUDGET STATUS DETAILS

The summary for the program is provided as [Exhibit 1](#) and includes project budget and bid information details for the Plan Year 2 schools in the program.

PLAN YEAR 2 AND 3 SCHOOLS: PROJECT UPDATES

The Lake Clifton Park Building (Formerly Fairmount-Harford Building) – This 165,314 sq. ft. design/build renovation with addition project opened for students on September 3, 2019. The building provides a renovated facility for REACH! Partnership School, formerly located in the Lake Clifton Building, allowing City Schools to close and surplus the Lake Clifton Building.



Photos courtesy of MCN Build; Photo credit ©Judy Davis/studioHDP; Lake Clifton Park Building exterior and science lab

John Ruhrah Elementary/Middle School (PK-8) – This 143,613 sq. ft. renovation with addition project, necessitated by enrollment growth in East Baltimore, opened for students on January 6, 2020.



Photo credit: Alain Jaramillo; John Ruhrah exterior and media center

Bay-Brook Elementary/Middle School (PK-8) – This 115,945 sq. ft. replacement school project, necessitated by enrollment growth in the Curtis Bay/Brooklyn area of the City, opened for students on January 6, 2020. The building will also serve middle school students from Curtis Bay Elementary/Middle School, which was converted to serve grades PK-5.



Photos courtesy of Crabtree, Rohrbaugh & Associates; Bay-Brook exterior and media center

Calvin M. Rodwell Elementary/Middle School (PK-8) – This 111,694 sq. ft. replacement school project includes students from a closed school, Grove Park. The school opened for students on January 6, 2020.



Photos courtesy of Design Collective Inc.; Photo credit: Karl Connolly; Calvin M. Rodwell exterior and collaborative area

Mary E. Rodman Elementary School (PK-5) – This 81,496 sq. ft. renovation with addition project includes students from a closed school, Sarah M. Roach. The school opened for students on August 26, 2020.



Photos courtesy of SEI Architects; Photo credit: Lester Escobal; Mary E. Rodman exterior and science lab

Medfield Heights Elementary School (PK-5) – This 79,690 sq. ft. replacement school project, necessitated by enrollment growth in North Baltimore, opened for students on January 6, 2021.



Photos courtesy of Design Collective Inc.; Photo credit: Karl Connolly; Medfield Heights exterior & art classroom

Walter P. Carter Building – This 149,953 sq. ft. replacement school project includes students from a closed school, Guilford and co-locates two school programs, Walter P. Carter, a traditional PK-8 school and Lois T. Murray, a separate PK-8 public day school program. The building opened for Walter P. Carter students on January 6, 2021. Lois T. Murray students remained in their original building until summer 2021 at which time they relocated to the Walter P. Carter site.



Photos courtesy of Newman Architects; Photo credit: Francis Dzikowski; Walter P. Carter exterior and cafeteria

Katherine Johnson Global Academy (3-8) (formerly Calverton) – This 122,525 sq. ft. replacement project includes students from a closed school, Alexander Hamilton, and a reconfigured school, James Mosher. The school opened for students on August 30, 2021.



Photos courtesy of Whiting Turner; Katherine Johnson Global Academy exterior and classroom

Govans Elementary School (PK-5) – This 88,380 sq. ft. replacement school includes students from a closing school, Guilford. The school opened for students on August 30, 2021.



Photos courtesy of Halkin Mason Photography; Govans exterior and classroom

Billie Holiday Elementary School (PK-2) (formerly James Mosher) – This 75,611 sq. ft. renovation with addition project includes students from a closed school, Alexander Hamilton, and reconfigured school, Calverton. The school opened for students on August 30, 2021.



Photos courtesy of Waldon Hughes Partnership; Photo Credit: Paul Burk Photography; Billie Holiday exterior and collaborative space

Harford Heights Building – This 144,290 sq. ft. replacement school project co-located two school programs, Harford Heights Elementary, a traditional PK-5 school and Sharp-Leadenhall, a separate PK-5 public day school program. The building opened for students on August 30, 2021.



Photos courtesy of Crabtree, Rohrbaugh & Associates; Harford Heights Building exterior and collaborative space

Robert W. Coleman Elementary School (PK-5) – This 50,973 sq. ft. renovation with addition project includes absorbed students from a closed school, Westside. The school opened for students on August 30, 2021.



Photos courtesy of RRMM Architects; Photo credit: Paul Burk; Robert W. Coleman exterior and media center

Northwood Elementary School (PK-5) – This 100,213 sq. ft. replacement project opened for students on January 5, 2022. Following the move to the new building, the existing building was demolished, and the remaining site work was completed in late fall 2022.



Photo credit: Judy Davis Photography, LLC; Northwood exterior and primary classroom

Montebello Elementary/Middle School (PK-8) – This 93,717 sq. ft. renovation with addition project, necessitated by enrollment considerations in Northeast Baltimore, started construction in February 2021. The school was substantially complete in late November 2022 and opened for students on January 5, 2023.



Photos courtesy of CAM Construction Inc.; Photo credit: Alain Jaramillo; Montebello exterior. Photo courtesy of 21st Century School Buildings Program; Collaborative area

Highlandtown Elementary/Middle School #237 (PK-8) – This project was initially an addition only project necessitated by enrollment growth in Southeast Baltimore, but it was expanded in December 2020 to include both 45,704 sq. ft. of building additions and a limited renovation of 75,755 sq. ft. of the existing building. The project started construction in August 2021. The school was substantially complete in late November 2022 and opened for students on January 5, 2023.



Photos courtesy of CAM Construction Inc.; Photo credit: Alain Jaramillo; Highlandtown exterior and science room

Cross Country Elementary/Middle School (PK-8) – This 94,239 sq. ft. replacement project, necessitated by enrollment considerations in North Baltimore, started demolition of the existing building in November 2021 and construction of the new building in March 2022. The school was substantially complete in late November 2022 and opened for students on January 4, 2024.



Photos courtesy of Photography courtesy of Turner Construction; Photo credit: Margaret Hughes; Cross Country exterior and main entrance

Commodore John Rodgers Elementary/Middle School (PK-8) – This 112,500 sq. ft. replacement project, necessitated by enrollment growth in Southeast Baltimore, is currently in the Construction Phase. Construction is expected to be complete in December 2026 with students occupying the new building in January 2027. Students relocated to temporary swing space at the Southeast Middle Building in June 2023. Students are currently occupying temporary swing space at the Southeast Middle Building.



Renderings courtesy of Crabtree, Rohrbaugh & Associates Architects; Commodore John Rodgers Elementary/Middle School; View from North Chester St (left.; Media Center (right)

Frederick Douglass Building (Year 3) – This 254,416 sq. ft. replacement project will co-locate two school programs, Frederick Douglass High School, a traditional 9-12 school, and the Joseph C. Briscoe Academy, a separate 6 to 12 public day school, and is currently in the Construction Phase. Douglass students are currently occupying temporary swing space at the Northwestern Building. Briscoe students will remain in their current building until summer 2026 at which time they will relocate to the Frederick Douglass site. The school is scheduled to open for students in August 2026.



Rendering courtesy of Samaha Associates; Frederick Douglass High School (left) Joseph C. Briscoe Academy (right)

SWING SPACE

The Northwestern Building #401 was renovated through MSA and Baltimore City Schools to accommodate the Frederick Douglass High School #450 programs. Frederick Douglass High School #450 relocated during the summer of 2024. The Northwestern Building was ready to receive students the first day of the 2024-2025 school year.

The Logistics Project Manager was tasked with overseeing the completion of the City Schools group's tasks that were outlined in the scope of work for the Northwestern Building and the furniture installation. We continue to work with Frederick Douglass High School #450 to address additional requests for the Northwestern Building. All work orders are placed in Asset Essentials and reviewed by City Schools leadership for approval and tracked through the Logistics Project Manager to ensure a timely completion of work. Joseph C. Briscoe Academy #345 will remain in its current building until the Frederick Douglass/Joseph Briscoe building is ready to be occupied in 2026. The relocation of both Frederick Douglass High School and Joseph C. Briscoe Academy into the new building will be in the summer of 2026.

Looking ahead, the Program will continue to work with the remaining 21st Century Schools that will need to relocate back to the new buildings once construction has been completed.

Please see [Exhibit 8](#) for more information.

21ST CENTURY ACADEMIC PLANNING

Baltimore City Public Schools has developed an academic planning process to support its schools by creating inspiring education environments. 21st Century Schools continue to collaborate with the broader school community to re-imagine the educational experience in the new environments.

The academic focus areas that have been fully identified as of December 2024 are indicated in the Table below.

TABLE 3. ACADEMIC FOCUS AREAS

SCHOOL	ACADEMIC FOCUS AREA
Frederick Elementary School <i>Note: This school is a conversion charter school.</i>	Direct Instruction & Core Knowledge
Fort Worthington Elementary/Middle School	Project Based Learning
Wildwood Elementary/Middle School	STEM (Science, Technology, Engineering, and Mathematics)
Forest Park High School	STEAM (Science, Technology, Engineering, Arts, and Mathematics)
Pimlico Elementary/Middle School <i>Note: This school is a conversion charter school.</i>	Direct Instruction & Core Knowledge
Dorothy I. Height Elementary School	Arts Integration
Arundel Elementary School	STEAM (Science, Technology, Engineering, Arts, and Mathematics)
Cherry Hill Elementary/Middle School	STEAM (Science, Technology, Engineering, Arts, and Mathematics)
Academy for College & Career Exploration <i>Note: This school is part of the 100% project.</i>	College & Career Exploration
Arlington Elementary School	STEAM (Science, Technology, Engineering, Arts, and Mathematics)
The REACH Partnership High School	Blended Learning
Bay-Brook Elementary/Middle School	Arts Integration
John Ruhrah Elementary/Middle School	STEAM (Science, Technology, Engineering, Arts, and Mathematics)
Calvin M. Rodwell Elementary/Middle School	STEM (Science, Technology, Engineering, and Mathematics)
Mary E Rodman Elementary School <i>Note: This school is part of the 100% project.</i>	Blended Learning
Medfield Heights Elementary School	STEAM (Science, Technology, Engineering, Arts, and Mathematics)
Walter P Carter Elementary/Middle School	STEAM (Science, Technology, Engineering, Arts, and Mathematics)
Lois T Murray Elementary/Middle School	The focus of this separate public day school is to address the needs of each student as indicated on their Individualized Education Plan.

Patterson High School	Blended Learning
Claremont Middle/High School	The focus of this separate public day school is to address the needs of each student as indicated on their Individualized Education Plan.
Robert Coleman Elementary School	Project Based Learning
Harford Heights <i>Note: This school is part of the 100% project.</i>	Blended Learning
Sharp Leadenhall Elementary/Middle School	The focus of this separate public day school is to address the needs of each student as indicated on their Individualized Education Plan.
Govans Elementary School <i>Note: This school is a conversion charter school.</i>	Direct Instruction & Core Knowledge
Billie Holiday Elementary School	Arts Integration
Katherine Johnson Global Academy	STEAM (Science, Technology, Engineering, Arts, and Mathematics)
Northwood Elementary School	Arts Integration
Highlandtown Elementary/Middle School	Blended Learning
Montebello Elementary/Middle School	International Baccalaureate Primary Years Program
Cross Country Elementary/Middle School	Blended Learning

Professional Learning opportunities are provided for 21st Century Schools to enhance the implementation of their academic focus and to support the utilization of instructional technology to teach the 21st century skills of collaboration, communication, critical thinking, and creativity. Professional learning opportunities for this year included the following:

- Teaching Wall training was provided at Cross Country Elementary Middle School in January of 2024. This training included how to use the sound system, AV lights, document camera, and interactive projection system.
- An intensive professional learning series on clay technique and kiln use was held for art teachers in January and February 2024. Teachers that attended the learning series received materials to implement their learning in the classroom and also received one-on-one coaching support from the teaching artist on kiln use at their school.
- Job-embedded learning opportunities led by teaching artists to support arts integration were held at Billie Holiday Elementary and at Dorothy I Height in the Spring of 2024.
- Monthly professional learning sessions were held in Spring 2024 for school-based tech leads from 21st Century Schools. These sessions focused on best practices for the management and utilization of technology to further support school programming
- Achievement Unit courses focused on instructional technology best practices were offered in the Winter/Spring 2024 for instructional staff in 21st Century Schools. These courses focused on digital portfolios and projects, differentiating instruction with technology, blended learning, learner profiles, STEAM Apps, 3D modeling, and creating spaces for 21st Century learning.

- The 21st Century EdTech Institute was held in August 2024 for instructional staff from any 21st Century school. One hundred forty teachers and staff attended this three-day virtual conference. Participants had the opportunity to choose from four learning arc cohorts focused on various instructional technology tools, platforms, and practices. A follow-up afternoon session was held in the fall of 2024 to wrap up the learning arc series and provide ongoing learning around the use of instructional technology.
- Blended Learning professional development was held at REACH Partnership High School in October 2024 to support the continued implementation of this academic approach at the school. The session used a blended approach to learning to highlight how instructional technology can be used as part of a station rotation model to support student choice of path and pace.
- STEM Gear Professional Learning Communities were held for Sphero Bolt, TI-Rovers, and 3D Printing. These bi-weekly sessions were focused on building the technical capacity of teachers to use gear and incorporate it into their teaching practice and curriculum. These sessions were held from October - December 2024.
- Professional Learning Communities for Arts Integration in English Language Arts and Arts Integration in Math were held for teachers from October - December 2024.
- A hands-on interactive professional development series was held for teachers around the use of Media Production Studios in 21st Century Schools in the Spring of 2023. Participants from five schools participated in an 8-session course to understand the fundamentals of video production, student use of studios and video broadcast in schools. In Fall of 2024, a continuation of the Media Production Series was initiated to support the development of Media Production Clubs at schools. Ten teachers from six schools participate in a monthly, online Professional Learning Community to share work products and share best practices.

TEN-YEAR ENROLLMENT PROJECTIONS

The 21st Century School Buildings Program provides modernized buildings for our students to ensure the best learning experience possible, while allowing the district to surplus outdated facilities that are no longer required. While design capacities incorporate multiple layers of data, a large part of the determination of future capacities is enrollment projections.

Consistent with previous years, City Schools employed a grade progression ratio (GPR) methodology to develop enrollment projections for 1st through 12th grade. GPR, also known as “cohort survival,” is a standard measure in demographic analysis, and is used by school districts nationwide. Projected enrollment for kindergarten differs since there are no prior years that can be built on to develop a GPR; Pre-Kindergarten has limited seating and is therefore not an accurate measure of the number of children who will matriculate on to kindergarten.

Declining birth counts and birth rates have made projecting kindergarten (K) enrollment challenging. This has prompted City Schools to evolve its methodology utilizing Baltimore City population data to

develop K projections. Pre-kindergarten (PK) enrollments at the program level are projected based on a four-year rolling average.

Projections for individual schools are adjusted so that the sum of all schools, by grade, matches the District-level projections discussed above. Projections for each grade are aggregated to produce a District total, and then used to calculate the proportion of this aggregated total that a particular grade at a particular school represents. The final projections were adjusted to account for several sets of special circumstances including schools adding grades, recruitment efforts, time spent in swing space, schools planned to close, and planned reconfigurations under the 21st Century School Buildings Program.

The District-level 10-year enrollment projections show a stabilizing trend in enrollment due to a similar trend in the city's projected population. Beyond the third year of enrollment projections, subsequent years are essentially continuations of the three-year enrollment trend, assuming and projecting ongoing school-level trends match District trends. As such, enrollment projections and projected utilizations should be used as an estimation, but the circumstances at individual schools, as well as other neighborhood information and program data, all available throughout City Schools' annual Comprehensive Educational Facilities Master Plan (CEFMP), should be considered when reviewing enrollment projections. This information includes population, demographic, and housing market information available in Chapter 2 and Appendix D of the CEFMP.

UTILIZATION RATES/SURPLUS BUILDINGS

Building utilization is calculated by dividing the total student enrollment by the state rated capacity (i.e., number of seats in classrooms). Based on the 21st Century Building Plan MOU, City Schools committed to a final district-wide utilization rate (without swing space) of 86% in SY 2019-2020. The district exceeded the 86% target utilization rate in SY 2019-2020, with a district-wide utilization of 87%.

The official enrollment for SY 2024-25 is 76,841, an increase of 1.4% from the official enrollment of 75,811 in SY 2023-24. The anticipated SY 2024-25 utilization based on official enrollment for September 30, 2024 is 88%. This is a one percentage point increase from the official 2023-24 utilization of 87% due to an increase in enrollment and no buildings surplused in the past year. In 2026, at the end of Phase I of the 21st Century Program, the projected utilization is 82%, per current Board approved decisions (this does not include Phase 3, Frederick Douglass Building).

On January 23, 2024, the Board of School Commissioners approved the following school closure and merger in summer of 2024:

- Close the Bluford Drew Jemison STEM Academy West program and combine the high school program with Augusta Fells Savage Institute of Visual Arts in the Harlem Park building

On January 23, 2024, the Board also approved one amendment to the 21st Century Building Plan:

- Southeast building: change the surplus date from 2025 to 2026

Through the Annual Review process, City Schools will continue to pursue opportunities to efficiently utilize facilities. This may include, but is not limited to, closing, reconfiguring, and/or consolidating programs.

ANNUAL REVIEW RECOMMENDATIONS AND 21ST CENTURY SCHOOL BUILDINGS PROGRAM AMENDMENTS

City Schools reviews and modifies the 21st Century Buildings plan yearly to reflect any necessary updates as part of its annual portfolio review process now called Annual Review of Schools (Annual Review). These changes and any updates to the 21st Century Schools Buildings Program are then reflected in the Comprehensive Educational Facilities Master Plan (CEFMP). The Annual Review includes recommendations beyond amendments to the 21st Century School Buildings Program to include major changes to schools such as relocation, grade configuration changes, combining school communities, and/or closure.

The following factors are being considered when reviewing the District’s school programs and facilities:

- Academic performance
- Climate indicators
- Access, quality, and distribution of school programming and assessing whether specific student populations and specific geographic areas are equitably served
- School enrollment and school size
- Building utilization and condition
- Schools scheduled for actions per the 21st Century School Buildings Program

Additionally, the District has worked to make sure that these factors are viewed through an equity lens to understand how each of these shows up and impacts different communities, and to ensure as a District we are increasing access and improving educational programs, particularly in communities that have been underserved. These recommendations are complex and multifaceted, affecting families across school communities and much of the work continues to center on reimagining and deepening academic programming in school communities.

The table below shows the Annual Review Recommendations for traditional schools and any proposed amendments to the 21st Century School Buildings Program for school year 2024-25. These were shared at the November 12, 2024, meeting of the Baltimore City Board of School Commissioners (BCBSC) and were approved by the Board at the January 14, 2025, BCBSC meeting.

TABLE 4. 21ST CENTURY SCHOOL BUILDINGS PROGRAM AMENDMENTS

SCHOOL/BUILDING	PROGRAM RECOMMENDATION	BUILDING RECOMMENDATION
SCHOOLS PROPOSED FOR COMBINING AND CLOSURE		
Edgewood Elementary School	Close effective summer 2025; combine primarily with Gwynns Falls Elementary School and reassign some of the attendance zone to Windsor Hills Elementary/Middle	Surplus effective summer 2025
21ST CENTURY BUILDING PLAN AMENDMENTS		
Southeast Middle Building	n/a	Remove from Exhibit 6 and replace with Joseph C. Briscoe building #451
Thurgood Marshall Building	n/a	Change surplus date from 2027 to 2026

21ST CENTURY DISTRICT-WIDE UTILIZATION PLAN

As a requirement of the 21st Century School Buildings Program’s MOU, City Schools worked jointly with the IAC to develop intermediate and final utilization rate targets. The targets allow the District and MOU partners to track the District’s progress toward achieving its utilization goal through new construction and subsequent building closures and surplusings. As the District reduces its building footprint to better reflect current enrollment, the overall utilization rate will increase.

The utilization targets, without swing space, presented below were established and approved by the School Board on December 17, 2013, through a resolution and approved by the IAC on February 20, 2014. Utilization targets with swing space were established and approved by the School Board on January 12, 2016.

- The intermediate District-wide utilization rate target, without swing space, was set at 80 percent for school year 2015-2016. City Schools exceeded this target with a utilization rate of 83 percent in that year.
- The final District-wide utilization rate was set at 86 percent for SY 2019-20 without swing space, which the District exceeded with an actual utilization that year of 87 percent.

Stabilizing citywide enrollment projections, changes in construction schedules, and several other factors have all contributed to different trends in utilization rates than what was previously anticipated in 2013 when the MOU was signed. Since construction schedules have continued to be pushed, the target completion date for all Phase 2 schools is now winter 2026. Swing spaces designated for 21st Century use are further impacted by swing space needs for Built-to-Learn projects, and will therefore be retained for a longer duration. This impacts swing spaces that are to be surplusd and potentially impact [Exhibit 6](#).

Overall, the district is at 88% utilization for SY 2024-25. District-wide utilization challenges are also largely driven by specific building types and several large buildings in the portfolio. Elementary and elementary/middle buildings have 96% utilization in SY 2024-25 overall, compared to middle, high, and middle/high buildings which have 75% utilization. Excess seats in under-utilized buildings are concentrated in middle/high and high school buildings (anticipated >3,700 excess seats in SY 2024-25).

A significant number of excess seats are located in:

- buildings intended for eventual surplus
- buildings with CTE or arts performance spaces that also count as instructional spaces included in the buildings' State Rated Capacity (SRC) (#400A and #400B Edmondson/Westside Skill Center, #414 Dunbar High School, #454 Carver Vocational-Technical High School, #410 Mergenthaler Vocational-Technical High School, #415 Baltimore School for the Arts)
- buildings that are housing charters with enrollment caps (#79 Lemmel Building) or
- buildings that will be impacted by high school projects, which has an anticipated completion date of 2030 (e.g., #400 Edmondson, #403 Baltimore Polytechnic Institute, #407 Western, #450 Frederick Douglass, #480 City College, and #239 Ben Franklin)

City Schools continues to review its District footprint every year as part of the Annual Portfolio Review.

IAC COMMENTARY

City Schools submits projected enrollments and utilization rates for each school, as well a Utilization Report, annually as required by the MOU. The IAC will continue to review projected enrollments and utilization rates, as submitted by City Schools, until all of the 21CS Program projects are constructed and closed out.

City Schools reports that, in both SY 2023-2024 and SY 2024-2025, it met the district-wide utilization target of at least 86% (without swing space) as required by the MOU with actual utilization rates of 87% and 88% respectively. This is a significant improvement from the 83% in SY 2015-2016. City Schools' projections in its 2024 CEFMP indicate that out-year projections show a decline in enrollment that will cause a decrease in utilization were City Schools to not continue with consolidations and closures.

The IAC recognizes the hard choices and good progress made by City Schools in increasing district-wide utilization from 83% in SY 2015-2016 to 88% in SY 2024-2025. However, because enrollment is projected to decline through SY 2030-2031, district-wide utilization six years in the future is projected to decline to less than 80% (without swing space). For SY 2026-2027, City Schools projected a total utilization of 83%, which will leave City Schools continuing to pay to maintain and operate almost 2,800 seats more than would be needed at the target utilization rate of 86%.

The IAC will continue to work with City Schools to determine the eligible enrollment and state participation in capital construction projects for individual schools, and will continue to work with City Schools in support of its work to increase the projected out-year utilization closer to the target utilization rate of 86% for the entire City Schools portfolio of schools.

PROGRAM MANAGEMENT

The administration and management of this multi-faceted and multidisciplinary program requires that MSA and City Schools continue to work as seamlessly as possible to execute and manage the rigor required for each school project in the 21st Century School Buildings Program. This section provides more detail on how program staffing and procedures, project control software, program audit and oversight as well as the project management, committees, and partnerships were implemented during the progress of the Program. Important associated program initiatives and collaborations, such as workforce development and minority participation, community engagement efforts, school-based teams, and co-location and facility use collaborations are discussed.

PROGRAM STAFFING UPDATE AND PROGRAM PROCEDURES

The MOU clearly defines the roles and responsibilities for high-level programmatic and school project coordination and execution for MSA, City Schools, the City, and the IAC. MSA and City Schools decided in the fall of 2016 that it would be beneficial to the Program to have MSA procure and manage all projects under this program. It has been more efficient utilizing all the policies and procedures of one agency and it also has allowed for both MSA and City Schools to focus on their core strength areas of expertise.

Although MSA is the primary party responsible for finances, procurement, contracts, and administration of the Program, City Schools' 21st Century School Buildings Program office shares responsibility with MSA, in accordance with the MOU on practically every other aspect of delivering the work. The combined program management staff of MSA and City Schools includes comprehensive administration and procurement management support, architecture and interior design expertise, construction and engineering project management, logistics management, educational planners, communications, graphics and information technology support, community engagement, public relations, and workforce development management.

City Schools manages all school, community, partnership, and public engagement efforts for each replacement and renovation school project, and swing space sub-projects. City Schools also manages the associated regulatory and communication processes for all schools designated to be closed.

PROJECT CONTROL SOFTWARE

Meridian Systems supplied Proliance on Demand at the beginning of the program for MSA to facilitate communication, reporting, and project status tracking among the multiple entities involved in the program. Proliance software was used to streamline business processes and collaboration, standardize data entry, and to provide real-time data through reporting capabilities for the entire program.

Meridian Systems discontinued support for the Proliance system in 2023, which required a new system procurement for the final 21st Century projects (Frederick Douglas and Commodore John Rodgers). ProjectTeam was selected moving forward. This system, activated in June 2023, provides the same feature set as Proliance with additional benefits of easier access and browser compatibility.

PROGRAM AUDIT AND OVERSIGHT

MSA employs internal auditing staff whose primary function is to review policies, procedures, and compliance on the Program. MSA also employs a compliance officer who reviews and approves transactions in high-risk areas of the Program.

PROCUREMENT

As of December 31, 2024, there have been more than 355 procurements and task orders totaling \$1,361,365,931 in contract awards.¹ These awards include, without limitation, contracts for the following services: Program Manager Services, LEED/Green Building Consulting Services, Code Consultants, Risk Management Consulting, OCIP Insurance Brokerage and Administration, A/E Planning/Design, Moving and Relocation Services, CM Pre-Construction/Construction Services, Building Commissioning, and Testing and Inspection Services.

MBE PARTICIPATION

Maximizing Minority Business Enterprise (MBE) participation and inclusion is a goal of the 21st Century School Buildings Program. Each contract is evaluated to determine appropriate MBE goals depending on many factors, including type of service, scope, market availability, and schedule. As of December 31, 2024, total MBE participation is 33.66% or \$458,209,896.67.²

COMPLIANCE SYSTEMS

MSA uses two systems to monitor compliance with MBE and prevailing wage requirements. MBE awards and payments are verified electronically using B2GNow®, allowing for up-to-date information regarding MBE participation commitment and actual achievement. Further, LCPtracker® is used to monitor compliance with the prevailing wage requirements as well as residency verification for local hiring requirements. Geographic information systems (GIS) capability was added to the system in September 2019.

OWNER CONTROLLED INSURANCE PROGRAM (OCIP)

Starting in 2016, MSA implemented an Owner Controlled Insurance Program (OCIP). The OCIP consists of worker's compensation, general liability and excess liability coverages for the construction managers and their subcontractors during the construction phase. MSA also bound builder's risk and contractor's pollution liability to compliment the OCIP coverages. In 2023, MSA extended the OCIP plan to cover the remaining Program projects, Commodore John Rodgers and Douglass/Briscoe. Since the Program's inception, 20 projects and 2,035 contractors have been enrolled.

¹ Reference Exhibit [7a](#) for Procurements and MBE Participation and [7b](#) for the MBE Plan

² Reference Exhibit [7a](#) for Procurements and MBE Participation and [7b](#) for the MBE Plan

COMMITTEES AND PARTNERSHIPS

EXECUTIVE COMMITTEE

Pursuant to the MOU for the Construction and Revitalization of Baltimore City Public Schools, Section IID establishes the Executive Committee, its duties, and responsibilities. The Executive Committee meets quarterly for the purpose of overseeing, reviewing, and monitoring the performance of the parties as described in the MOU. The Chairmanship of the Executive Committee rotates annually between the parties in the following order: MSA, IAC, City Schools and Baltimore City. The 2024 sessions were chaired by City Schools. The 2025 sessions will be chaired by Baltimore City.

The Committee is comprised of participants from the IAC, MSA, City Schools, and Baltimore City. During each session, the following reports are presented to the Committee for general discussion and approval as necessary:

- Coordinating Committee
- Collaborative Group
- STAT Committee
- IAC Report
- Financial Report
- MSA Report
- City Schools Report

Typical reports to the Committee include status updates on the program including schedule, project, and budget updates. The Committee is charged with reviewing and approving items presented during these sessions. The 2024 meeting minutes are available for review on the Executive Committee page of the 21st Century School Buildings Program website.³

COORDINATING COMMITTEE

The Coordinating Committee – comprising representatives of the Baltimore City (Mayor’s Office), City Schools, MSA, IAC, Baltimore City Department of Planning (DOP), Baltimore City Department of Recreation and Parks (BCRP), and Baltimore City Department of Housing and Community Development (HCD) – works to maximize investments around the 21st Century School Buildings Program projects and community revitalization efforts. The Coordinating Committee is required to meet at least quarterly, in a public meeting, to coordinate and plan for:

- The timing, location, and scope of school facility investments.
- Community development efforts to support Baltimore City’s revitalization and stabilization goals.

³ <http://baltimore21stcenturyschools.org/committees/executive-committee>

- Citywide or specific school-level education requirements and design standards that impact community development (such as access, recreational uses, and sustainability).
- Community and stakeholder involvement in construction projects relevant to community development.
- The identification and use of vacant school buildings consistent with City Schools' annual portfolio review and the potential reuse of surplus or vacated school buildings and facilities by Baltimore City.
- Input on each feasibility study for all projects during each study's preparation phase, and the opportunity for review and comment before each feasibility study is finalized.
- Proposed changes and amendments to the 21st Century School Buildings Program.
- Development of funding strategies to implement improvements that are otherwise not eligible for financing under the bond proceeds or cash on hand.

STAT COMMITTEE

MSA chairs the STAT Committee, which is represented by each agency party to the MOU. This Committee meets quarterly and reports on key areas of the program such as budget, payments, change orders, MBE utilization, and schedules.

COLLABORATIVE COMMITTEE

The goals and charges of the Program go beyond just the design and construction of 21st Century Schools to also include collaboration with the broader community. This includes work force development and minority business enterprises. Pursuant to the MOU for the Construction and Revitalization of Baltimore City Public Schools, Sections II-B and II-C were adopted regarding workforce development and minority business participation as denoted below:

- Workforce Development – Section II-B: The City, the School Board, and the Authority [MSA] agreed to establish and participate in a collaborative group (the "Collaborative") to work together to maximize the opportunities for the City Schools' students and City residents to be informed about, prepared for, and connected to work-based learning and employment opportunities created by the Program.
- Minority Business Enterprises – Section II-C: The Collaborative and the Mayor's Office of Minority and Women-Owned Business Development (MWBD) will work to maximize the utilization of State-certified, locally based, minority- and women-owned businesses.

MINORITY BUSINESS ENTERPRISE

One important goal of the Program is to contribute to the pipeline of qualified, small, local, minority- and woman-owned contractors with the capacity to participate as prime contractors and

subcontractors. With this goal in mind and pursuant to the terms of the MOU, the Collaborative and MWBD developed an outreach and inclusion plan (“MBE Plan”)⁴ to be administered by MSA in partnership with MWBD for all funded projects. Further, the Collaborative Committee also created a Supplier Diversity subgroup, chaired by MWBD, which created a supplier diversity plan.

An important component to ensure inclusion of minority- and women-owned firms in the Program is to review all contract opportunities to determine the appropriate MBE participation goal and sub-goals based on the specific circumstances of the project. The Program has been very successful in achieving MBE participation, both at the prime and subcontractor levels. [Exhibit 7a](#) reflects a summary of all Program awards and the level of MBE participation. As set forth therein, as of December 31, 2024, the Program achieved 33.66% in MBE participation.

The MBE Plan also envisions providing educational assistance to local, small, minority- and women-owned firms on methods of doing business on Program-related projects. Since the Program’s inception, MSA has participated in over 80 state-wide business outreach events, 17 of which were organized by MSA to discuss specific potential outreach opportunities in the Program and provide technical assistance. MSA will continue to promote the objectives of the MBE Plan and to implement strategies to ensure that these objectives are met.

⁴ The plan is attached as Exhibit 7b

WORKFORCE DEVELOPMENT

LOCAL HIRING

In accordance with the MOU, The Mayor's Office of Employment Development (MOED) was charged with developing a comprehensive local hiring plan to support the goals of the Collaborative Committee. This plan leverages the resources of MOED's One Stop Career Center Network and works collaboratively with a broad range of City educational, workforce/training, faith-based, and community organizations to assist in the training and preparation of Baltimore City residents for employment opportunities created by the 21st Century School Buildings Program.

Currently, 27 schools have completed construction and two are under construction. Two schools have fulfilled their workforce development requirements since our last report. These schools are Highlandtown Elementary/Middle School and Cross Country Elementary/Middle School. The combined local hiring commitment for these two schools was 18 Baltimore City resident positions. The Construction Managers exceeded their individual commitments and hired a total of 91 positions. This brings the total Local (Baltimore City) Resident positions hired on all schools to 1,619 to date.

At the time of contract award, the Construction Managers for all projects commit to hire Baltimore City residents as a condition of their contract. Job retention for local residents is a priority for the Program. As an outcome of the Program, local residents have found long-term employment. A more in-depth calculation and analysis of payroll records will show how many residents worked in multiple positions over the course of these projects.

TABLE 5. 2024 WORKFORCE DEVELOPMENT EFFORTS – HIRED LOCAL RESIDENTS

SCHOOL	HOURS (BCR*)	HIRES (BCR*)	HOURS (TOTAL SCHOOL)
COMMITMENT			
Arlington Elementary/Middle	27,111	26	177,844
Arundel Elementary/Middle	43,100	38	135,849
Bay-Brook Elementary/Middle	10,310	9	133,910
Billie Holiday Elementary (Mosher)	20,561	15	111,716
Calvin M. Rodwell Elementary/Middle	51,782	23	158,125
Cherry Hill Elementary/Middle	33,508	26	197,888
Cross Country EMS	3,326	12	149,472
Dorothy I. Height Elementary (JEH)	21,988	18	121,055

Forest Park High	28,040	22	275,950
Fort Worthington Elementary EMS	31,668	24	180,000
Frederick Elementary	20,428	28	92,281
Govans Elementary	17,064	12	125,425
Harford Heights ES/Sharp Leadenhall EMS	38,389	20	157,561
Highlandtown EMS	11,863	6	66,806
John Ruhrah Elementary/Middle	35,180	33	148,442
Katherine Johnson Global Acad. (Calverton)	15,034	22	144,663
Lake Clifton Park Building	25,093	21	145,582
Mary E. Rodman Elementary	24,878	19	103,963
Medfield Heights Elementary	23,084	30	137,642
Montebello Elementary/Middle	15,723	9	114,255
Northwood Elementary	7,276	15	218,733
Patterson/Claremont Middle	32,690	9	277,855
Pimlico Elementary/Middle	30,756	29	151,805
Robert Poole Building	28,167	25	188,305
Robert W. Coleman Elementary	19,225	16	75,030
Walter P. Carter Elementary/Middle	31,996	22	181,310
Wildwood Elementary/Middle (Lyndhurst)	22,685	47	168,048
TOTAL	670,926	576	4,139,515
ACHIEVED			
Arlington Elementary/Middle	32,930	62	218,959
Arundel Elementary/Middle	52,634	59	177,147
Bay-Brook Elementary/Middle	25,464	23	210,310
Billie Holiday ES (Mosher)	18,327	38	139,841
Calvin M. Rodwell Elementary/Middle	38,537	33	226,518
Cherry Hill Elementary/Middle	44,847	76	236,751
Cross Country EMS	33,680	46	209,438

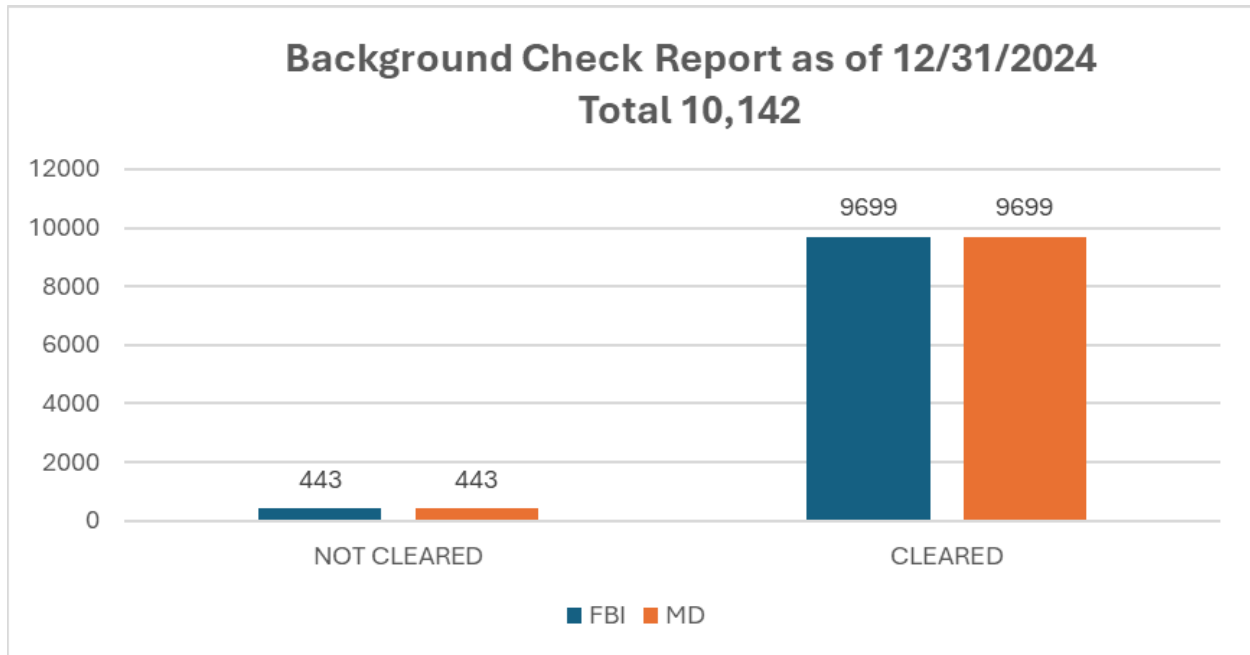
Dorothy I. Height Elementary (JEH)	34,804	68	163,523
Forest Park High	68,259	140	419,345
Fort Worthington Elementary	31,980	70	194,101
Frederick Elementary	35,206	52	132,570
Govans Elementary	17,091	31	151,453
Harford Heights E/Sharp Leadenhall EM	31,533	58	242,263
Highlandtown EMS	26,723	45	104,961
John Ruhrah Elementary/Middle	55,328	64	260,305
Katherine Johnson Global Acad. (Calverton)	39,642	72	247,842
Lake Clifton Park Building	77,281	55	274,660
Mary E. Rodman Elementary	28,326	38	149,469
Medfield Heights Elementary	23,699	40	169,060
Montebello Elementary Middle	36,245	53	202,678
Northwood Elementary	26,799	39	218,049
Patterson High/Claremont Middle	70,110	83	505,225
Pimlico Elementary	36,341	85	227,530
Robert Poole Building	57,574	95	281,920
Robert W. Coleman Elementary	19,686	37	100,771
Walter P. Carter Elementary/Middle	52,303	91	270,345
Wildwood Elementary/Middle (Lyndhurst)	40,050	66	240,870
TOTAL	1,055,411	1,619	5,975,914
<i>All decimal points dropped</i>			

**BCR: Baltimore City Resident*

Calendar year 2024 closed with commitments for hiring Baltimore City residents from all schools currently under construction. Please reference [Exhibit 7c](#) for detailed breakdown.

LOCAL HIRING BACKGROUND INVESTIGATION PROCESSING

As of December 31, 2024, City Schools' Human Capital Pre-Enrollment Office has processed 10,142 background check and fingerprinting applications for individuals to work on 21st Century School Buildings Program projects.



Since implementing the Appeals Process in October 2019, there have been 9 successful appeals (not cleared to cleared) from Nov of 2019 to Dec 31, 2023. Unfortunately, in 2024, none of the 11 applicants deemed “Not Cleared” utilized the appeals process. City Schools encourages individuals to leverage this process in efforts to reverse clearance status. Baltimore City Schools continues to consider this process a success and will continue to provide solutions like this, to increase City resident participation, one person at a time.

WORK-BASED LEARNING PROGRAM

To date, 21st Century School Buildings Program has been able to support numerous students working alongside Urban Alliance and Maryland Stadium Authority (MSA).

21st Century is now in collaboration with City Schools Office of College and Career Readiness (CCR) and MSA. We've completed our first year supporting the student internship program. The internship provided educational and training opportunities related to the work of 21st Century Buildings. One high school student was selected for the Spring 2024 position. After the student completed the internship, they were hired for a position with facilities at the MSA complex.

PUBLIC RELATIONS

Over the past year, the Community Engagement Team continued to collaborate with schools, local communities, elected officials, and other stakeholders to provide project updates and gather input and feedback. At the start of 2024, the team focused on supporting Cross Country Elementary/Middle School as the school communities moved into their new building. The team facilitated their smooth transition back into their neighborhood communities.

Additionally, the team provided ongoing support with swing space logistics to Commodore John Rodgers Elementary/Middle School as students returned for the 2024-2025 school year. Frederick Douglass High School also transitioned to its temporary swing location, and the team established an advisory board to ensure continued community involvement and feedback. The team engaged with stakeholders to gather input on the high school feasibility studies, as well as on design and swing space transition plans for Frederick Douglass High School.

Montebello EMS:

- **Start of School Support & Check-Ins:** Coordinated initial efforts to ensure smooth transitions at the beginning of the school year, with regular follow-up to assess and address any emerging concerns.

Cross Country EMS:

- **Start of School Support & Traffic Calming Initiatives:** Offered targeted support at the start of the school year and ongoing efforts to implement traffic calming measures around the school area.
- **Partnerships for Traffic Management:**
 - **Baltimore City Department of Transportation (DOT):** Collaborated with the DOT to install appropriate signage and implement traffic calming solutions to improve safety around the school.
 - **MTA Partnership:** Worked with the MTA to optimize public transportation routes and schedules in line with school start and dismissal times.

Commodore John Rodgers EMS:

- **Start of School Support & Traffic Calming Initiatives:** Provided early support for the school's reopening, alongside continued efforts to enhance traffic safety through various calming measures.
- **Partnerships for Traffic Management:**
 - **DOT Collaboration:** Engaged with the DOT to install safety signage and introduce traffic calming infrastructure around the school perimeter.
 - **MTA Collaboration:** Worked closely with the MTA to coordinate public transit services and ensure accessibility for students and families.
 - **Biweekly Check-Ins:** Met with the school administration every two weeks to address any concerns related to school operations, transportation, and safety. These sessions allowed for real-time feedback and continuous improvement.

Community Engagement Meeting Updates:

- **September 18, 2024 - Virtual MTA Parent Update:** A virtual meeting designed to address any parent inquiries or concerns regarding MTA services, with a focus on transportation to and from school.
- **September 26, 2024 - Community Construction Update Meeting:** A community-wide gathering to provide updates on construction projects in the area, addressing any potential disruptions and future plans.
- **October 2, 2024 - Butchers Hill Community Association Meeting:** A local meeting to discuss neighborhood developments and ongoing community projects that may impact the school and surrounding areas.
- **December 12, 2024 - Community Construction Update Meeting:** Another session to keep the community informed about construction progress and timelines, ensuring transparency and addressing any concerns.

Frederick Douglass High School:

- **Start of School Support & Traffic Calming Measures:** Providing comprehensive support at the start of the school year, including the implementation of effective traffic calming strategies to ensure student safety.
- **Partnerships for Traffic & Transportation:**
 - **DOT Collaboration:** Coordinating with the DOT for the installation of necessary signage and traffic modifications around the school.
 - **MTA Partnership:** Collaborating with the MTA to fine-tune public transit options for the school community, ensuring accessibility and safety for students and staff.

Community Engagement Meeting Updates:

- **September 25, 2024 – Northwestern Advisory Meeting:** A key advisory meeting to engage stakeholders from the Northwestern community, discussing ongoing projects, concerns, and future initiatives.
- **December 9, 2024 - Community Construction Update Meeting:** Another session to keep the community informed about construction progress and timelines, ensuring transparency and addressing any concerns.



Frederick Douglass High School First Day of School at the Northwestern Building; Photos courtesy of the 21st Century School Buildings Program

INSPIRE

INSPIRE (Investing in Neighborhoods and Schools to Promote Improvement, Revitalization, and Excellence) is an effort led by the City of Baltimore's Department of Planning (DOP) to leverage the extraordinary investment through the 21st Century School Buildings Program. The program expands the impact of 21st Century Schools by developing small area plans for immediate school communities centered community and infrastructure development opportunities.

This year's report highlights notable changes for the program and exciting milestones expected for the year ahead.

NEW INSPIRE PLANS ADOPTED IN 2024

This year, the Baltimore City Planning Commission adopted one new INSPIRE Plan for Medfield Heights Elementary School in November 2024. Thanks to Northern District Planner Marie McSweeney Anderson for their collaboration, as well as the community stakeholders and agency partners who provided input and feedback on this plan and will serve as partners in future implementation.

Despite some staff turnover, INSPIRE program staff supported outreach and engagement activities in the pursuit of planning document completion for Northwood Elementary School and Robert W. Coleman Elementary School.

Presentation materials and more information on the status of each plan can be found on the [Department of Planning website](#).

For the adopted plans, implementation is an ongoing process that has drawn support from both City of Baltimore agencies and community partners. Stakeholders and partners from both Medfield Heights Elementary School and the neighboring Robert Poole Building have started to collaborate on implementation of matching or complimentary recommendations that serve communities both north of and south of West 41st Street.

Community project completion continues to be a priority for the INSPIRE Program. This year, new decorative street furniture was installed in Umbra Street Park near John Ruhrah Elementary/Middle School as a beautification and placemaking effort. In addition, the pedestrian path connecting Govans Elementary School with the nearby branch of the Enoch Pratt Library along Lortz Lane continues to be a work in progress.

DEVELOPMENT AND CONSTRUCTION OF 21ST CENTURY SCHOOL BUILDINGS

Commodore John Rodgers Elementary/Middle School is the final primary school in the construction phase. The new building is anticipated to be open for student occupancy by December 2026. Frederick

Douglas High School is also in the construction phase, with demolition and abatement work in progress and an anticipated student occupancy during the 2026-2027 School Year.

PLANTING TREES AND BUILDING SIDEWALKS NEAR 21ST CENTURY SCHOOLS

INSPIRE is presently working with the Department of Transportation to cultivate opportunities for ramp and crosswalk improvements around 21st Century Schools. INSPIRE is in process of prioritizing and making a final selection of ramps and crosswalks and anticipate work starting in Summer 2025.

Winter 2025 should mark the completion of the final Primary Walking Routes by DOT for Commodore John Rogers Elementary/Middle School, Cross Country Elementary/Middle School, and Highlandtown Elementary/Middle School #237, as well as the implementation of the sidewalk connection community project for Medfield Heights Elementary School.

WHAT TO EXPECT FROM INSPIRE IN THE NEW YEAR

In the coming year, INSPIRE program partners can look forward to further progress on both new area plans and the implementation process for existing plans.

Learn more about INSPIRE <https://planning.baltimorecity.gov/planning-inspire>



Photos courtesy of INSPIRE: (left) Wood Heights Avenue near Medfield Heights ES, slated for sidewalk installation; (right) Newly refurbished Medfield Recreation Center

PROGRAM COMMUNICATIONS

The communications team continues to provide writing, design, and coordination support across a variety of activities, including website management, social media, newsletters, photo/video documentation and archiving, time capsules, community and school meetings, and more. Below is a summary of communications efforts in 2024.

EXTERNAL COMMUNICATIONS

NEWSLETTERS

The 21st Century School Buildings Program newsletter was given a new look and a new title, Future Foundations, in 2024. The communications team produced winter, spring, summer, and fall newsletters, which boasted an average 44% open rate, an increase from previous year's newsletters. In 2024, the number of newsletter subscribers increased by 2.5%. This increase is indicative of our audience's continued interest in the program—both status and stories.

The communications team highlighted a wide variety of positive news about the program in the 2024 newsletters, including:

- Cross Country Elementary/Middle Ribbon Cutting Ceremony
- 21st Century Classroom Technology
- Cross Country Art Teacher Kai Ning Castro and Commodore John Rodgers Kindergarten Teacher Molly Snyderman
- Lake Clifton Park/Reach! Partnership Multi-Sports Complex
- Winter Athletic Highlights in 21st Century Facilities
- MSA Student Intern Turned Employee Graydon Furman
- 2024 Summer Learning Camps in 21st Century Buildings
- Clay Art Projects Using Kilns at John Ruhrah Elementary/Middle School
- INSPIRE's Improvements to Umbra Street Park
- CAM Construction
- The Supreme Court of Maryland Oral Arguments at Frederick Douglass (Northwestern Building)
- Ongoing Project Updates on the Commodore John Rodgers and Frederick Douglass Building Projects

For many of these pieces, the team produced both written and video versions of the feature, providing more ways for people to interact with the stories. To learn more, visit the 2024 newsletter archive:

bit.ly/21stCenturyNewsletters.

The Program continued to use Thrillshare to send out robo calls, emails, and text to inform the community and stakeholders of upcoming community meetings.

SOCIAL MEDIA

The communications team continued to leverage social media to increase the Program’s visibility and elevate stories of schools, partners, and communities. In addition to repurposing and sharing newsletter content mentioned above, the team produced engaging content including reels and recurring features like ‘Trivia Tuesday.’ The program continued to grow its significant footprint on social media, with 11.1K views and 6.2K accounts reached on Facebook and 21K views and 8.4K accounts reached on Instagram. X (formerly Twitter) posts in 2024 received a total of 11.9K views.

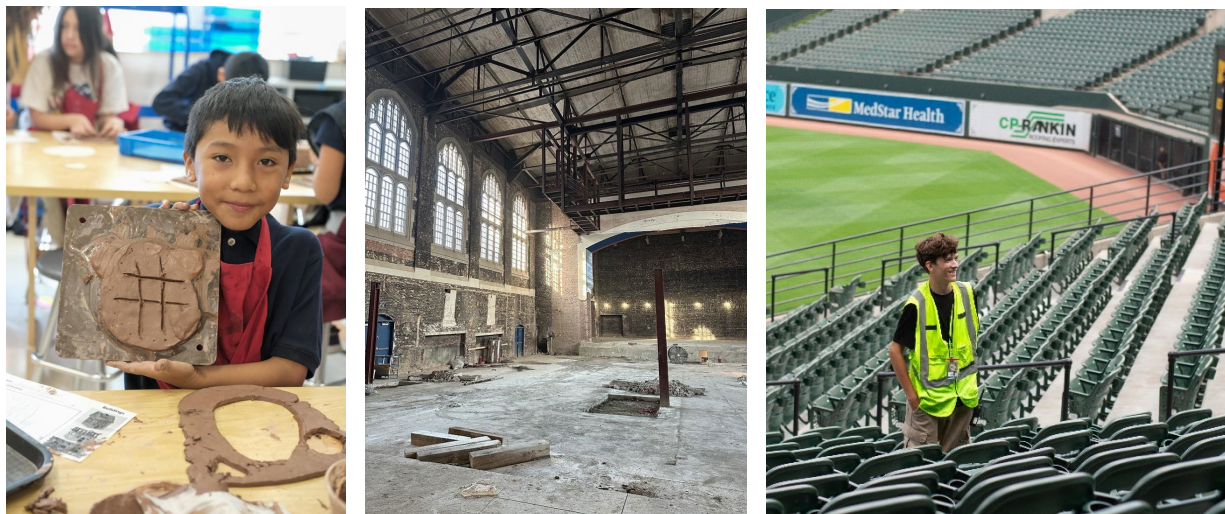
PHOTOGRAPHY & VIDEO

Documenting and sharing photographs and videos of buildings and Program activities continues to be a priority. In 2024, there were 3,693 views on photos in the Flickr profile, which included the addition of 18 new albums of photos during the year. These photos and videos, also shared through other platforms and avenues of communication, provide glimpses of school construction, time capsules, engagement activities, school usage, special events, and more. To view, please visit:

www.flickr.com/photos/21stcsbaltimore/albums.

OTHER EXTERNAL COMMUNICATIONS & ACTIVITIES

Communications continued to produce a wide variety of other Program-related communications, including project fact sheets, updates, and FAQs; community meeting flyers and related communications (robocalls, texts, and emails). Additionally, the team supported transportation walks, artwork documentation, transportation walks, and more.



Photos courtesy of 21st Century School Buildings Program: (left) John Ruhrah 4th Grade student; (middle) Frederick Douglass High School Auditorium, mid-renovation; (right) MSA Student Intern Turned Employee Graydon Furman

PROGRAM FINANCIAL SUPPORT

Attached is the Statement of Revenues and Expenditures for FY 2024 related to the activities for the Baltimore City Public Schools 21st Century School Buildings Program. Please reference [Exhibit 3](#) for detailed information.

REVENUES

Revenues were approximately \$6.5 million greater than budgeted, primarily due to investment income of \$11.1 million and \$0.8 million in BGE rebates. Deposits made by the City of Baltimore were approximately \$5.3 million less than budgeted based on the use of funds held in reserve from prior period overpayments.

EXPENDITURES

Overall, expenses through June 2024 were \$0.5 million under budget. Below are some of the major variances:

Grants, Subsidies, & Contributions

This category was over budget by \$8.1 million. Reimbursement payments to Baltimore City Public Schools, which included five quarters of personnel and operational costs and three FF&E reimbursements, were greater than anticipated. In addition, the budget for grants, subsidies, and contributions was not aggressive enough for the current fiscal year.

Fixed Charges

This category is under budget by \$7.8 million. Interest payments on bonds issued for construction were less than budgeted due to the refunding of debt from the issuance of Series 2022C.

COMPREHENSIVE MAINTENANCE PLAN UPDATE

The State of Maryland's Interagency Commission on School Construction (IAC) and the Public-School Construction Program (PSCP) require that each Local Education Agency (LEA) establish and annually update a Comprehensive Maintenance Plan (CMP).

The IAC reviews each LEA's plan so that it (IAC) may:

1. Evaluate the degree to which the LEA is planning the activities that should contribute to maintaining learning environments that are healthy, safe, and educationally sufficient for all of the students that the LEA serves;
2. Evaluate the degree to which the LEA is planning the activities that should maintain its facilities in a condition that will ensure that the LEA obtains the appropriate facilities' longevity and value from the local and State investments made to date; and
3. Evaluate and compare each LEA's maintenance planning, both over time and across the State, to support the identification of best practices that the IAC can then share with all LEAs.

Our comprehensive plan must describe the Baltimore City Schools' Board of School Commissioner's (School Board) strategy for maintaining its physical infrastructure. The program must also be compatible with the School Board's Comprehensive Educational Facilities Master Plan (CEFMP) and Capital Improvement Plan (CIP).

The overall purpose of the CMP is to provide a strategic overview of our facility maintenance program and highlight continuing improvements and new initiatives to increase efficiency and improve the quality of services delivered. The CMP details City Schools' organizational structure, plans, and activities established to maintain State and local government investment in public school facilities. Representing the School Board, the Department of Facilities, Maintenance, and Operations (FM&O) oversee these plans and programs, while the Facility Planning Department administers the CEFMP and Design and Construction the CIP.

The School Board, Chief Executive Officer (CEO), Chief Operating Officer (COO), and Executive Director of Operations, supported by FM&O, strive to provide a safe and healthy learning environment for students, faculty, and the community while operating our school buildings efficiently. The district's maintenance and preventive maintenance (PM) programs are the foundation necessary to support the educational programs and sustain our facilities.

The relationship between facility maintenance and capital investments is clearly defined. There is an implied understanding that sound building systems and equipment maintenance will defer or reduce the need for capital investments. Also, well-timed and judicious use of capital investments should lessen the burden on the maintenance staff, time, and resources while prolonging the life of the building. Both investments will likely result in better building performance, reduced risk of building failure, and savings in operations and utility expenditures. Most importantly, these combined investments will positively affect the health and well-being of building occupants.

Facility management professionals use 3% of CRV as a guideline for the annual investment necessary to maintain school buildings in good condition. The FM&O FY2023 operating budget was \$49,270,453. City Schools' recommended index value would be approximately \$154M annually (facility operating budget as a percentage of CRV). City Schools would need to increase the operating budget by approximately \$105M to achieve this and dramatically improve school facilities.

The IAC has established minimum content requirements for CMPs to guide LEAs. While some elements remain consistent with previous CMP submissions, such as operating budget, organizational components, and staffing structure, the plan will highlight our guiding principles, strategic focus areas, obstacles, and missing resources.

COMPUTERIZED MAINTENANCE MANAGEMENT PLAN

Our facility maintenance operations rely on two key systems: the Computerized Maintenance Management System (CMMS), implemented seven years ago, and Asset Essentials (AE), implemented two years ago. AE is a browser and mobile-based software that helps City Schools track, report, measure, and manage our maintenance program more effectively.

CMMS Team Structure and Responsibilities

The CMMS team, which reports to the Executive Director of Operations, consists of 3 analysts, 4 work order administrators, and a senior manager. This team maintains data quality and provides ongoing management, implementation, and training for the Asset Essentials application. Their work enables data-driven decision-making by City Schools leadership and supports continuous improvement of facility maintenance goals.

Asset Management and Preventive Maintenance

AE consolidates all assets, parts, work orders, and preventive maintenance (PM) schedules into a single module. We also use Capital Predictor to optimize capital budget allocation and project prioritization.

Currently, 94% of our facilities' assets are inventoried in AE, with only administrative buildings (6%) remaining to be captured. We are now beginning an initiative to tag all assets to streamline both reactive and preventive work orders.

Our PM program covers approximately 30 asset categories. To maximize efficiency, we:

- Generate combined PM work orders for similar equipment within facilities
- Use a "Blitz Assessment" that combines 14 interior asset categories
- Employ a Grounds Assessment that covers 11 exterior categories and areas

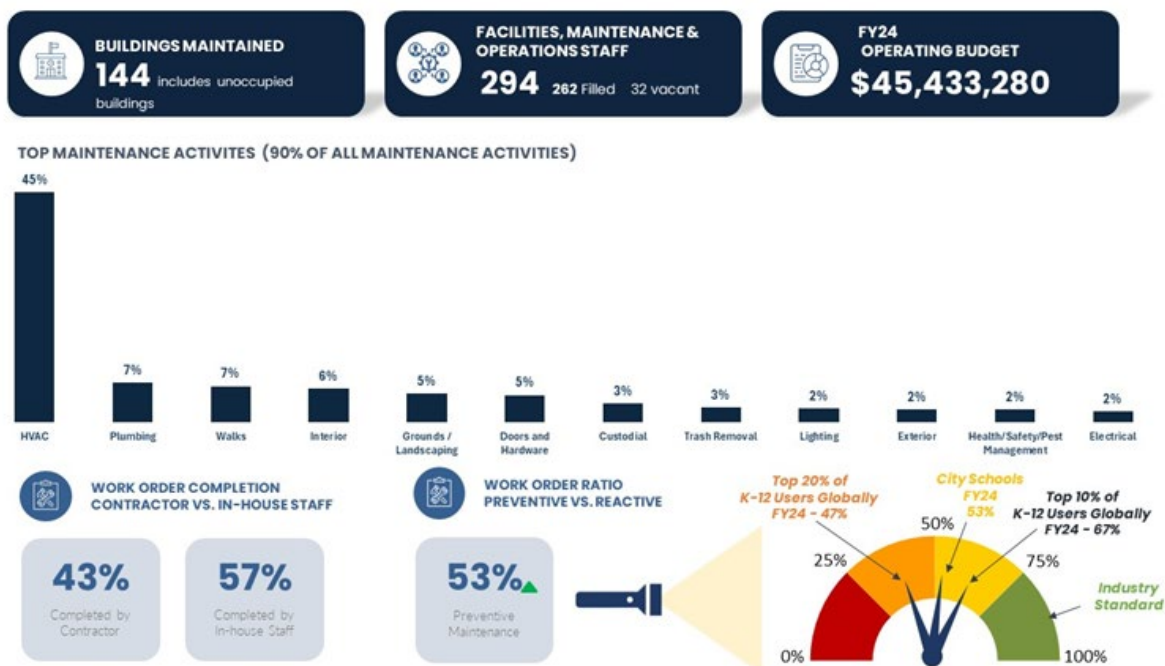
Historical Context and Evolution

Between 2016 and 2019, City Schools partnered with EMG to document all assets, their conditions, and facility condition indices across our portfolio. While we initially focused on assets critical to facility operation, our scope has expanded to include broader asset protection and regulatory compliance.

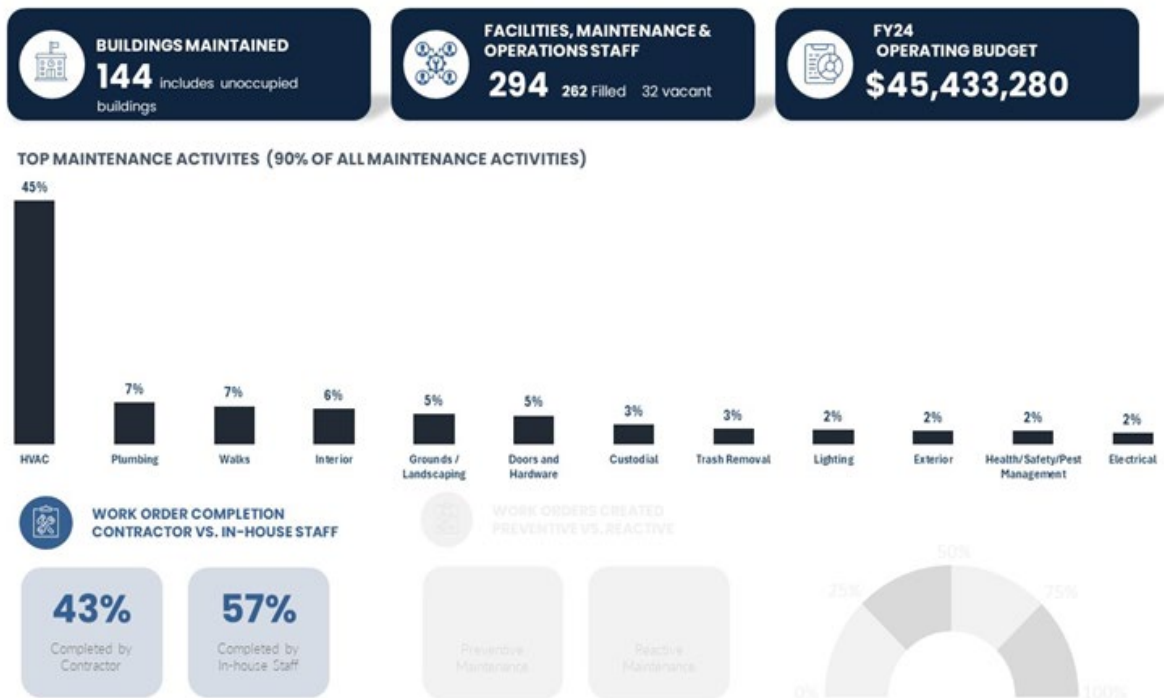
Contractor Integration and Work Order Management

AE automatically categorizes work orders as either PM or Non-PM in the Origin field, All PM work orders (100%) are auto-generated) and all Non-PM work orders are manually created by users.

Below is a summary graphic of all work order completion of our top 12 maintenance activities with percentage split between in-house staff and contractors. Most of the activities reflected in the work order by cost chart (green) are generally contracted out for preventive maintenance, except for general maintenance, lighting, and risk management. Much of our preventive maintenance is contracted, while much of our corrective maintenance is performed in-house. If FY24 53% of completed work orders are preventive while 47% was corrective.



We have integrated contractor management into AE, starting with Mechanical Services contractors and gradually expanding to other departments. Currently, contractor accounts represent 15% of our user base. In FY24 43% of work orders were completed by contractors and 57% completed by in-house staff.



Preventive Maintenance Plan

Our staffing constraints mean we cannot assign one dedicated HVAC technician exclusively to each building in our portfolio (a 1:1 ratio). To optimize our limited resources, we consolidate preventive maintenance (PM) tasks for similar equipment within a building onto a single work order.

Similar to HVAC PM work orders for Grounds and other systemic systems like roofs and generators are also generated simultaneously and assigned to contractors. Specifically with Grounds, these contractors typically have one PM season (approximately 90 days) to complete all assigned maintenance tasks for their designated assets.

While this approach allows us to address maintenance needs systematically and maximizes efficiency given our current capacity, it results in fewer PM work orders compared to reactive work orders. However, this lower PM work order count should not be interpreted as a lack of commitment to preventive maintenance – it simply reflects our strategic approach to resource allocation and work order management.

Corrective Maintenance Program

Interior Maintenance

To efficiently manage our limited resources, our Repair Regions conduct comprehensive "blitz assessments" of building interiors every 45 days. Work orders generated from these assessments, along with those submitted by school staff, receive priority attention. Our target completion time for these work orders is 150 days (equivalent to three blitz assessment cycles).

Exterior Maintenance

The Facilities Management and Operations (FM&O) team performs grounds assessments every 90 days. Similar to interior maintenance, work orders from these assessments and school staff submissions are prioritized. These exterior maintenance tasks have a target completion time of 180 days (two grounds assessment cycles).

STAFFING MODEL

The COO has general oversight of the FMO department, with full operational oversight managed under the Executive Director of Facilities, Maintenance and Operations. With a budget of \$45,433,280 and 294 positions, the FM&O Director and Assistant Directors are responsible for the maintenance programs for 144 educational facilities and administrative buildings, and 36 portable classroom buildings.

Position	Filled	Vacant
Administrative Assistant I	0	1
Administrative Assistant II	3	0
Analyst - Building Automation Systems	2	0
Assistant - Department	5	2
Building Maintenance Worker I	30	1
Building Maintenance Worker II	24	0
Custodial Worker I/12 mth	11	1
Custodial Worker II	6	0
Director - Building Maintenance & Inspections	1	0

Director - Logistics and Environmental Health	1	0
Director - Mechanical Services & Engineering	1	0
Driver - Motor Vehicle	13	1
Executive Director - Facilities	1	0
Fire Extinguisher Inspector	4	0
Grounds Worker	14	2
Lead Technician - Building Automation Systems (BAS)	2	0
Lead Technician - Custodial	6	0
Lead Technician - Facilities	12	0
Lead Technician - Grounds	7	1
Lead Technician - Integrated Pest Management	2	0
Locksmith	1	1
Locksmith II	2	0
Mailroom Assistant - Senior	2	0
Maintenance Plumber/Pipefitter I	1	2
Maintenance Plumber/Pipefitter II	1	0
Manager - Building Automated Systems (BAS)	2	0
Mechanic - Motor Equipment	3	0
Mechanic I - Electrical	2	0
Mechanic II - Electrical	1	1
Operator I - Heavy Equipment	0	2
Operator II - Heavy Equipment	1	1

Painter II	2	0
Pest Control Worker	4	0
Project Manager - Operations	1	0
Senior Project Manager	2	0
Senior Project Manager - Environmental Compliance	1	0
Senior Project Manager - HVAC	2	0
Senior Project Manager - Logistics	1	0
Senior Project Manager - Repair Shop	0	1
Specialist - Facilities Building	1	0
Storekeeper I	1	0
Storekeeper II	5	0
Supervisor - Area Facilities	4	0
Supervisor - Construction Warranty - 21st. Century	1	0
Supervisor - Custodial Services	2	0
Supervisor - Environmental Compliance	2	0
Supervisor - Grounds	4	0
Supervisor - Integrated Pest Management	2	0
Supervisor - Logistics	2	0
Supervisor - Mail Room	1	0
Supervisor - School Project	20	2
Supervisor - Stores	2	0
Technician I - Logistics	4	0

Technician I - Preventative Maintenance	12	0
Technician II - Building Automation Systems	0	2
Technician II - HVAC	10	2
Technician II - Preventative Maintenance	7	4
Technician III - HVAC	4	3
Technician III - Preventative Maintenance	2	2
Welder	1	0
Welder II	1	0
Grand Total	262	32

IAC CMP REVIEW

As required by the 21st Century School Buildings Program MOU, City Schools has committed to increasing its annual facilities-maintenance and operations (FM&O) budget to better meet the level of need. For FY 2025, City Schools reports that its total FM&O budget has increased to \$54 million. The IAC acknowledges and strongly supports this added level of investment by City Schools in its school facilities.

City Schools reports that it has continued to make efforts to restructure its maintenance management by implementing a few key strategies:

- Prioritizing assets that pose significant safety hazards or impact operations and separating assets on PM work orders to allow for a comprehensive evaluation on multiple units individually;
- Continuing its transition from using various Brightly modules as the CMMS to Asset Essentials to contain City Schools' maintenance data; and
- Implementing Capital Forecast to accurately represent the current conditions, life cycles, utilization, and functionality of each facility for project prioritization and planning.

In addition, City Schools reports that it has hired additional staff during FY 2024 to further develop and better manage its maintenance-management system.

These actions are reflective of City Schools' goals and continuous investment in their staff and facilities. However, additional steps should be taken to achieve the goals presented in the Comprehensive Maintenance Plan (CMP) and support adequate maintenance of City Schools' facilities. The IAC recommends for a third consecutive year that City Schools take the following actions:

1. Implement improved quality controls for preventive maintenance (PM) services completed by third parties prior to final payouts to ensure that work completed is acceptable and meets contract requirements;
2. Track labor hours on PM work orders. Tracking labor cost information will allow for greater accountability for third parties and provide data and insights to the life cycle costs for renovations and replacements;
3. Implement additional quality-control strategies such as PM work order close-outs and work order aging reports as well as ensure these PM procedures for the turnover of new buildings from MSA 21st Century School Buildings Program to City Schools. This will better ensure that punch-list and warranty issues are resolved by the appropriate contractor in a timely manner and do not turn into FM&O costs for City Schools; and
4. Continue staff training on CMMS technology, data entry, and overall quality assurance of work being performed or supervised.

The IAC recommends for a second consecutive year that City Schools take the following actions:

5. Continue to correlate the costs of all maintenance activities, whether in-house or contracted, with the CMMS work orders for those activities, ideally by directly entering the cost data into the work orders or at least by separately matching the cost data to the work orders; and
6. Use asset identification numbers to identify the facility components involved in all maintenance work described in CMMS work orders.

The IAC expects that City Schools' maintenance effectiveness will continue to improve as it increases its funding for FM&O and increases its maintenance-delivery staff in the coming years, increases its PM efforts, and adopts best practices for maintenance management.

LIST OF EXHIBITS

EXHIBIT 1: SUMMARY TABLE

EXHIBIT 2: SCHEDULES

EXHIBIT 3: STATEMENT OF REVENUES AND EXPENSES

EXHIBIT 4: CHANGE ORDERS WITH CONTRACT AMOUNT

EXHIBIT 5: MAP OF PLAN YEAR 1 THROUGH PLAN YEAR 3

EXHIBIT 6: LIST OF SURPLUS SCHOOL FACILITIES

EXHIBIT 7A: PROCUREMENT

EXHIBIT 7B: MBE OUTREACH INCLUSION PLAN AND COMMITMENTS

EXHIBIT 7C: LOCAL HIRING COMMITMENTS FOR NEW HIRES (YEAR 1 SCHOOLS)

EXHIBIT 7C: LOCAL HIRING COMMITMENTS FOR NEW HIRES (YEAR 2 SCHOOLS)

EXHIBIT 8: SWING SPACE SCHOOLS

EXHIBIT 9: BUILDING ENGAGEMENT PROCESS

EXHIBIT 10: FEASIBILITY STUDY PROCESS MAP

EXHIBIT 1: SUMMARY TABLES

Building Name	Enrollment Projection*	Current SRC	Square Feet	SQFT/ SRC Student	EAP Estimates	Construction Cost Estimate	Construction Bids**	Construction Savings	\$/SF Construction
Arlington #234	469	472	102,300	217	\$ 41,260,642	\$ 36,885,343	\$ 36,022,200	\$ (863,143)	\$ 352
Arundel #164	419	706	113,647	161	\$ 44,253,516	\$ 37,800,000	\$ 36,859,523	\$ (940,477)	\$ 324
Cherry Hill #159	676	875	129,509	148	\$ 48,281,839	\$ 42,000,000	\$ 42,085,788	\$ 85,788	\$ 325
Forest Park #406	754	937	199,785	213	\$ 70,122,898	\$ 60,400,000	\$ 56,193,983	\$ (4,206,017)	\$ 281
Fort Worthington #085	736	622	103,351	166	\$ 42,187,379	\$ 34,300,000	\$ 33,080,646	\$ (1,219,354)	\$ 320
Frederick #260	349	491	84,961	173	\$ 30,855,997	\$ 25,100,000	\$ 25,135,322	\$ 35,322	\$ 296
Dorothy I. Height #061 (John Eager Howard)	339	531	91,346	172	\$ 33,539,978	\$ 28,600,000	\$ 28,359,808	\$ (240,192)	\$ 310
Wildwood #088 (Lyndhurst)	734	704	110,355	157	\$ 39,938,364	\$ 35,300,000	\$ 35,204,180	\$ (95,820)	\$ 319
Patterson Bldg. #307/#405	1,313	1,475	242,019	164	\$ 111,505,288	\$ 92,518,782	\$ 88,473,818	\$ (4,044,964)	\$ 366
Pimlico #223	737	711	119,015	167	\$ 45,279,387	\$ 38,700,000	\$ 37,836,910	\$ (863,090)	\$ 318
Robert Poole Bldg. #333/#427	926	985	135,896	138	\$ 55,056,540	\$ 45,200,000	\$ 38,507,745	\$ (6,692,255)	\$ 283
Plan Year 1 Schools	7,452	8,509	1,432,184	168	\$ 562,281,828	\$ 476,804,125	\$ 457,759,923	\$ (19,044,202)	\$ 320
John Ruhrah #228	930	888	143,613	162	\$ 45,103,798	\$ 41,681,687	\$ 41,459,429	\$ (222,258)	\$ 289
Calvin M. Rodwell #256	843	725	111,694	154	\$ 39,832,554	\$ 35,586,762	\$ 35,577,365	\$ (9,397)	\$ 319
Bay-Brook #124	712	709	115,945	164	\$ 45,765,213	\$ 38,042,708	\$ 37,692,328	\$ (350,380)	\$ 325
Walter P. Carter Bldg #134/#313	801	807	149,953	186	\$ 59,502,105	\$ 55,800,000	\$ 54,923,438	\$ (876,562)	\$ 366
Mary E. Rodman #204	391	324	81,496	252	\$ 27,017,126	\$ 24,160,000	\$ 25,533,719	\$ 1,373,719	\$ 313
Fairmont Harford #341	708	797	165,314	207	\$ 52,235,466	\$ 49,214,677	\$ 47,796,622	\$ (1,418,055)	\$ 289
Govans #213	402	370	88,380	239	\$ 37,291,776	\$ 35,200,000	\$ 34,676,222	\$ (523,778)	\$ 392
Medfield Heights #249	440	367	79,690	217	\$ 34,916,396	\$ 32,310,000	\$ 32,320,710	\$ 10,710	\$ 406
(1)(2) Commodore John Rodgers #27	857	1,029	119,318	116	\$ 66,230,917	\$ 63,025,707	\$ 61,289,222	\$ (1,736,485)	\$ 514
(2)(3) Highlandtown #237	837	816	45,704	N/A	\$ 20,928,384	\$ 24,163,539	\$ 22,354,170	\$ (1,809,369)	\$ 489
Harford Heights Bldg. #37/#314	433	571	144,290	253	\$ 49,923,768	\$ 46,200,000	\$ 44,636,933	\$ (1,563,067)	\$ 309
Katherine Johnson Global Academy #75 (Calverton)	530	653	122,525	188	\$ 52,642,955	\$ 49,000,000	\$ 49,724,681	\$ 724,681	\$ 406
(2) Billie Holiday #144 (Mosher)	272	366	75,611	207	\$ 25,897,675	\$ 26,000,000	\$ 26,139,160	\$ 139,160	\$ 346
(2) Montebello #44	542	493	93,876	190	\$ 34,349,212	\$ 32,194,211	\$ 32,092,251	\$ (101,960)	\$ 342
(2) Cross Country #247	696	692	94,279	136	\$ 42,239,840	\$ 46,044,803	\$ 50,383,287	\$ 4,338,484	\$ 534
Northwood #242	582	675	100,213	148	\$ 58,782,750	\$ 47,000,000	\$ 45,694,622	\$ (1,305,378)	\$ 456
(2) Robert W. Coleman #142	213	311	50,973	164	\$ 18,149,962	\$ 19,650,000	\$ 19,610,734	\$ (39,266)	\$ 385
Plan Year 2 Schools	10,189	10,593	1,782,874	168	\$ 710,809,897	\$ 665,274,094	\$ 661,904,893	\$ (3,369,201)	\$ 371
(1)(2) Frederick Douglass Building #345/#450	1,012	1,214	254,416	210	\$ 120,055,488	\$ 112,426,882	\$ 111,669,113	\$ (757,769)	\$ 439
Plan Year 3 School	1,012	1,214	254,416	210	\$ 120,055,488	\$ 112,426,882	\$ 111,669,113	\$ (757,769)	\$ 439
Total - All Schools to Date	18,653	20,316	3,469,474	171	\$ 1,393,147,213	\$ 1,254,505,101	\$ 1,231,333,929	\$ (23,171,172)	\$ 355

KEY (RED entries denote changes from the 2023 report)

* Projections shown are 3 years after actual or projected opening date based on July 2024 or earlier year CEFMP's as applicable.

** Yr 2 and 3 projects include AV/IT costs as part of construction bids

(1) Under construction

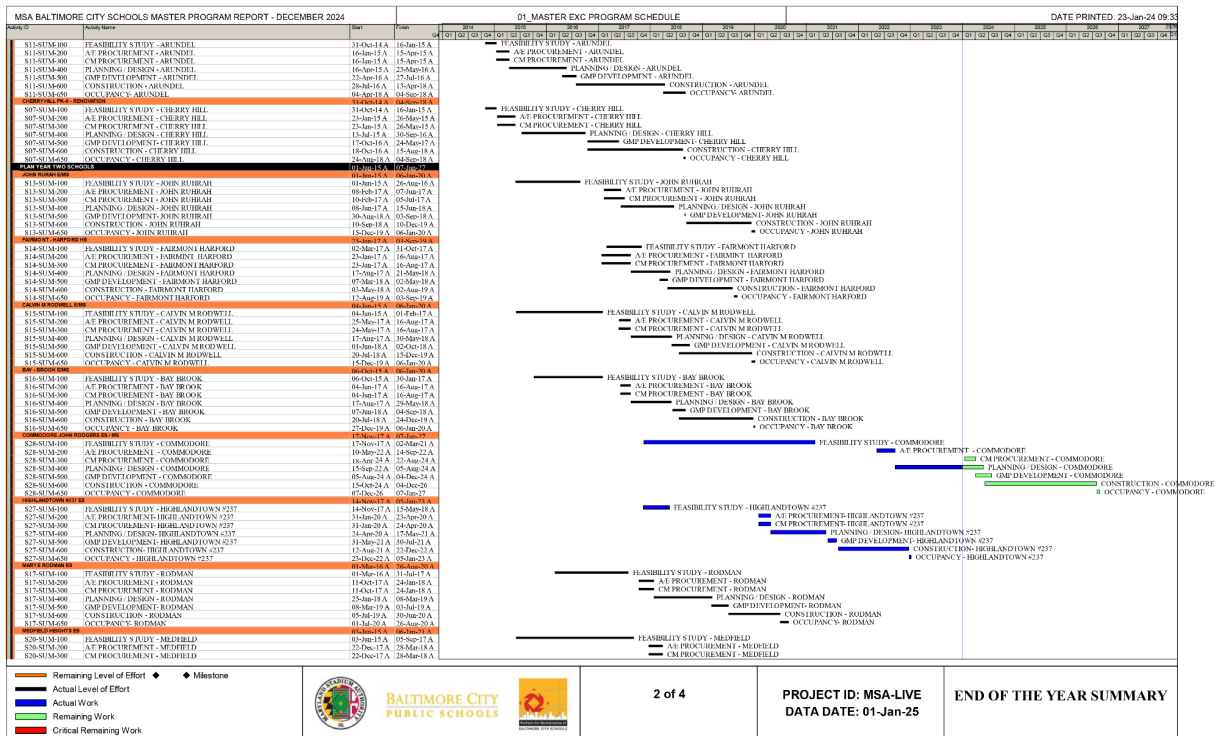
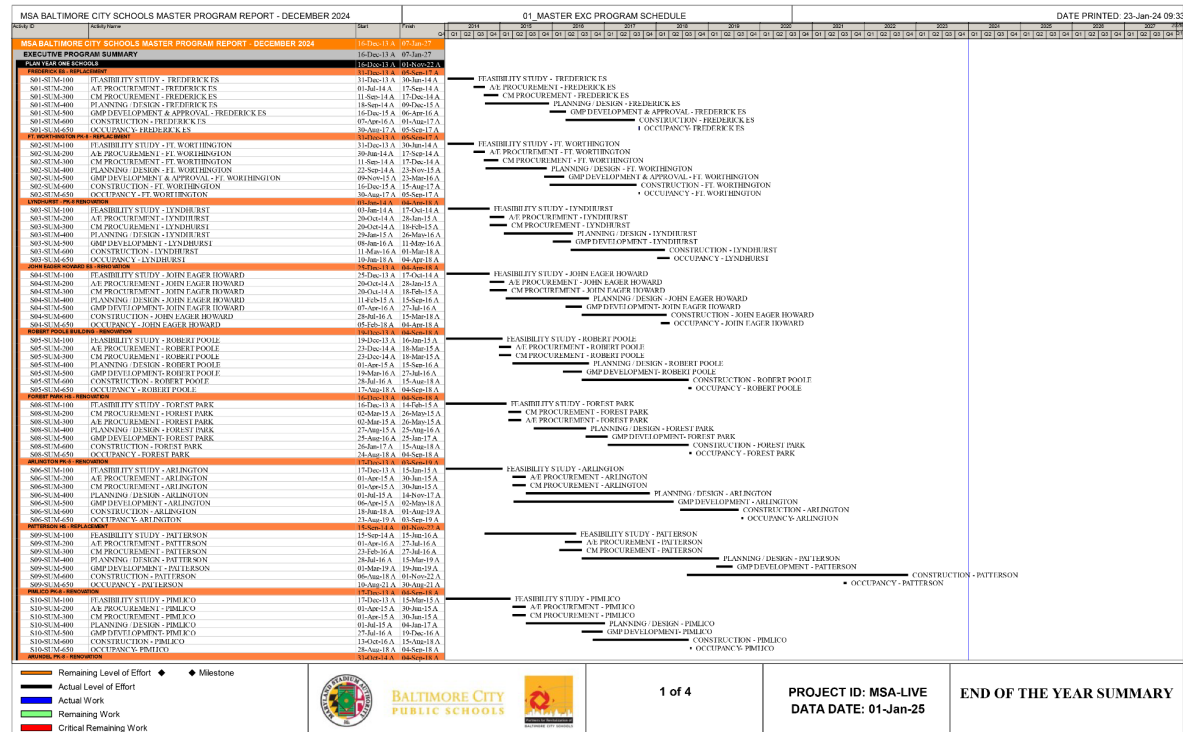
(2) covid escalation and supply chain impacts

(3) added limited renovation scope for existing building

UTILIZATION

yr 1 util	87.58%
yr 2 util	96.19%
yr 3 util	83.36%
avg combined	91.81%

EXHIBIT 2: SCHEDULES



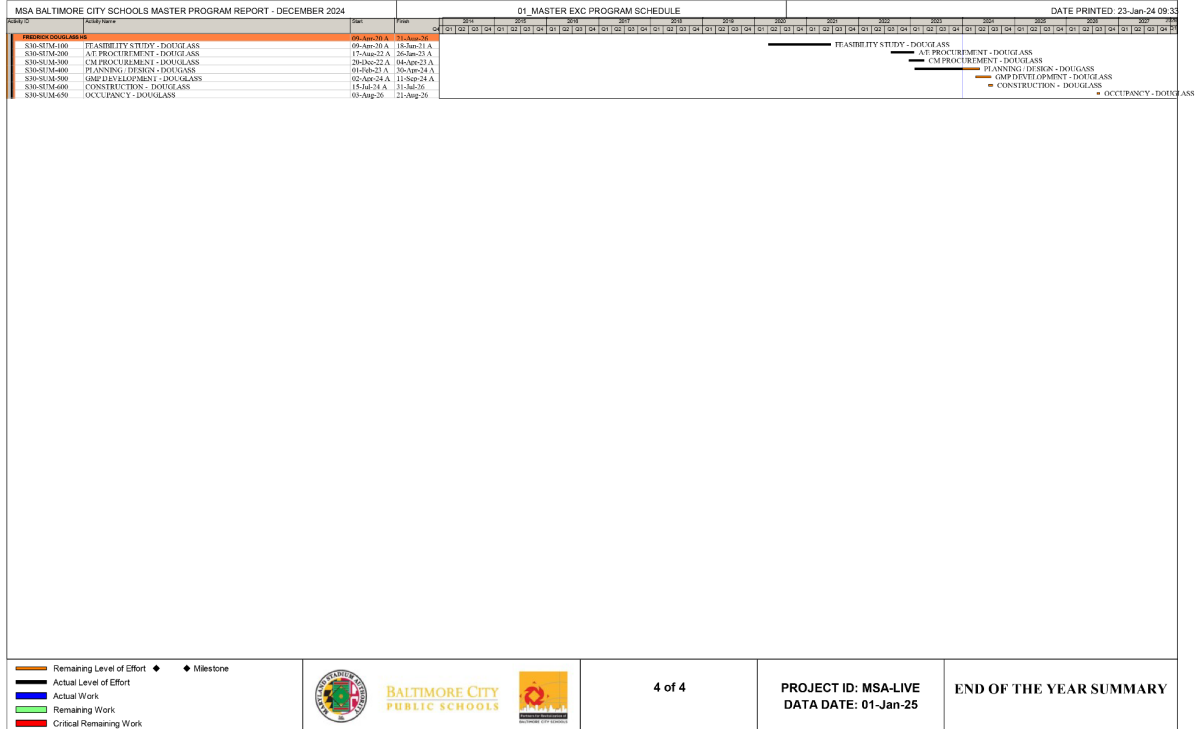
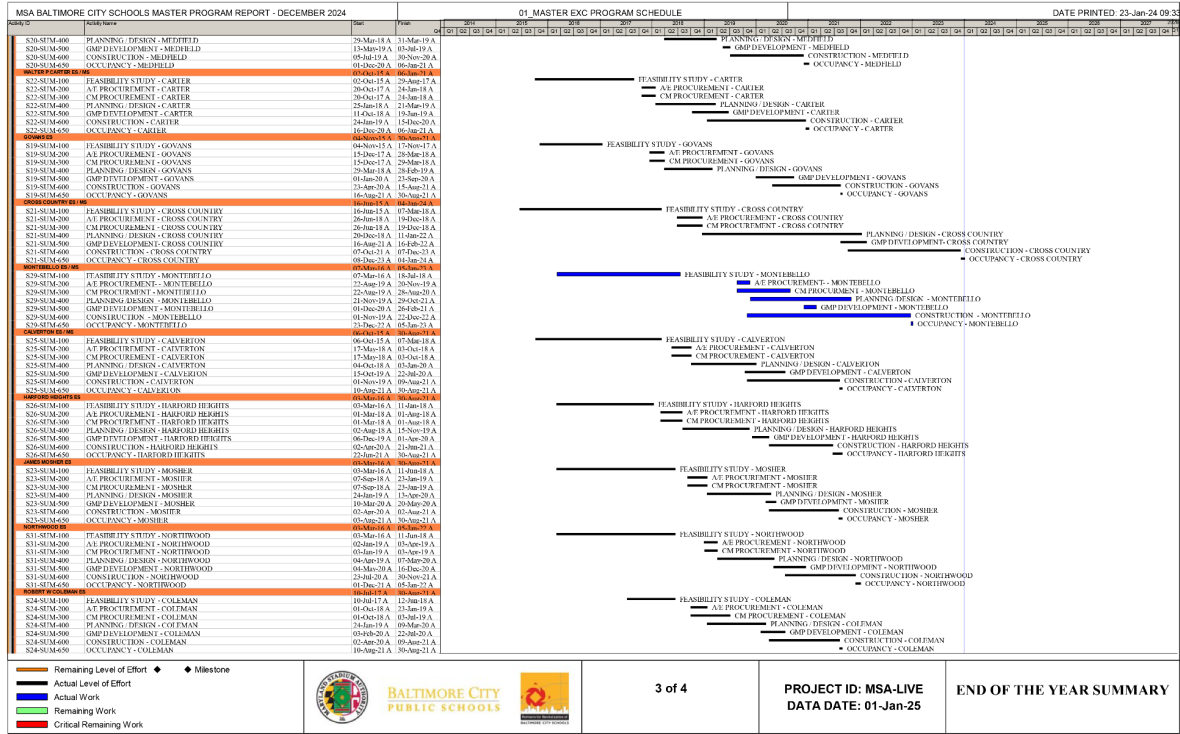


EXHIBIT 3: STATEMENT OF REVENUES AND EXPENSES

Maryland Stadium Authority
Pgm 66 & 67 - Baltimore City Public Schools
Statement of Revenues and Expenses
13 Periods Ended 6/30/2024

(Unaudited)

	CURRENT QUARTER	BUDGET QUARTER	CURRENT YTD	BUDGET YTD	ANNUAL BUDGET
REVENUES:					
Total Revenues	\$16,825,070	\$15,000,000	\$66,515,283	\$60,000,000	\$60,000,000
EXPENSES:					
Subtotal-Salaries, Wages & Fringe Benefits (Object .01)	\$879,766	\$1,000,000.00	\$4,103,993	\$4,000,000	\$4,000,000
Subtotal-Technical and Special Fees (Object .02)	\$0	\$0	\$0	\$0	\$0
Subtotal-Communications (Object .03)	\$7,935	\$1,416.25	\$25,025	\$5,665	\$5,665
Subtotal-Travel (Object .04)	\$8,074	\$1,645.25	\$27,475	\$6,581	\$6,581
Subtotal-Contractual Services (Object .08)	\$7,351,991	\$9,510,927	\$37,184,958	\$38,043,708	\$38,043,708
Subtotal-Supplies and Materials (Object .09)	\$795	\$8,851.00	\$6,310	\$35,404	\$35,404
Subtotal-Grants, Subsidies and Contributions (Object .12)	\$6,385,814	\$496,446	\$10,083,934	\$1,985,784	\$1,985,784
Subtotal-Fixed Charges (Object .13)	\$32,743,388	\$15,023,338	\$52,255,855	\$60,093,353	\$60,093,353
Subtotal-Land and Structures (Object .14)	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$47,377,763	\$26,042,624	\$103,687,550	\$104,170,495	\$104,170,495

Maryland Stadium Authority
Baltimore City Public Schools Program
Revenues and Expenditures not Paid for by Bond Proceeds
13 Periods Ended 6/30/2024

	Fiscal Year 2014-2021	Fiscal Year 2022	Fiscal Year 2023	Fiscal Year 2024	Totals
Beginning Cash Balance	\$0	\$50,189,050	\$39,740,816	\$27,641,659	\$0
Revenues					
Baltimore City	\$179,798,940	\$25,636,952	\$25,000,000	\$24,703,226	\$255,139,118
Investment Income/Misc (includes bond interest income)	\$31,500,558	\$788,069	\$8,645,548	\$11,057,561	\$51,991,736
Lottery	\$120,000,000	\$20,000,000	\$20,000,000	\$20,000,000	\$180,000,000
Baltimore City Public Schools	\$100,000,000	\$20,000,000	\$10,000,000	\$10,000,000	\$140,000,000
Miscellaneous	\$599,587	\$877,858	\$931,756	\$754,495	\$3,163,697
Total Revenues	\$431,899,085	\$67,302,879	\$64,577,305	\$66,515,283	\$630,294,551
Less: (Held for Baltimore City Reserve)	-\$20,000,000	\$0	\$14,300,000	\$5,296,774	-\$403,226
Available Funds	\$411,899,085	\$67,302,879	\$78,877,305	\$71,812,057	\$629,891,325
Expenditures					
Debt Service (net of escrow account)	-\$216,825,386	-\$59,456,077	-\$59,982,841	-\$59,894,406	-\$396,158,710
Operating Expenses	-\$144,884,649	-\$18,295,036	-\$20,993,621	-\$24,199,852	-\$208,373,157
Transfer to BTL from Reserve Fund	\$0	\$0	-\$10,000,000	\$0	-\$10,000,000
Total Expenditures	-\$361,710,035	-\$77,751,113	-\$90,976,462	-\$84,094,258	-\$614,531,868
Ending Cash Balance	\$50,189,050	\$39,740,816	\$27,641,659	\$15,359,458	\$15,359,458

**Maryland Stadium Authority
Baltimore City Public Schools
Breakdown on Revenues
13 Periods Ended 6/30/2024**

Baltimore City Beverage Tax	\$11,553,712
Baltimore City Retirees Health Insurance	\$10,000,000
Transfer from Facilities Fund BRFA	\$0
Baltimore City VTL Facility Rental Fee	\$1,400,000
Baltimore City Table Game Revenues	\$1,749,514
Baltimore City Public Schools	\$10,000,000
Maryland State Lottery	\$20,000,000
Investment Income State Treasurer	\$667,906
Investment Income Bond Proceeds	\$10,389,655
Energy Rebates	\$754,495
	<u>\$66,515,283</u>

**Maryland Stadium Authority
Baltimore City Public Schools
Series 2016 Summary
13 Periods Ended 6/30/2024**

Series 2016 proceeds for construction	\$385,158,803.24
Arlington Elementary/Middle School	\$21,089,577.67
Arundel Elementary/Middle	\$39,518,514.83
Cherry Hill Elementary/Middle	\$44,954,604.53
Forest Park High School	\$61,765,815.65
Fort Worthington Elementary School	\$34,893,762.58
Frederick Elementary School	\$26,843,260.02
John E. Howard Elementary School	\$32,240,342.33
Lyndhurst Elementary/Middle	\$39,210,210.42
Patterson High School	\$2,366,751.72
Pimlico Elementary/Middle School	\$41,188,195.10
Robert E. Poole	\$44,412,778.50
	<u>-\$388,483,813.35</u>
	-\$3,325,010.11
Plus Investment Income	\$3,325,010.11
Remaining proceeds	<u>\$0.00</u>

**Maryland Stadium Authority
Baltimore City Public Schools
Series 2018A Summary
13 Periods Ended 6/30/2024**

Series 2018A proceeds for construction		\$495,693,704.72
Arlington Elementary/Middle School	\$16,870,905.28	
Arundel Elementary/Middle	\$178,215.24	
Bay Brook Elementary/Middle School	\$40,053,867.67	
Calverton Elementary/Middle School	\$30,360,210.98	
Calvin Rodwell Elementary/Middle School	\$37,818,856.76	
Cherry Hill Elementary/Middle	\$1,906,767.43	
Cross Country Elementary/Middle School	\$907,053.01	
Fairmount Harford Building	\$50,874,701.88	
Forest Park High School	\$819,818.44	
Fort Worthington Elementary School	\$7,000.00	
Frederick Elementary School	\$6,481.00	
Govans Elementary School	\$19,020,609.38	
Harford Heights / Sharp Leadenhall Elementary School	\$38,071,028.77	
Highlandtown Elementary/Middle School	\$3,124,358.25	
James Mosher Elementary School	\$23,768,970.84	
John E. Howard Elementary School	\$1,614,753.44	
John Ruhrah Elementary/Middle School	\$45,528,032.78	
Lyndhurst Elementary/Middle	\$1,824,271.32	
Mary E. Rodman Elementary School	\$25,113,670.98	
Medfield Heights Elementary School	\$31,347,608.31	
Montebello Elementary/Middle School	\$8,782,372.16	
Northwood Elementary School	\$8,668,503.54	
Patterson High School	\$60,759,426.66	
Pimlico Elementary/Middle School	\$519,364.55	
Robert Coleman Elementary School	\$5,554,118.48	
Robert E. Poole	\$9,034,234.89	
Walter P. Carter Elementary/Middle School	\$53,575,085.15	
 Total Expenditures	 <hr/>	 <hr/> -\$516,110,287.19
Plus Investment Income		-\$20,416,582.47
Remaining proceeds		<hr/> \$20,416,582.47
		<hr/> <hr/> \$0.00

**Maryland Stadium Authority
Baltimore City Public Schools
Series 2020A Summary
13 Periods Ended 6/30/2024**

Series 2020A proceeds for construction \$291,930,845.45

Arlington Elementary/Middle School	\$181,725.13
Arundel Elementary/Middle	\$21,240.02
Bay Brook Elementary/Middle School	\$170,442.90
Calverton Elementary/Middle School	\$13,205,998.31
Calvin Rodwell Elementary/Middle School	\$213,627.91
Commodore John Rogers	\$1,628,032.24
Cross Country Elementary/Middle School	50,222,050.95
Fairmount Harford Building	\$352,772.00
Forest Park High School	\$19,355.00
Fort Worthington Elementary School	\$14,832.93
Frederick Douglass Building	\$2,307,081.61
Frederick Elementary School	\$48,102.00
Govans Elementary School	\$10,936,369.61
Harford Heights / Sharp Leadenhall Elementary School	\$11,665,305.40
Highlandtown Elementary/Middle School	\$24,178,725.43
James Mosher Elementary School	\$4,639,426.56
John Ruhrah Elementary/Middle School	\$2,612,820.27
Mary E. Rodman Elementary School	\$4,427,191.53
Medfield Heights Elementary School	\$160,675.30
Montebello Elementary/Middle School	\$32,675,732.63
Patterson High School	\$24,323,725.18
Robert Coleman Elementary School	\$5,614,088.91
Robert E. Poole	\$26,372.00
Walter P. Carter Elementary/Middle School	\$3,624,630.29

Total Expenditures	-\$193,270,324.11	\$98,660,521.34
Plus Investment Income		\$11,518,809.26
Remaining proceeds		\$110,179,330.60

**Maryland Stadium Authority
Baltimore City Public Schools
Series 2020B Summary
13 Periods Ended 6/30/2024**

Series 2020B proceeds for construction \$50,001,591.07

Northwood	\$45,269,746.14
	\$4,731,844.93
Plus Investment Income	\$714,308.07
Remaining proceeds	\$5,446,153.00

Baltimore City Public Schools
Series 2016, Series 2018A, Series 2020A & Series 2020B Summary
13 Periods Ended 6/30/2024

	2016	2018A	2020A	2020B	Total
Arlington Elementary/Middle School	\$21,089,577.67	\$16,870,905.28	\$181,725.13	\$0.00	\$38,142,208.08
Arundel Elementary/Middle	\$39,518,514.83	\$178,215.24	\$21,240.02	\$0.00	\$39,717,970.09
Bay Brook Elementary/Middle School	\$0.00	\$40,053,867.67	\$170,442.90	\$0.00	\$40,224,310.57
Calverton Elementary/Middle School	\$0.00	\$30,360,210.98	\$13,205,998.31	\$0.00	\$43,566,209.29
Calvin Rodwell Elementary/Middle School	\$0.00	\$37,818,856.76	\$213,627.91	\$0.00	\$38,032,484.67
Cherry Hill Elementary/Middle	\$44,954,604.53	\$1,906,767.43	\$0.00	\$0.00	\$46,861,371.96
Commodore John Rogers	\$0.00	\$0.00	\$1,628,032.24	\$0.00	\$1,628,032.24
Cross Country Elementary/Middle School	\$0.00	\$907,053.01	\$50,222,050.95	\$0.00	\$51,129,103.96
Fairmount Harford Building	\$0.00	\$50,874,701.88	\$352,772.00	\$0.00	\$51,227,473.88
Forest Park High School	\$61,765,815.65	\$819,818.44	\$19,355.00	\$0.00	\$62,604,989.09
Fort Worthington Elementary School	\$34,893,762.58	\$7,000.00	\$14,832.93	\$0.00	\$34,915,595.51
Frederick Douglass Building	\$0.00	\$0.00	\$2,307,081.61	\$0.00	\$2,307,081.61
Frederick Elementary School	\$26,843,260.02	\$6,481.00	\$48,102.00	\$0.00	\$26,897,843.02
Govans Elementary School	\$0.00	\$19,020,609.38	\$10,936,369.61	\$0.00	\$29,956,978.99
Harford Heights / Sharp Leadenhall Elementary School	\$0.00	\$38,071,028.77	\$11,665,305.40	\$0.00	\$49,736,334.17
Highlandtown Elementary/Middle School	\$0.00	\$3,124,358.25	\$24,178,725.43	\$0.00	\$27,303,083.68
James Mosher Elementary School	\$0.00	\$23,768,970.84	\$4,639,426.56	\$0.00	\$28,408,397.40
John E. Howard Elementary School	\$32,240,342.33	\$1,614,753.44	\$0.00	\$0.00	\$33,855,095.77
John Ruhrah Elementary/Middle School	\$0.00	\$45,528,032.78	\$2,612,820.27	\$0.00	\$48,140,853.05
Lyndhurst Elementary/Middle	\$39,210,210.42	\$1,824,271.32	\$0.00	\$0.00	\$41,034,481.74
Mary E. Rodman Elementary School	\$0.00	\$25,113,670.98	\$4,427,191.53	\$0.00	\$29,540,862.51
Medfield Heights Elementary School	\$0.00	\$31,347,608.31	\$160,675.30	\$0.00	\$31,508,283.61
Montebello Elementary/Middle School	\$0.00	\$8,782,372.16	\$32,675,732.63	\$0.00	\$41,458,104.79
Northwood Elementary School	\$0.00	\$8,668,503.54	\$0.00	\$45,269,746.14	\$53,938,249.68
Patterson High School	\$2,366,751.72	\$60,759,426.66	\$24,323,725.18	\$0.00	\$87,449,903.56
Pimlico Elementary/Middle School	\$41,188,195.10	\$519,364.55	\$0.00	\$0.00	\$41,707,559.65
Robert Coleman Elementary School	\$0.00	\$5,554,118.48	\$5,614,088.91	\$0.00	\$11,168,207.39
Robert E. Poole	\$44,412,778.50	\$9,034,234.89	\$26,372.00	\$0.00	\$53,473,385.39
Walter P. Carter Elementary/Middle School	\$0.00	\$53,575,085.15	\$3,624,630.29	\$0.00	\$57,199,715.44
	<u>\$388,483,813.35</u>	<u>\$516,110,287.19</u>	<u>\$193,270,324.11</u>	<u>\$45,269,746.14</u>	<u>\$1,143,134,170.79</u>

EXHIBIT 4: CHANGE ORDERS WITH CONTRACT AMOUNT

Change Orders with Contract Amount (All Active Projects)						
Project	Company Name	Contract Title	Base Contract Amt	Number of Change Orders	Total Amount of Changes	Contract Including This Change Amt
21st Century Program Costs	Alliant Insurance Services, Inc.	Alliant_Insurance Brokerage and Administration Services_OCIP	\$13,918,388.00	4	\$14,091,371.69	\$28,009,769.69
	BATTA Environmental Associates, Inc.	Coleman_Water Testing_Batta Environmental	\$4,098.91	2	\$591.61	\$4,690.52
	BATTA Environmental Associates, Inc.	Northwood_Water Testing_Batta Environmental	\$6,263.71	1	(\$224.07)	\$6,039.64
	BATTA Environmental Associates, Inc.	Pimlico_Water Testing_Batta Environmental	\$9,731.53	1	(\$808.37)	\$8,923.16
	BATTA Environmental Associates, Inc.	Ruhrak_Water Testing_Batta Environmental	\$8,546.78	2	\$1,123.98	\$9,670.76
	Broughton Construction	BRS_Klin Installation_Broughton Construction_Arundel PK-2	\$31,240.02	1	(\$10,000.00)	\$21,240.02
	City Schools Partners	City School Partners Program Management Contract	\$6,257,816.00	4	\$29,546,775.43	\$35,804,591.43
	District Moving Companies, Inc.	ACCE_Robert Poole Building_District Moving Company_Move	\$63,850.00	1	(\$7,252.50)	\$56,597.50
	District Moving Companies, Inc.	Arlington Elementary School_District Moving Companies, Inc_Mov	\$59,620.00	2	\$25,993.75	\$85,613.75
	District Moving Companies, Inc.	Arlington_District Moving Company_Move Out	\$60,200.00	3	\$37,312.50	\$97,512.50
	District Moving Companies, Inc.	Bay Brook_District Moving Interactive Board Move	\$3,530.00	1	\$1,492.00	\$5,022.00
	District Moving Companies, Inc.	Calverton_Alexander Hamilton_District Moving_Move	\$17,314.00	1	(\$4,852.75)	\$12,461.25
	District Moving Companies, Inc.	Calverton_District Moving Comapny_Move In	\$46,783.00	1	(\$18,014.25)	\$28,768.75
	District Moving Companies, Inc.	Cross Country_District Moving Services_Move	\$70,620.00	1	(\$9,681.25)	\$60,938.75
	District Moving Companies, Inc.	Cross Country_District Moving Services_Move In	\$50,205.38	2	(\$8,875.31)	\$41,330.07
	District Moving Companies, Inc.	Forest Park_District Moving Company_Move	\$64,200.00	2	\$6,610.00	\$70,810.00
	District Moving Companies, Inc.	Fort Worthington_District Movers_Move	\$37,400.00	1	(\$7,240.00)	\$30,160.00
	District Moving Companies, Inc.	Frederick_District Movers_Move	\$26,411.00	1	(\$4,791.00)	\$21,620.00
	District Moving Companies, Inc.	Govans_District Moving Companies, Inc.	\$64,890.00	1	(\$12,557.50)	\$52,332.50
	District Moving Companies, Inc.	Govans_District Moving Company_Move In	\$49,714.50	1	(\$21,090.75)	\$28,623.75
	District Moving Companies, Inc.	Highlandtown_District Moving_Smartboards	\$5,170.00	1	\$15,331.00	\$20,501.00
	District Moving Companies, Inc.	John Ruhrah Elementary/Middle School_District Moving Companie	\$55,968.00	1	(\$6,391.75)	\$49,576.25
	District Moving Companies, Inc.	John Ruhrah_District Moving Company_Move Out	\$107,900.00	7	\$19,986.25	\$127,886.25
	District Moving Companies, Inc.	Mary E. Rodman_District Moving Company_Move In	\$51,832.00	1	(\$25,436.25)	\$26,395.75
	District Moving Companies, Inc.	Mary E. Rodman_District Moving Company_Move Out	\$60,000.00	1	\$6,550.00	\$66,550.00
	District Moving Companies, Inc.	Medfield Heights_District Moving Companies, Inc.	\$64,780.00	1	(\$10.00)	\$64,770.00
	District Moving Companies, Inc.	Montebello_District Moving Move Out	\$75,218.00	1	(\$1,675.50)	\$73,542.50
	Douron, Inc.	Arlington_Douron Furniture Procurement	\$674,127.59	1	(\$26,098.44)	\$648,029.15
	Douron, Inc.	Bay Brook_Douron Furniture Procurement	\$1,000,323.05	1	(\$80,061.97)	\$920,261.08
	Douron, Inc.	Calvin Rodwell_Douron Furniture Procurement	\$965,455.13	1	(\$57,111.68)	\$908,343.45
	Douron, Inc.	Cross Country_FF&E_Douron_4-24-23	\$1,085,952.86	1	(\$42,762.61)	\$1,043,190.25
	Douron, Inc.	Forest Park - Douron Inc_Furniture	\$1,102,150.82	1	(\$31,325.55)	\$1,070,825.27
	Douron, Inc.	FL Worthington - Douron Furniture Procurement	\$986,857.92	1	(\$112,108.49)	\$874,749.43
	Douron, Inc.	Govans_Douron_Furniture Procurement	\$780,008.65	1	(\$32,938.16)	\$747,070.49
	Douron, Inc.	John E Howard_Douron Inc Furniture Procurement	\$827,967.65	1	(\$49,837.47)	\$778,130.18
	Douron, Inc.	Mary E Rodman_Douron Furniture Procurement	\$698,271.12	1	(\$56,198.28)	\$642,072.84
	Douron, Inc.	Medfield_Douron Furniture Procurement	\$765,608.61	2	(\$36,992.32)	\$728,616.29
	Douron, Inc.	Montebello_Douron Furniture Procurement	\$831,968.35	1	(\$6,130.94)	\$825,837.41
	Douron, Inc.	Pimlico_Douron Furniture Procurement	\$985,729.23	1	(\$67,934.65)	\$917,794.58
	Educational Systems Planning (ESP)	Calvin Rodwell_ESP_Secondary AV/IT Design_AVIT	\$41,800.00	1	(\$300.00)	\$41,500.00
	Educational Systems Planning (ESP)	Coleman_ESP_Secondary AV/IT Design_AVIT	\$41,145.00	2	\$3,825.00	\$44,970.00
	Educational Systems Planning (ESP)	Govans ES_ESP_Secondary AV/IT Design_AVIT	\$41,770.00	2	\$3,825.00	\$45,595.00
	Educational Systems Planning (ESP)	Mary Rodman_ESP_Secondary AV/IT Design_AVIT	\$40,300.00	1	(\$300.00)	\$40,000.00
	Global Consulting Inc.	Calverton_Water Testing_Global Consulting	\$6,252.00	3	\$664.80	\$6,916.80
	Global Consulting Inc.	Cherry Hill_Water Testing_Global Consulting	\$6,814.90	1	\$284.70	\$7,099.60
	Global Consulting Inc.	Fairmont Harford_Water Testing_Global Consulting	\$5,263.20	4	\$2,227.40	\$7,490.60
	Global Consulting Inc.	Highlandtown_Water Testing_Global Consulting	\$7,211.52	1	\$1,907.52	\$9,119.04
	Global Consulting Inc.	Medfield Heights_Water Testing_Global Consulting	\$10,354.56	2	\$2,149.64	\$12,504.20
	Hoffberger Moving Services LLC	Arundel_Hoffberger_Move	\$34,616.00	1	(\$18,763.25)	\$15,852.75
	Hoffberger Moving Services LLC	Bay Brook_Hoffberger Moving Services_Move	\$33,284.90	1	(\$5,791.40)	\$27,493.50
	Hoffberger Moving Services LLC	Bay Brook_Curtis Bay_Hoffberger Moving Services_Move	\$8,757.93	1	(\$4,873.50)	\$3,884.43
	Hoffberger Moving Services LLC	Bay Brook_Hoffberger Moving Services_Move Out	\$58,710.00	1	(\$19,124.75)	\$39,585.25

Hoffberger Moving Services LLC	Carter G. Woodson_HoffbergerMoving Services_Move	\$26,256.00	1		(\$12,218.00)	\$14,040.00
Hoffberger Moving Services LLC	Chery Hill_Hoffberger Moving Services_Move	\$34,722.00	2		\$644.25	\$35,366.25
Hoffberger Moving Services LLC	Commodore John Rodgers_Hoffberger Moving Services_Move	\$59,297.43	4		\$26,459.58	\$85,757.01
Hoffberger Moving Services LLC	Fairmont Harford HS_Hoffberger Moving Services	\$65,689.20	1		(\$15,610.39)	\$50,078.81
Hoffberger Moving Services LLC	Highlandtown_Hoffberger Moving Services_Move In	\$49,960.35	2		(\$4,120.80)	\$45,839.55
Hoffberger Moving Services LLC	James Mosher Elementary School_Hoffberger Moving Services	\$52,155.40	1		(\$20,239.15)	\$31,916.25
Hoffberger Moving Services LLC	James Mosher_Hoffberger Moving_Move In	\$45,897.50	3		(\$17,514.25)	\$28,383.25
Hoffberger Moving Services LLC	John E Howard_Hoffberger_Move	\$45,804.60	1		(\$7,629.30)	\$38,175.30
Hoffberger Moving Services LLC	Lyndhurst_Hoffberger_Move	\$54,783.85	1		(\$19,253.85)	\$35,530.00
Hoffberger Moving Services LLC	Medfield Heights_Hoffberger Moving Services_Move In	\$39,148.45	1		(\$21,297.52)	\$17,850.93
Hoffberger Moving Services LLC	Northwood_Hoffberger Moving Services_Move	\$53,027.70	4		(\$15,293.32)	\$37,734.38
Hoffberger Moving Services LLC	Robert Coleman_Hoffberger Moving Services_Move	\$78,995.95	1		(\$36,748.45)	\$42,247.50
Hoffberger Moving Services LLC	Robert Coleman_Hoffberger Moving_Move In	\$43,300.40	2		(\$19,011.90)	\$24,288.50
Hoffberger Moving Services LLC	Roguel Heights_Hoffberger Moving_Move	\$12,876.00	1		(\$6,539.00)	\$6,337.00
Hoffberger Moving Services LLC	Walter P. Carter_Guilford_Hoffberger Moving_Move	\$20,453.95	1		(\$13,043.45)	\$7,410.50
Inspections Experts, Inc. (IEI)	Bay Brook_Water Testing_Inspection Experts	\$9,998.40	2		\$1,110.00	\$11,108.40
Inspections Experts, Inc. (IEI)	Forest Park_Water Testing_Inspection Experts	\$15,092.05	1		\$1,230.55	\$16,322.60
Inspections Experts, Inc. (IEI)	Govans_Water Testing_Inspection Experts	\$10,662.00	1		(\$362.50)	\$10,299.50
Inspections Experts, Inc. (IEI)	Mosher_Water Testing_Inspection Experts	\$6,234.00	2		\$2,432.50	\$8,666.50
Institute for Building Technology and Safety	IBTS_Third Party Code Consultant	\$924,934.73	1		\$16,783.02	\$941,717.75
Intertek-PSI	Arlington_Water Testing_Intertek PSI	\$8,004.00	3		\$7,531.25	\$15,535.25
Intertek-PSI	Patterson_Water Testing_Intertek PSI	\$7,632.00	4		\$4,182.00	\$11,814.00
Intertek-PSI	Rodman_Water Testing_Intertek PSI	\$6,684.00	2		\$6,911.64	\$13,595.64
Intertek-PSI	Intertek_Cupola Roof Investigation	\$4,020.00	1		(\$470.00)	\$3,550.00
Jennifer L. Strasbaugh	Jennifer L. Strasbaugh_Art Appraisal Year 1 and Year 2	\$5,000.00	4		\$12,050.00	\$17,050.00
Johnson, Mirmiran & Thompson, Inc. (JMT)	Baybrook_JMT_Secondary AV/IT Design_AVIT	\$51,774.00	1		(\$300.00)	\$51,474.00
Johnson, Mirmiran & Thompson, Inc. (JMT)	Northwood_JMT_AV-IT Secondary Design_AVIT	\$49,786.00	1		(\$300.00)	\$49,486.00
Johnson, Mirmiran & Thompson, Inc. (JMT)	Patterson_JMT_Secondary AV/IT Review and Design_AVIT	\$103,726.40	1		(\$13,799.40)	\$89,927.00
Johnson, Mirmiran & Thompson, Inc. (JMT)	Calverton_JMT_AVIT Secondary Design_AVIT	\$50,264.00	1		(\$300.00)	\$49,964.00
Lorax Partnerships LLC	Lorax Partnership LLC	\$905,358.00	2		\$1,522,406.72	\$2,427,764.72
MGAC, Inc.	Arlington_MGAC_AV/IT Design Review_AVIT	\$7,550.00	1		(\$1,636.80)	\$5,913.20
MGAC, Inc.	Arlington_MGAC_Secondary AV/IT Design_AVIT	\$59,950.00	1		(\$3,305.01)	\$56,644.99
MGAC, Inc.	CJR EMS_MGAC_AV/IT Secondary Package	\$58,420.00	1		\$7,674.00	\$66,094.00
MGAC, Inc.	Cross Country_MGAC_AV-IT Design Review	\$7,425.00	1		\$6,000.00	\$13,425.00
MGAC, Inc.	Cross Country_MGAC_AV-IT Secondary Package	\$49,200.00	4		\$32,095.00	\$81,295.00
MGAC, Inc.	James Mosher ES_MGAC_AV/IT Design Review_AV/IT	\$8,350.00	1		(\$2,996.40)	\$5,353.60
MGAC, Inc.	James Mosher ES_MGAC_Secondary AV/IT Design_AV/IT	\$50,730.00	1		(\$9,412.59)	\$41,317.41
MGAC, Inc.	John Ruhrah_MGAC_AV-IT Design Review_AVIT	\$7,200.00	1		(\$25.00)	\$7,175.00
MGAC, Inc.	Medfield ES_MGAC_AV/IT Design Review_AVIT	\$12,350.00	1		(\$5,012.05)	\$7,337.95
MGAC, Inc.	Montebello EMS_MGAC_Secondary AV-IT Design_AVIT	\$57,525.00	1		\$2,125.00	\$59,650.00
MGAC, Inc.	MGAC_BCS AV/IT Design Standards_AVIT	\$59,525.00	1		(\$182.70)	\$59,342.30
MGAC, Inc.	MGAC_BCS AV/IT Standards_Annual Update	\$15,000.00	2		\$5,093.20	\$20,093.20
MGAC, Inc.	MGAC Task Order 11_2023 AV/IT Design Standards Update	\$11,325.00	1		\$6,982.00	\$18,307.00
Plexus	Plexus_AV/IT_Fort Worthington	\$2,197,130.26	1		(\$363,403.48)	\$1,833,726.78
Plexus	Plexus_AV/IT_Frederick	\$1,965,356.87	1		(\$286,074.09)	\$1,679,282.78
School Specialty, Inc.	Arundel_School Specialty Furniture Procurement	\$967,769.31	1		(\$48,849.29)	\$918,920.02
School Specialty, Inc.	Cherry Hill_School Specialty_Furniture Procurement	\$1,235,971.36	1		(\$55,377.04)	\$1,180,594.32
School Specialty, Inc.	Fairmont Harford_School Specialty Inc_Furniture Procurement	\$1,187,038.86	3		(\$165,107.42)	\$1,021,931.44
School Specialty, Inc.	Frederick - School Specialty Furniture Procurement	\$857,558.87	1		(\$66,116.89)	\$791,441.98
School Specialty, Inc.	Highlandtown_School Specialty Furniture Procurement	\$1,077,394.48	1		(\$67,258.20)	\$1,010,136.28
School Specialty, Inc.	John Ruhrah_School Specialty Furniture Procurement	\$1,424,034.25	1		(\$104,255.81)	\$1,319,778.44
School Specialty, Inc.	Lyndhurst_School Specialty Furniture Procurement	\$1,085,640.60	1		(\$1,287.23)	\$1,084,353.37
School Specialty, Inc.	Patterson_School Specialty_Furniture Procurement	\$2,003,486.46	2		\$15,491.83	\$2,018,978.29
School Specialty, Inc.	Robert Poole_School Specialty Furniture Procurement	\$1,096,011.64	2		(\$122,304.84)	\$973,706.80
School Specialty, Inc.	Walter P. Carter_Lois T. Murray_School Specialty Furniture Procurement	\$338,356.01	2		\$53,667.09	\$392,023.10

	School Specialty, Inc.	Walter P. Carter_School Specialty Furniture Procurement	\$1,187,790.39	1	\$53,080.77	\$1,240,871.16
	Soil and Land Use Technology, Inc. (SaLUT)	Calvin Rodwell_Water Testing_SaLUT	\$11,096.40	2	\$687.00	\$11,783.40
	Soil and Land Use Technology, Inc. (SaLUT)	Cross Country EMS Water Testing	\$12,523.15	2	\$5,343.08	\$17,866.23
	Soil and Land Use Technology, Inc. (SaLUT)	Harford Heights_Water Testing_SaLUT	\$9,942.00	3	\$6,806.20	\$16,750.20
	Soil and Land Use Technology, Inc. (SaLUT)	Robert Poole_Water Testing_SaLUT	\$8,141.31	2	\$198.69	\$8,340.00
	Soil and Land Use Technology, Inc. (SaLUT)	Walter P Carter_Water Testing_SaLUT	\$14,750.16	1	(\$2,307.06)	\$12,443.10
	Tito Contractors, Inc.	BRS_Klin Installation_Tito Contractors_Frederick ES	\$24,222.00	1	(\$10,000.00)	\$14,222.00
	Tito Contractors, Inc.	BRS_Klin Installation_Tito Contractors_Ft Worthington EMS	\$23,226.00	1	(\$8,395.07)	\$14,832.93
	Tito Contractors, Inc.	Tito Contractors_GC Service for Water Infiltration Testing	\$6,022.00	1	(\$1,800.00)	\$4,222.00
	Walters Relocations, Inc.	Calvin Rodwell_Walters Relocation_Move	\$49,721.10	1	(\$2,937.10)	\$46,784.00
	Walters Relocations, Inc.	Calvin Rodwell_Walters Relocations_Move Out	\$59,540.00	2	\$3,899.86	\$63,439.86
	Walters Relocations, Inc.	Frederick Douglass_Walters Relocation	\$139,893.05	3	\$12,846.00	\$152,739.05
	Walters Relocations, Inc.	Harford Heights_Sharp Leadenhall_Walters Relocation_Move In	\$16,494.50	1	(\$1,404.50)	\$15,090.00
	Walters Relocations, Inc.	Harford Heights_Walters Relocation	\$62,455.80	1	(\$5,968.80)	\$56,487.00
	Walters Relocations, Inc.	Harford Heights_Walters Relocation Inc_Move In	\$49,714.50	1	(\$5,744.50)	\$43,970.00
	Walters Relocations, Inc.	Highlandtown_Walters Relocation_Move Out	\$63,257.50	1	(\$0.35)	\$63,257.15
	Walters Relocations, Inc.	Patterson_Walters Relocation_Move In	\$81,862.00	2	\$4,558.80	\$86,420.80
	Walters Relocations, Inc.	Patterson-Claremont_Walters Relocation_Move In	\$17,636.30	1	(\$3,008.30)	\$14,628.00
	Walters Relocations, Inc.	Pimlico_Walters Relocations_Move	\$27,132.00	1	(\$2,009.90)	\$25,122.10
	Walters Relocations, Inc.	Walter P. Carter_Lois T. Murray_Walters Relocation_Move In	\$20,530.40	1	(\$5,514.20)	\$15,016.20
	Walters Relocations, Inc.	Walter P. Carter_Walters Relocation_Move	\$35,548.43	1	(\$2,578.43)	\$32,970.00
	Walters Relocations, Inc.	Walter P. Carter_Walters Relocation_Move	\$127,868.50	2	(\$11,433.60)	\$119,372.00
21st Century Program Costs			\$49,458,878.97	199	\$43,209,008.68	\$96,254,697.40
Arlington PK-5	Design Collective	Design Collective Inc_A/E Design Services	\$1,731,984.00	16	\$196,380.73	\$1,921,509.00
	Dustin Construction, Inc.	Dustin CM - GMP 4-24-19	\$37,262,000.00	3	(\$1,465,139.76)	\$37,260,200.00
	Dustin Construction, Inc.	Dustin Construction Inc_Pre-Construction CM Services	\$117,253.50	1	(\$15,539.46)	\$101,714.04
	Kibart Consulting Engineers, Inc.	Kibart CX	\$89,815.95	2	(\$24,351.90)	\$77,640.00
Arlington PK-5			\$39,201,053.45	22	(\$1,308,859.59)	\$39,361,083.04
Arundel PK-2	GWWO Inc.	GWWO_A/E Services	\$1,878,800.00	6	\$73,210.00	\$1,935,262.00
	MCN Build/Southway	MCN Build/Southway_Construction	\$36,859,523.00	3	\$1,092,180.56	\$38,671,912.00
	MCN Build/Southway	MCN Build/Southway_Pre-Construction Services	\$85,274.00	1	(\$14,093.00)	\$71,181.00
	RMF Engineering, Inc.	RMF_Commissioning Services	\$110,942.00	1	(\$5,902.00)	\$105,040.00
Arundel PK-2			\$39,004,445.00	13	\$1,191,992.06	\$40,903,301.00
Bay-Brook Elementary/Middle School	CAM Construction Company, Inc.	CAM_Pre-Construction Services	\$90,522.00	2	(\$14,649.00)	\$90,522.00
	Crabtree, Rohrbach & Associates	CRA_Design Services	\$2,129,417.00	2	\$0.00	\$2,375,749.00
	ECS Mid-Atlantic, LLC	ECS_Testing and Inspection Services	\$122,450.00	2	(\$82,434.74)	\$81,232.63
	Setty & Associates International, PLLC	Setty_Commissioning Services	\$89,697.50	1	(\$7,472.50)	\$82,225.00
Bay-Brook Elementary/Middle School			\$175,324.00	1	(\$7,716.15)	\$167,607.85
Calverton 3-8	ATC Group Services LLC	ATC Group Services	\$118,561.00	1	\$2,581.76	\$121,142.76
	JRS Architects, Inc.	JRS - A/E Services	\$2,026,501.61	1	(\$8,580.29)	\$2,017,921.32
	Kibart Consulting Engineers, Inc.	Kibart - CX Services	\$96,425.00	1	(\$15,000.00)	\$81,425.00
	Whiting-Turner Contracting Company	Whiting-Turner - Pre Construction	\$190,627.03	1	(\$59,096.40)	\$131,530.63
Calverton 3-8			\$2,432,114.64	4	(\$80,094.93)	\$2,352,019.71
Calvin Rodwell Elementary/Middle School	Centennial Contractors Enterprises, Inc.	Centennial Contractors Enterprises, Inc._Swing Space Contractor	\$126,783.00	1	(\$24,993.30)	\$101,789.70
	Design Collective	DCI_AE Services	\$1,679,673.88	1	(\$206,171.52)	\$1,473,502.36
	Skanska	Skanska_CM Precon Services	\$75,525.75	1	(\$10,000.00)	\$65,525.75
	Specialized Engineering	Specialized_T&I Services	\$118,860.00	1	(\$41,672.50)	\$77,187.50
Calvin Rodwell Elementary/Middle School			\$49,724,681.09	1	(\$49,801.32)	\$49,225,879.77
Cherry Hill 3-8	Advanced Building Performance	Advanced Building Performance_Commissioning Services	\$101,945.25	1	(\$159.44)	\$101,785.81
	District Moving Companies, Inc.	District Moving_M&R Services	\$89,197.50	1	(\$3,837.50)	\$85,360.00
	ECS Mid-Atlantic, LLC	ECS Mid-Atlantic	\$126,845.00	1	(\$17,550.82)	\$109,294.18
	Hess Construction	Hess Construction - Construction Services	\$42,085,788.00	1	\$2,177,244.44	\$44,263,032.44

	JRS Architects, Inc.	JRS_A/E Services	\$1,930,840.00	14	\$230,229.72	\$2,163,215.60
	Tito Contractors, Inc.	Tito_Swing Space Services	\$757,361.00	1	(\$560.37)	\$756,800.63
Cherry Hill 3-8			\$45,091,976.75	19	\$2,385,366.03	\$47,479,488.66
Commodore John Rodgers	CAM Construction Company	CAM Builds CM - GMP-1 for Commodore John Rodgers ESMS (C	\$30,714,480.00	1	\$30,674,742.00	\$61,289,222.00
	Crabtree, Rohrbaugh & Associates Architect	Crabtree Rohrbaugh & Associates Inc. Architects	\$2,108,680.20	1	\$156,795.00	\$2,265,475.20
Commodore John Rodgers			\$32,823,160.20	2	\$30,731,537.00	\$63,554,697.20
Cross Country Elementary/Midd	ATC Group Services LLC	ATC Group Services LLC	\$126,070.00	1	\$15,219.25	\$141,289.25
	Colimore Architects, Inc.	Colimore Architects, an ATI Company	\$1,095,676.40	2	\$1,019,691.51	\$2,115,367.91
	Tito Contractors, Inc.	Tito Contractors_Swing Space Repairs	\$141,231.25	1	\$55,605.00	\$196,836.25
	Turner Construction Company	Turner Construction_GMP Services	\$50,383,287.00	2	(\$466,010.00)	\$49,917,277.00
	Turner Construction Company	Turner_Pre-Construction Services	\$147,728.00	2	\$89,094.82	\$236,822.82
	Wright Commissioning	Wright_Commissioning Services	\$90,850.00	1	\$9,129.00	\$99,979.00
Cross Country Elementary/Middle School			\$51,858,772.65	9	\$722,729.58	\$52,707,572.23
Fairmount Harford HS	A&B Flooring Systems, Inc.	A&B Flooring Systems, Inc. 5401 Erdman Ave Baltimore, MD 2120	\$185,530.00	1	\$20,771.46	\$206,301.46
	Brinjac Engineering, Inc.	CX - Brinjac Engineering - Commissioning Services	\$97,229.00	1	(\$26,441.40)	\$70,787.60
	ECS Mid-Atlantic, LLC	ECS - T&I Services	\$74,503.20	2	\$2,374.56	\$78,603.72
	MCN Build/Southway	BUILDING CONSTRUCTION SERVICE	\$192,743.00	2	\$383,985.00	\$576,728.00
	MCN Build/Southway	MCN/Southway D/B GMP	\$49,216,622.00	4	\$1,243,967.33	\$50,464,175.79
Fairmount Harford HS			\$49,581,097.20	10	\$1,624,656.95	\$51,386,596.57
Forest Park High School	Hess Construction	HESS_GMP Construction Services	\$56,193,983.00	1	\$2,504,163.98	\$58,698,146.98
	Hess Construction	Hess_Pre-Construction Services	\$112,991.80	1	\$11,214.00	\$124,205.80
	Hillis-Carnes Engineering Associates	Hillis-Carnes Testing & Inspection Services	\$96,526.00	3	\$35,802.25	\$132,328.25
	SEI Architects	Smolen Enr Ilkivitch Architects_A/E Services	\$2,638,274.00	9	\$168,733.81	\$2,807,007.81
	Tito Contractors, Inc.	Tito_Swing Space Services	\$734,120.00	1	(\$167,100.10)	\$566,929.90
	Walters Relocations, Inc.	Walters's Relocations_M&R Services	\$114,306.15	3	\$3,874.85	\$118,181.00
Forest Park High School			\$59,970,200.95	18	\$2,556,598.70	\$62,426,799.74
Frederick Elementary School	Froehling & Robertson, Inc.	Froehling and Robertson	\$96,030.40	3	(\$26,285.13)	\$99,523.00
	Gilbane Building Company	Gilbane_Construction Services	\$25,135,322.00	4	(\$158,107.50)	\$25,243,044.00
	Gilbane Building Company	Gilbane_Pre-Construction Services	\$118,323.00	7	\$36,560.02	\$171,419.00
	Reynolds Building Solutions	Reynolds_Commissioning Services	\$68,383.00	1	(\$3,419.35)	\$64,963.65
	USA Architects	USA Architects_A/E Services	\$1,527,000.00	9	\$54,169.15	\$1,587,883.00
Frederick Elementary School			\$26,944,058.40	24	(\$97,082.81)	\$27,168,832.65
Frederick Douglass	Dustin Construction Inc.	Dustin_Construction Services	\$9,980,269.00	1	\$103,188,844.00	\$113,169,113.00
	Dustin Construction Inc.	Dustin_PreConServices	\$175,000.00	1	(\$87,838.07)	\$87,161.93
Frederick Douglass			\$10,155,269.00	2	\$103,101,005.93	\$113,256,274.93
Ft Worthington Elementary Sch	Froehling & Robertson, Inc.	F&R_3rd Party Testing and Inspection	\$96,452.40	1	(\$48,133.90)	\$48,318.50
	Gilbane Building Company	Gilbane_Construction Contract	\$33,080,646.00	1	(\$568,869.64)	\$32,511,776.36
	Gilbane Building Company	Gilbane_Pre-Construction Services	\$120,831.00	4	\$82,502.00	\$206,912.00
	Grimm & Parker	Grimm + Parker_A/E Services	\$1,941,357.00	5	\$49,910.74	\$1,997,283.00
	Reynolds Building Solutions	Reynolds_Commissioning Services	\$82,517.00	1	(\$3,885.00)	\$78,632.00
Ft Worthington Elementary School			\$35,321,803.40	12	(\$488,475.80)	\$34,842,921.86
Govans Elementary School	Keller Construction Management	Keller_Pre-Construction Services	\$152,150.00	1	(\$75,000.00)	\$77,150.00
	Wright Commissioning	Wright_Commissioning Services	\$94,980.00	1	(\$15,000.00)	\$79,980.00
Govans Elementary School			\$152,150.00	2	(\$90,000.00)	\$157,130.00
Highlandtown #237 ES	CAM Construction Company, Inc	CAM Construction_CM Precon Services	\$154,312.00	1	(\$33,518.24)	\$120,793.76
	CAM Construction Company, Inc	CAM - CM Services	\$22,354,170.00	1	\$1,793,205.00	\$24,147,375.00
	Hillis-Carnes Engineering Associates, Inc	Hillis-Carnes - T&I Services	\$81,784.00	1	(\$35,217.50)	\$46,566.50
	JRS Architects, Inc.	JRS_A/E Services	\$1,000,391.55	2	\$162,510.00	\$1,162,901.55
Highlandtown #237 ES			\$23,590,657.55	5	\$1,886,979.26	\$25,477,636.81
James Mosher Elementary Sch	Dustin Construction, Inc.	Dustin_Pre-Construction Services	\$169,007.00	1	(\$432.00)	\$168,575.00
	Dustin Construction	Dustin_Construction Services	\$26,139,160.31	1	(\$224,554.91)	\$25,914,605.40
	Hillis-Carnes Engineering Associates	Hillis-Carnes_T&I Services	\$50,989.00	1	(\$27,055.00)	\$23,934.00
	Setty & Associates International, PLLC	Setty_CX Services	\$90,948.00	1	(\$1,200.00)	\$89,748.00
	Tito Contractors, Inc.	Tito Contractors_Swing Space	\$168,611.00	1	(\$68,030.67)	\$100,580.33
	Waldon Studio Architects/Hughes Group Arc	Waldon Studio Architects/Hughes Group Architects_Design Serv	\$979,035.28	1	(\$33,783.63)	\$945,251.65

James Mosher Elementary School			\$27,597,750.59	6	(\$355,056.21)	\$27,242,694.38
John Eager Howard Elementary	Cho Benn Holback & Associates (Quinn Eva	Cho Benn Holback_A/E Services	\$1,519,446.00	13	\$201,556.75	\$1,718,706.00
	Hillis-Carnes Engineering Associates	Hillis-Carnes_T&I Services	\$89,181.60	3	\$29,110.90	\$121,607.85
	J. Vinton Schafer	J. Vinton Schafer_CM Services GMP	\$28,359,806.00	10	\$3,124,686.29	\$31,484,496.29
	J. Vinton Schafer	J. Vinton Schafer_Pre-Construction Services	\$141,501.00	2	\$27,401.84	\$173,144.72
	J.A.K. Construction Co., Inc.	JAK Construction_Swing Space Contractor	\$138,500.00	2	\$51,118.69	\$189,618.69
	RMF Engineering, Inc.	RMF Engineering_Cx Agent	\$105,091.00	1	(\$5,481.00)	\$99,610.00
The Kane Company/Office Movers, Inc.			\$67,613.00	1	(\$1,591.00)	\$66,022.00
John Eager Howard Elementary School			\$30,421,140.60	32	\$3,426,804.47	\$33,853,205.55
John Ruhrah Elementary/Middle	Hillis-Carnes Engineering Associates	Hillis-Carnes_T&I Services	\$124,750.00	1	(\$24,467.50)	\$100,282.50
	Kibart Consulting Engineers, Inc.	Kibart_Cx Services	\$96,188.40	1	(\$8,744.40)	\$87,444.00
	MCN Build/Southway	MCN Southway_CM Pre-Con Services	\$56,619.20	1	(\$8,147.20)	\$48,472.00
	MCN Build/Southway	MCN Southway_Construction Services	\$42,759,429.00	1	\$1,225,984.95	\$43,985,413.95
	Modular Genius, Inc.	Modular Genius_Portable Classroom Lease	\$1,307,998.00	2	\$96,235.16	\$1,419,899.16
	Tito Contractors, Inc.	Tito Contractors_SS Renovations	\$263,967.00	1	(\$24,809.25)	\$239,157.75
John Ruhrah Elementary/Middle School			\$44,608,951.60	7	\$1,256,051.76	\$45,880,689.36
Lyndhurst PK-8	Hillis-Carnes Engineering Associates	Hillis-Carnes_Testing & Inspection Services	\$96,114.00	1	(\$4.25)	\$96,109.75
	O.T. Neighoff & Sons, Inc.	O.T. Neighoff & Sons, Inc_Exterior Repointing & Waterproofing	\$222,760.00	1	\$10,800.00	\$233,560.00
	Setty & Associates International, PLLC	Setty & Associates_Building Commissioning Services	\$99,615.00	1	\$4,320.00	\$103,935.00
	STV Inc.	STV Incorporated_A/E Services	\$1,432,800.00	7	\$176,432.39	\$1,610,052.39
	The Kane Company/Office Movers, Inc.	The Kane Company/Office Movers_Moving and Relocation Service	\$50,274.00	1	\$386.00	\$50,660.00
	Tito Contractors, Inc.	Tito Contractors_Swing Space Renovations for West Baltimore Bul	\$92,222.00	1	\$25,334.08	\$117,556.08
	Turner Construction Company	Turner/JLN_GMP Construction Services	\$35,204,180.00	5	\$1,086,589.38	\$36,336,803.00
	Turner Construction Company	Turner_Pre-Construction Services	\$108,015.00	2	\$1,614.50	\$112,474.00
	Turner Logistics, LLC	Turner Logistics LLC_Direct Purchase Mech & Elec Equipment	\$2,221,000.00	7	\$86,781.03	\$2,307,781.03
	Wiss, Janney, Elstner Associates, Inc. (WJE	Wiss, Janney, Elstner Associates, Inc_Water Leakage Investigation	\$7,500.00	1	(\$190.25)	\$7,309.75
Lyndhurst PK-8			\$39,534,480.00	27	\$1,392,062.88	\$40,916,254.00
Mary E. Rodman PK-5	ATC Group Services LLC	ACT_T1 Services	\$82,492.00	1	(\$15,611.00)	\$66,881.00
	Kibart Consulting Engineers, Inc.	Kibart_CX Services	\$95,751.00	1	(\$10,836.15)	\$84,914.85
	MCN Build/Southway	MCN Southway_Construction GMP	\$25,533,719.00	2	\$2,588,355.74	\$28,122,074.74
	MCN Build/Southway	MCN Southway_Preconstruction Services	\$49,728.00	1	(\$6,219.50)	\$43,508.50
Mary E. Rodman PK-5			\$25,761,690.00	5	\$2,555,789.09	\$28,317,479.09
Medfield Heights Elementary Sc	ATC Group Services LLC	ATC Group Services	\$93,884.00	1	(\$15,472.07)	\$78,411.93
	Kibart Consulting Engineers, Inc.	Kibart - Commissioning Services	\$95,751.00	1	(\$15,000.00)	\$80,751.00
	Tito Contractors, Inc.	Tito Contractors	\$193,773.00	1	(\$70,094.24)	\$123,678.76
	Turner Construction Company	Turner Construction - GMP	\$32,320,710.00	1	(\$2,266,573.78)	\$30,054,136.22
	Turner Construction Company	Turner Pre-Construction	\$141,310.00	1	(\$31,491.22)	\$109,818.78
Medfield Heights Elementary School			\$32,845,428.00	5	(\$2,388,631.31)	\$30,446,796.69
Montebello Elementary/Middle S	CAM Construction Company, Inc	Cam Constuction GMP- CM Services	\$32,092,251.00	2	\$1,326,119.00	\$33,418,370.00
	CAM Construction Company, Inc	Pre-Con Cam Construction_CM	\$113,944.00	1	(\$71,411.99)	\$42,532.01
	Crabtree, Rohrbach & Associates	Crabtree Rohrbach & Associates_Design Services	\$1,351,508.53	1	\$75,730.00	\$1,427,238.53
	Kibart Consulting Engineers, Inc.	Kibart Consulting Engineers, Inc.	\$79,652.00	1	(\$15,000.00)	\$64,652.00
	Specialized Engineering	Specialized Engineering - T&I	\$88,770.00	1	(\$15,165.00)	\$73,605.00
	Tito Contractors, Inc.	Tito Contractors_Swing Space	\$267,885.00	1	(\$39,916.12)	\$227,968.88
Montebello Elementary/Middle School			\$33,994,010.53	7	\$1,260,355.89	\$35,254,366.42
Northwood Elementary School	Davis Construction	Davis Construction_Pre-Con Services	\$179,216.00	1	(\$70,000.00)	\$109,216.00
	Davis Construction	Davis Construction_Construction GMP	\$45,694,622.00	1	(\$1,596,463.98)	\$44,098,158.02
	ECS Mid-Atlantic, LLC	ECS_T&I Services	\$95,177.00	1	\$14,775.00	\$109,952.00
	SEI Architects	SEI_A/E Services	\$2,097,733.40	1	(\$41,630.13)	\$2,056,103.27
Northwood Elementary School			\$48,066,748.40	4	(\$1,693,319.11)	\$46,373,429.29
Patterson HS	Advanced Building Performance (ABP)	ABP_Commissioning Services	\$129,074.40	1	(\$6,146.40)	\$122,928.00
	Skanska	Skanska_Pre-Construction Services	\$125,061.83	1	\$56,804.67	\$181,866.50
	Skanska	Skanska_Construction Services	\$88,473,818.00	1	(\$2,138,640.34)	\$86,335,177.66
	Stantec	Stantec_A/E Services	\$2,799,892.00	5	\$960,381.00	\$3,760,273.00
Patterson HS			\$91,527,846.23	8	(\$1,127,601.07)	\$90,400,245.16

Pimlico PK-8	Design Collective	Design Collective Inc_A/E Design Services	\$1,820,000.00	15	\$84,780.00	\$1,904,780.00
	Dustin Construction, Inc.	Dustin Const Inc_GMP-1	\$2,499,457.49	5	\$36,267,897.12	\$39,971,051.49
	Dustin Construction, Inc.	Dustin Construction Inc_Pre-Construction CM Services	\$117,253.50	1	(\$5,850.09)	\$111,403.41
	Hillis-Carnes Engineering Associates	Hillis-Carnes - Testing & Inspection	\$180,370.60	1	(\$51,050.85)	\$129,319.75
	The Kane Company/Office Movers, Inc.	The Kane Company/Office Movers_M&R Services	\$108,425.10	1	\$4,836.90	\$113,262.00
	Tito Contractors, Inc.	Tito Construction - Garrison Swing Space Contract	\$688,767.40	1	(\$38,646.26)	\$650,121.14
Pimlico PK-8			\$5,414,274.09	24	\$38,261,966.82	\$42,879,937.79
Robert Poole Building	CAM Construction Company, Inc.	CAM Construction_CM Services GMP	\$38,507,745.00	8	\$4,147,460.00	\$42,655,205.00
	CAM Construction Company, Inc.	CAM Construction_Pre-Construction Services	\$105,266.00	1	(\$1,674.00)	\$103,592.00
	District Moving Companies, Inc.	District Moving Companies_M&R Services	\$78,477.00	1	\$4,900.10	\$83,377.10
	J.A.K. Construction Co., Inc.	JAK Construction_Swing Space Contractor	\$353,500.00	2	\$17,520.11	\$371,020.11
	JRS Architects, Inc.	JRS_A/E Services	\$2,466,870.00	20	\$157,603.49	\$2,625,073.10
	RMF Engineering, Inc.	RMF Engineering_Cx Agent	\$97,565.00	1	\$13,005.00	\$110,570.00
	Specialized Engineering	Specialized Engineering_T&I Services	\$127,548.00	1	(\$11,243.00)	\$116,305.00
Robert Poole Building			\$41,736,971.00	34	\$4,327,571.70	\$46,065,142.31
Robert W. Coleman Elementary	Centennial Contractors Enterprises, Inc.	Centennial_Swing Space Contractor	\$264,236.62	1	(\$38,218.07)	\$226,018.55
	DEI Consulting	DEI_Cx Services	\$84,940.21	1	(\$6,199.74)	\$78,740.47
	Hillis-Carnes Engineering Associates	Hillis-Carnes_T&I Services	\$46,733.00	1	\$21,938.25	\$24,795.75
	MCN Build/Southway	MCN Build Southway_Pre-Con Services	\$113,561.00	1	(\$19,489.90)	\$94,071.10
	MCN Build/Southway	MCN Build Southway_Construction Services GMP	\$19,610,734.00	1	(\$878,577.49)	\$18,732,156.51
	RRMM Lukmire Architects, PC	RRMM Lukmire_A/E Services	\$886,399.00	7	\$21,182.58	\$917,464.58
Robert W. Coleman Elementary School			\$1,395,870.83	12	(\$943,240.87)	\$20,073,246.98
Walter P. Carter - PK-8	Advanced Building Performance	ABP_CX Services	\$96,488.00	1	(\$10,340.00)	\$86,148.00
	ECS Mid-Atlantic, LLC	ECS_Testing and Inspections	\$202,316.50	4	\$33,641.48	\$239,146.50
	Penza Bailey Architects (a studio of PRIME)	Penza Bailey / Newman_Design Services	\$2,499,998.92	1	(\$158,397.69)	\$2,341,601.23
	Tito Contractors, Inc.	Tito Contractors_Swing Space	\$218,741.00	1	(\$53,842.88)	\$164,898.12
	Whiting-Turner Contracting Company	Whiting-Turner_Preconstruction Services	\$258,574.31	1	(\$35,708.34)	\$222,865.97
			\$3,276,118.73	8	(\$224,647.43)	\$3,054,658.82
Year 2 Feasibility Studies			\$1,100,184.53	25	\$71,310.02	\$1,213,981.67
Overall - Calculated			\$897,376,357.42	558	\$228,261,073.93	\$1,203,110,361.85

Jan 2, 2025

9:13:00 AM

AV/IT & Telecom Scope Amendments Included Above (All Active Projects)

Project	Company Name	Contract Title	Total Amount of Changes
Arundel PK-2	MCN Build/Southway	MCN Build/Southway_Construction	\$1,604,389.00
Cherry Hill 3-8	Hess Construction	Hess Construction - Construction Services	\$2,177,244.44
Forest Park High School	Hess Construction	HESS_GMP Construction Services	\$2,504,163.98
John Eager Howard Elementary	J. Vinton Schafer	J. Vinton Schafer_CM Services GMP	\$1,943,509.00
Pimlico PK-8	Dustin Construction, Inc.	Dustin Const Inc_GMP-1	\$2,134,141.25
Lyndhurst PK-8	Turner Construction Company	Turner/JLN_GMP Construction Services	\$2,424,780.00
Robert Poole Building	CAM Construction Company, Inc	CAM Construction_CM Services GMP	\$2,443,815.00
Overall - Calculated			\$15,232,042.67

EXHIBIT 5: MAP OF PLAN YEAR 1 THROUGH PLAN YEAR 3

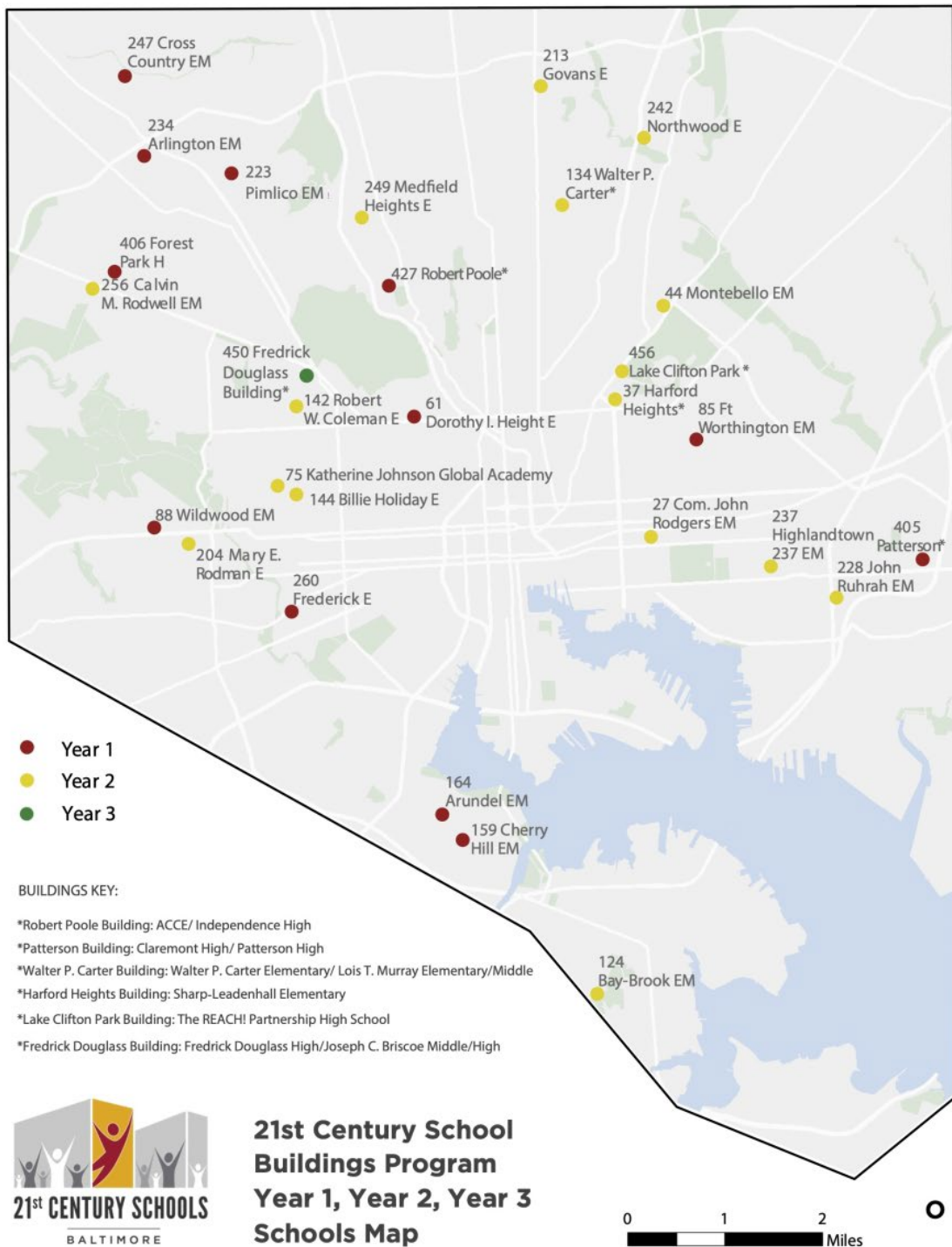


EXHIBIT 6: LIST OF SURPLUS SCHOOL FACILITIES

Bldg #	Building Name	Building Address	Surplus Year	Swing Space	Sq. Footage	SRC
457	Laurence G. Paquin MH	2200 Sinclair Lane, 21213	2013		57,850	425
115	Waverly Middle Bldg	701 E. 34th Street, 21218	2014		40,680	234
866	Corps Building	5000 Gwynn Oak Avenue, 21207	2014		10,206	
5	Langston Hughes E	5011 Arbutus Avenue, 21215	2015		40,920	305
25	Dr. Rayner Browne EM	1000 North Montford Avenue, 21205	2015		40,920	229
28	William Pinderhughes Bldg	1200 N. Fremont Avenue, 21217	2015		34,757	460
333	Independence Charter Modular	1250 W. 36th Street, 21211	2015		9,280	154
98	Samuel B. Morse E	424 S. Pulaski Street, 21223	2017		63,205	471
24	Westside Bldg	2235 N. Fulton Avenue, 21217	2018		73,740	541
89	Rognell Heights EM	4300 Sidehill Road, 21229	2018		78,988	359
163	Patapsco Bldg	844 Roundview Road, 21225	2018		73,620	433
40	Lake Clifton Bldg	2801 Saint Lo Drive, 21213	2019		485,622	2,540
82	Dr. Roland N. Patterson, Sr. Bldg	4701 Greenspring Ave, 21209	2019		347,800	2,540
107	Gilmor E	1311 N Gilmor St, 21217	2019		77,290	347
73	Sarah M. Roach E	3434 Old Frederick Road, 21229	2020		44,874	272
224	Grave Park EM	5545 Kennison Avenue, 21215	2020		58,589	331
254	Dr. Martin Luther King, Jr. EM	3750 Greenspring Ave, 21211	2020		100,100	419
37	William C. March Bldg	2050 N. Wolfe St., 21213	2021	Designated Swing Space	131,860	751
145	Alexander Hamilton E	800 Poplar Grove Street, 21216	2021		53,304	271
214	Guilford EM	4520 York Road, 21212	2021		65,851	346
313	Lois T. Murray Special Ed. E	1600 E. Arlington Avenue, 21239	2021		20,725	30
314	Sharp Leadenhall Special Ed. E	150 W West Street, 21230	2021		20,725	20
80	West Baltimore Middle Bldg	201 North Bend Road, 21229	2022	Designated Swing Space	244,681	1,460
451	Joseph C. Briscoe Bldg	900 Druid Hill Avenue, 21201	2026	Temporary Swing Space	91,774	220
170	Thurgood Marshall Bldg	5001 Sinclair Lane, 21206	2027	Designated Swing Space	269,975	1,473
401	Northwestern High	6900 Park Heights Avenue, 21215	2028	Temporary Swing Space	307,200	1,535

EXHIBIT 7A: PROCUREMENT

Project Number & Contract Number	Project Name	Advertisement Date	Award Date	Vendor	Original Contract Amount	MBE Contract Goal	MBE Contract Commitment	MBE Contract Participation	MBE Total Participation (spend)	MBE Total Commitment (spend)
YEAR 3 SCHOOLS										
21st CENTURY SCHOOL BUILDINGS PROGRAM										
BCS-001	Program Manager Services		5/7/2014	City School Partners	\$ 6,257,816.30	29.00%	29.00%	\$ 1,814,766.73	\$ 1,814,766.73	29.00%
BCS-002	LEED/Green Building Consulting Services	4/3/2014	8/13/2014	Lorax Partners	\$ 905,358.00	10.00%	11.18%	\$ 101,219.02	\$ 101,219.02	11.18%
BCS-024	Code Consultant - Year 1	3/24/2015	6/4/2015	Institute for Building Technology & Safety	\$ 924,934.73	10.00%	11.00%	\$ 101,742.82	\$ 101,742.82	11.00%
BCS-049	Risk Management Consulting Services	9/22/2015	6/8/2016	Bickmore Corporation	\$ 672,954.00	0.00%	0.00%	\$ -	\$ -	0.00%
BCS-057	OCIP - Insurance Brokerage and Administration Services	8/31/2016	10/11/2016	Alliant Insurance Services, Inc.	\$ 11,983,398.00	20% (fee only)	20% (fee only)	\$ 130,000.00	\$ 130,000.00	20.00%
MILWAUKEE										
BCS-026	A/E - Arlington	4/1/2015	8/17/2015 PO	Design Collective	\$ 1,731,984.00	29.00%	29.20%	\$ 505,739.33	\$ 505,739.33	29.20%
BCS-025	CM - Preconstruction - Arlington	4/1/2015	9/9/2015 PO	Dustin Construction	\$ 117,253.50	29.00%	29.43%	\$ 34,507.71	\$ 34,507.71	29.43%
BCS-021	Arlington GMP Amendment		3/2/2016	Dustin Construction	\$ 37,262,000.00	30.00%	31.00%	\$ 11,551,220.00	\$ 11,551,220.00	31.00%
BCS-058	Commissioning Agent - Arlington	8/23/2016	11/9/2016	Edart, Inc.	\$ 89,835.95	10.00%	10.00%	\$ 12,574.23	\$ 12,574.23	10.00%
BCS-069	Arlington T&I	3/6/2016	6/6/2016	Froehling & Robertson, Inc.	\$ 113,240.50	10.00%	10.00%	\$ 11,324.05	\$ 11,324.05	10.00%
BCS-ARMS-EITE	Bill of Materials - FFE - Arlington	6/10/2016	3/8/2017	Douzon, Inc.	\$ 674,127.59	10.00%	10.00%	\$ 67,412.76	\$ 67,412.76	10.00%
MILWAUKEE										
BCS-020	A/E - Arundel	1/23/2015	4/17/2015	GNWJO, Inc./Architects	\$ 1,876,800.00	29.00%	29.00%	\$ 544,852.00	\$ 544,852.00	29.00%
BCS-021	CM - Arundel	1/23/2015	4/17/2015	MCN Build/Southway Builders, LLC	\$ 85,274.00	29.00%	29.00%	\$ 24,729.46	\$ 24,729.46	29.00%
021-A1	Arundel GMP Amendment		7/27/2016	MCN Build/Southway Builders, LLC	\$ 36,855,523.00	30.00%	30.18%	\$ 13,335,775.42	\$ 13,335,775.42	30.18%
BCS-029	Commissioning Agent - Arundel	6/23/2015	9/3/2015	RMF Engineering	\$ 110,942.00	10.00%	10.00%	\$ 10,969.56	\$ 10,969.56	10.00%
BCS-053	Arundel - T & I	5/26/2016	7/14/2016	Specialized Engineering	\$ 69,906.00	10.00%	10.00%	\$ 6,990.60	\$ 6,990.60	10.00%
BCS-053	Bill of Materials - FFE - Arundel	6/10/2016	12/6/2017	School Specialty, Inc.	\$ 967,769.31	10.00%	10.00%	\$ 96,776.93	\$ 96,776.93	10.00%
CHERRY HILL										
BCS-018	A/E - Cherry Hill EM School	1/23/2015	8/21/2015 PO	JIS Architects, Inc. **	\$ 1,930,840.00	29.00%	30.24%	\$ 583,886.02	\$ 1,930,840.00	100.00%
BCS-019	CM - Cherry Hill EM School	1/23/2015	8/21/2015 PO	HES3 Construction + Engineering	\$ 107,661.10	29.00%	29.25%	\$ 31,490.87	\$ 107,661.10	29.25%
019-A1-A2	Cherry Hill EM School GMP Amendment Total		5/24/2017	HES3 Construction + Engineering	\$ 42,085,788.00	30.00%	31.55%	\$ 14,119,781.87	\$ 42,085,788.00	31.55%
BCS-030	Commissioning Agent - Cherry Hill	8/31/2015	4/15/2016 PO	Advanced Building Performance (ABP) **	\$ 101,945.25	10.00%	10.00%	\$ 10,194.53	\$ 101,945.25	10.00%
BCS-050	Swing Space Reno. - Cherry Hill	5/26/2016	6/24/2016	Tito Contractors, Inc. **	\$ 757,361.00	0.00%	0.00%	\$ -	\$ 757,361.00	100.00%
BCS-048	Moving & Relocation Svcs. - Cherry Hill	4/11/2016	6/8/2016	District Moving Companies, Inc.	\$ 89,197.50	0.00%	0.00%	\$ -	\$ -	0.00%
BCS-060	Cherry Hill EM School T & I	10/26/2016	2/14/2017	EC3 Mid-Atlantic, LLC	\$ 126,845.00	10.00%	10.00%	\$ 12,684.50	\$ 126,845.00	10.00%
BCS-060	Bill of Materials - FFE - Cherry Hill	6/10/2016	5/2/2018	School Specialty, Inc.	\$ 1,235,971.36	10.00%	10.00%	\$ 123,597.14	\$ 1,235,971.36	10.00%
FOREST PARK										
BCS-022	A/E - Forest Park HS	3/2/2015	8/7/2015 PO	Smolen Ewe Routhach (SER) Architects	\$ 2,638,274.00	29.00%	29.01%	\$ 765,363.29	\$ 2,638,274.00	29.01%
BCS-023	CM - Forest Park HS	1/23/2015	7/15/2015	HES3 Construction + Engineering	\$ 112,991.80	29.00%	29.11%	\$ 32,891.91	\$ 112,991.80	29.11%
023-A1	Forest Park HS GMP Amendment		1/11/2017	HES3 Construction + Engineering	\$ 56,193,983.00	30.00%	33.79%	\$ 18,987,946.86	\$ 56,193,983.00	33.79%
BCS-031	Commissioning Agent - Forest Park	8/31/2015	5/24/2016	Advanced Building Performance (ABP) **	\$ 100,288.65	10.00%	10.00%	\$ 10,028.87	\$ 100,288.65	10.00%
BCS-052	Swing Space Reno. - Forest Park	5/26/2016	6/24/2016	Tito Contractors, Inc. **	\$ 724,120.00	0.00%	0.00%	\$ -	\$ 724,120.00	100.00%
BCS-047	Moving & Relocation Svcs. - Forest Park	4/13/2016	6/8/2016	Walters Relocations, Inc. **	\$ 114,306.15	0.00%	0.00%	\$ -	\$ 114,306.15	100.00%
BCS-061	Forest Park HS T & I	10/26/2016	2/14/2017	Hills-Carnes Engineering Associates, Inc.	\$ 86,526.00	10.00%	10.00%	\$ 8,652.60	\$ 86,526.00	10.00%
BCS-061	Bill of Materials - FFE - Forest Park	6/10/2016	3/7/2018	Douzon, Inc.	\$ 1,002,150.83	10.00%	10.00%	\$ 100,215.08	\$ 1,002,150.83	10.00%
FREDERICK										
BCS-004	A/E - Frederick Elementary	7/1/2014	9/17/2014	USA Architects Planners + Interior Designers (USA)	\$ 1,527,000.00	29.00%	31.00%	\$ 473,370.00	\$ 1,527,000.00	31.00%
BCS-006	CM Services - Preconstruction - Frederick	9/11/2014	1/5/2015	Gibbane Building Company	\$ 116,323.00	29.00%	29.00%	\$ 34,213.67	\$ 116,323.00	29.00%
004-A1-A2	Frederick GMP Amendment Total		4/6/2016	Gibbane Building Company	\$ 25,135,322.00	30.00%	31.87%	\$ 8,010,627.12	\$ 25,135,322.00	31.87%
BCS-007	Commissioning Agent - Frederick	10/14/2014	12/10/2014	Reynolds Consulting Engineers	\$ 68,883.00	10.00%	10.00%	\$ 6,888.30	\$ 68,883.00	10.00%
BCS-032	Frederick - T & I	12/24/2015	2/11/2016	Froehling & Robertson, Inc.	\$ 95,030.40	10.00%	12.00%	\$ 11,403.65	\$ 95,030.40	12.00%
BCS-062	Frederick - Design, Furnish, and Install AV, Network, & Telecom	1/5/2017	3/21/2017	Plexus Installations, Inc. dba Plexus Group (SBR) **	\$ 1,965,356.87	15.00%	15.00%	\$ 294,803.53	\$ 1,965,356.87	100.00%
BCS-065	Moving & Relocation Svcs. - Frederick	3/3/2017	4/11/2017	District Moving Companies, Inc.	\$ 26,411.00	0.00%	0.00%	\$ -	\$ -	0.00%
BCS-065	Bill of Materials - FFE - Frederick	6/10/2016	3/8/2017	School Specialty, Inc.	\$ 857,518.87	10.00%	10.00%	\$ 85,751.89	\$ 857,518.87	10.00%
FT WORTHINGTON										
BCS-003	A/E - Fort Worthington Elementary	6/30/2014	9/17/2014	Grimm + Parker Architects (G+P)	\$ 1,941,357.00	29.00%	52.14%	\$ 1,012,223.54	\$ 1,941,357.00	52.14%
BCS-006	CM Services - Ft. Worthington	9/11/2014	1/5/2015	Gibbane Building Company	\$ 120,831.00	29.00%	29.00%	\$ 35,040.99	\$ 120,831.00	29.00%
006-A1-A2	Fort Worthington GMP Total		1/26/2016	Gibbane Building Company	\$ 33,080,646.00	30.00%	31.95%	\$ 10,569,364.40	\$ 33,080,646.00	31.95%
BCS-005	Commissioning Agent - Ft. Worthington	10/14/2014	12/10/2014	Reynolds Consulting Engineers	\$ 82,517.00	10.00%	10.00%	\$ 8,251.70	\$ 82,517.00	10.00%
BCS-033	Fort Worthington - T & I	12/24/2015	2/11/2016	Froehling & Robertson, Inc.	\$ 96,452.40	10.00%	12.00%	\$ 11,574.29	\$ 96,452.40	12.00%
BCS-063	Ft. Worth - Design, Furnish, and Install AV, Network, & Telecom	1/5/2017	3/21/2017	Plexus Installations, Inc. dba Plexus Group (SBR) **	\$ 2,197,130.26	15.00%	15.00%	\$ 329,569.54	\$ 2,197,130.26	100.00%
BCS-066	Moving & Relocation Svcs. - Ft. Worthington	3/3/2017	4/11/2017	District Moving Companies, Inc.	\$ 37,400.00	0.00%	0.00%	\$ -	\$ -	0.00%
BCS-066	Bill of Materials - FFE - Ft. Worthington	6/10/2016	3/8/2017	Douzon, Inc.	\$ 986,857.92	10.00%	10.00%	\$ 98,685.79	\$ 986,857.92	10.00%
DOROTHY HEIGHT (Formerly John E. HOWARD)										
BCS-012	A/E - John E. Howard Elementary	10/20/2014	1/30/2015	Cho Benn Holback & Associates***	\$ 1,519,446.00	29.00%	62.38%	\$ 947,830.41	\$ 1,519,446.00	100.00%
BCS-011	CM - Preconstruction Services - John E. Howard Elementary	10/20/2014	2/18/2015	J.Vinton Schaefer & Sons, Inc. (JVS)	\$ 141,521.00	29.00%	29.00%	\$ 41,035.29	\$ 141,521.00	29.00%
011-A1	John E. Howard GMP Amendment		7/27/2016	J.Vinton Schaefer & Sons, Inc. (JVS)	\$ 28,359,808.00	30.00%	33.65%	\$ 9,543,075.39	\$ 28,359,808.00	33.65%
IT/AV Amendment	Commissioning Agent - John E. Howard	11/7/2017	11/7/2017	RMF Engineering	\$ 1,843,509.00	10.00%	11.00%	\$ 11,560.01	\$ 1,843,509.00	11.00%
BCS-016	Swing Space Reno. - John E. Howard	4/27/2016	8/12/2016	J.A.R. Construction	\$ 138,500.00	0.00%	0.00%	\$ -	\$ -	0.00%
BCS-041	Moving & Relocation Svcs. (Pre-Cont) - John E. Howard	3/21/2016	4/22/2016	J.A.R. Construction	\$ 138,500.00	0.00%	0.00%	\$ -	\$ -	0.00%
BCS-045	Moving & Relocation Svcs. (Pre-Cont) - John E. Howard	4/18/2016	5/5/2016	The Kane Company/Officer Movers, Inc.	\$ 67,613.10	0.00%	0.00%	\$ -	\$ -	0.00%

Last Revised 12.28.21

Project Number & Contract Number	Project Name	Advertisement Date	Award Date	Vendor	Original Contract Amount	MBE Contract Goal	MBE Contract Commitment	MBE Contract Participation	MBE Total Participation (spend)	MBE Total Commitment (spend)
BCS-056	John Eager Howard - T & I	5/20/2016	7/14/2016	Hillis-Carnes Engineering Associates, Inc.	\$ 89,181.60	10.00%	10.00%	\$ 8,918.16	\$ 8,918.16	10.00%
BCS-067	Moving & Relocation Svcs. (Post Con) - John E. Howard	4/3/2017	5/3/2017	Hoffberger Moving Companies**	\$ 45,804.55	0.00%	0.00%	\$ -	\$ 45,804.55	100.00%
BCS-JEH-SBR	Building Renovation Services - John E. Howard	9/25/2019	11/18/2019	Tito Contractors, Inc. **	\$ 17,176.00	0.00%	0.00%	\$ -	\$ 17,176.00	100.00%
Willowood (formerly LYNDHURST)					\$ 827,967.65	10.00%	10.00%	\$ 82,796.77	\$ 82,796.77	10.00%
BCS-009	A/E - Lyndhurst Elementary	10/20/2014	1/30/2015	STV, Inc.	\$ 1,432,800.00	29.00%	33.00%	\$ 472,824.00	\$ 472,824.00	33.00%
BCS-010	CM - Lyndhurst Elementary	10/20/2014	2/18/2015	Turner Construction Company	\$ 108,015.00	29.00%	29.00%	\$ 31,324.35	\$ 31,324.35	29.00%
010-A1	Lyndhurst GMP Amendment		5/16/2016	Turner Construction Company/I/N	\$ 39,204,180.00	30.00%	30.00%	\$ 10,561,254.00	\$ 10,561,254.00	30.00%
IT/AV Amendment					\$ 2,424,780.00					
BCS-015	Commissioning Agent - Lyndhurst Elementary	4/22/2015	8/12/2015	Setty & Associates Intl.**	\$ 99,615.00	10.00%	18.17%	\$ 18,100.05	\$ 99,615.00	100.00%
BCS-042	Swing Space Reno. - Lyndhurst	3/10/2016	4/22/2016	Tito Contractors, Inc. **	\$ 92,222.00	0.00%	0.00%	\$ -	\$ 92,222.00	100.00%
BCS-044	Moving & Relocation Svcs. (Pre Con) - Lyndhurst	4/23/2016	5/2/2016	The Kane Company/Officer Mowers, Inc.	\$ 50,274.00	0.00%	0.00%	\$ -	\$ -	0.00%
BCS-054	Lyndhurst - T & I	5/19/2016	7/14/2016	Hillis-Carnes Engineering Associates, Inc.	\$ 96,114.00	10.00%	10.00%	\$ 9,611.40	\$ 9,611.40	10.00%
BCS-068	Moving & Relocation Svcs. (Post Con) - Lyndhurst	4/4/2017	5/3/2017	Hoffberger Moving Companies**	\$ 54,783.85	0.00%	0.00%	\$ -	\$ 54,783.85	100.00%
BCS-077	Water Leakage Investigation at Lyndhurst	N/A	8/9/2018	Wiss, Janney, Elstner Associates, Inc.	\$ 7,500.00	0.00%	0.00%	\$ -	\$ -	0.00%
BCS-LYN-SBR	Building Renovation Services - Lyndhurst	9/25/2019	11/18/2019	Tito Contractors, Inc. **	\$ 17,576.00	0.00%	0.00%	\$ -	\$ 17,576.00	100.00%
Bill of Materials - FFE - Lyndhurst					\$ 1,085,640.60	10.00%	15.00%	\$ 162,846.09	\$ 162,846.09	15.00%
PATTERSON/CLAREMONT										
BCS-036	A/E - Patterson/Claremont	2/18/2016	7/27/2016	Stanlee Architecture	\$ 2,799,892.00	29.00%	52.00%	\$ 1,455,941.84	\$ 1,455,941.84	52.00%
BCS-037	037-A1	2/23/2016	7/27/2016	Skanska USA Building	\$ 125,061.83	29.00%	29.00%	\$ 36,267.93	\$ 36,267.93	29.00%
BCS-039	Commissioning Agent - Patterson/Claremont	N/A	6/19/2019	Skanska USA Building	\$ 88,473,818.00	30.00%	33.00%	\$ 29,196,359.94	\$ 29,196,359.94	33.00%
BCS-038	Patterson - T&I	3/1/2017	4/6/2017	Advanced Building Performance (ABP)**	\$ 129,074.40	10.00%	10.00%	\$ 12,907.44	\$ 129,074.40	100.00%
BCS-038	Patterson - T&I	3/19/2019	5/7/2019	ECS Mid-Atlantic, LLC	\$ 489,280.00	10.00%	10.00%	\$ 48,928.00	\$ 48,928.00	10.00%
Bill of Materials - FFE - Patterson					\$ 2,003,486.48	10.00%	15.00%	\$ 300,522.97	\$ 300,522.97	15.00%
PIMICO										
BCS-028	A/E - Pimlico	4/1/2015	8/21/2015	Design Collective	\$ 1,820,000.00	29.00%	29.60%	\$ 538,720.00	\$ 538,720.00	29.60%
BCS-027	CM - Pimlico	4/1/2015	9/9/2015	Dustin Construction	\$ 117,253.50	29.00%	29.43%	\$ 34,507.71	\$ 34,507.71	29.43%
027-A1-A2	Pimlico GMP Total	N/A	3/10/2017	Dustin Construction	\$ 37,836,910.24	30.00%	33.39%	\$ 12,633,744.33	\$ 12,633,744.33	33.39%
BCS-034	Commissioning Agent - Pimlico	1/12/2016	3/24/2016	Brijnje Engineering, Inc.	\$ 100,164.75	10.00%	10.00%	\$ 10,016.48	\$ 10,016.48	10.00%
BCS-051	Swing Space Reno. - Pimlico	5/24/2016	6/24/2016	Tito Contractors, Inc. **	\$ 688,767.40	0.00%	0.00%	\$ -	\$ 688,767.40	100.00%
BCS-046	Moving & Relocation Svcs. - Pimlico	4/18/2016	6/8/2016	The Kane Company/Officer Mowers, Inc.	\$ 108,425.10	0.00%	0.00%	\$ -	\$ -	0.00%
BCS-059	Pimlico - Testing and Inspection	10/7/2018	11/9/2018	Hillis-Carnes Engineering Associates, Inc.	\$ 186,476.60	10.00%	10.00%	\$ 18,647.66	\$ 18,647.66	10.00%
Bill of Materials - FFE - Pimlico					\$ 985,728.23	10.00%	10.00%	\$ 98,572.92	\$ 98,572.92	10.00%
ROBERT POOLE										
BCS-013	A/E Robert Poole Building	12/23/2014	3/19/2015	RS Architects, Inc. **	\$ 2,466,870.00	29.00%	29.52%	\$ 728,220.02	\$ 2,466,870.00	100.00%
BCS-014	CM - Robert Poole Building	12/23/2014	3/19/2015	CAM Construction Company	\$ 105,266.00	29.00%	30.00%	\$ 31,579.80	\$ 11,579.80	30.00%
014-A1	Robert Poole GMP Amendment #1	N/A	7/27/2016	CAM Construction Company	\$ 38,507,745.00	30.00%	30.61%	\$ 11,787,220.74	\$ 11,787,220.74	30.61%
BCS-017	Commissioning Agent - Robert E. Poole	6/23/2015	9/3/2015	RMF Engineering	\$ 97,565.00	10.00%	17.00%	\$ 16,586.05	\$ 16,586.05	17.00%
BCS-040	Swing Space Reno. - Robert Poole	3/4/2016	4/22/2016	J.A.K. Construction	\$ 353,200.00	0.00%	0.00%	\$ -	\$ -	0.00%
BCS-043	Moving & Relocation Svcs. - Robert Poole	4/4/2016	5/5/2016	District Moving Companies, Inc.	\$ 78,477.00	0.00%	0.00%	\$ -	\$ -	0.00%
BCS-055	Robert Poole - T & I	5/27/2016	7/14/2016	Specialized Engineering	\$ 127,548.00	10.00%	10.00%	\$ 12,754.80	\$ 12,754.80	10.00%
Bill of Materials - FFE - Robert Poole					\$ 1,096,011.64	10.00%	15.00%	\$ 164,401.75	\$ 164,401.75	15.00%
TOTAL (YEAR 1)					\$ 620,170,337.55	10.00%	30.66%	\$ 163,307,631.27	\$ 113,354,719.20	13.77%

Last Revised 12.18.23

Project Number & Contract Number	Project Name	Advertisement Date	Award Date	Vendor	Original Contract Amount	MBE Contract Goal	MBE Contract Commitment	MBE Contract Participation	MBE Total Participation (spend)	MBE Total Commitment (spend)
YEAR 2 SCHOOLS										
21st CENTURY SCHOOL BUILDINGS PROGRAM										
BCS-02-100	Code Consultant - Year 2	7/10/2017	11/7/2017	Institute for Building Technology & Safety	\$ 1,528,504.00	10.00%	10.00%	\$ 152,850.40	\$ 152,850.40	10.00%
BCS-02-110-ESP	Instructional Technology & Telecommunication Design Consultant	8/30/2017	11/7/2017	Educational Systems Planning	\$ 1,500,000.00	0.00%	0.00%	\$ -	\$ -	0.00%
BCS-02-110-JMT				Johnson, Mimiran & Thompson (JMT)						
BCS-02-110-MGAC				Mark G. Anderson Consultants (MGAC)						
BCS-02-115-DMO	Moving & Relocation Services	1/23/2018	3/7/2018	District Moving Companies, Inc. (DMCI)	\$ 1,400,000.00	0.00%	0.00%	\$ 1,253,987.26	\$ 1,253,987.26	89.57%
BCS-02-115-HMS				Hoffberger Moving Services, LLC (HMS) **						
BCS-02-115-WRI				Walters Relocations, Inc. (WRI) **						
BCS-02-120-SCI	Water Testing Services	3/19/2018	7/12/2018	Global Consulting, Inc. (GCI)	\$ 1,200,000.00	0.00%	0.00%	\$ 97,338.97	\$ 97,338.97	8.11%
BCS-02-120-SALUT				Soil and Land Use Technology, Inc. (SALUT) **						
BCS-02-120-IEI				Inspection Experts, Inc. (IEI)						
BCS-02-120-BATTA				BATTA Environmental Associates, Inc. (BATTA) **						
BCS-02-120-PSI				Professional Service Industries, Inc. (PSI)						
FEASIBILITY STUDIES										
BCS-201	FS - Meadfield Heights Elementary School	5/1/2015	7/15/2015	Miner McKauck**	\$ 40,477.00	29.00%	40.47%	\$ 16,381.04	\$ 40,477.00	100.00%
BCS-202	FS - Cross Country	5/1/2015	7/15/2015	Design Collective (DCI)	\$ 47,500.00	29.00%	35.30%	\$ 17,005.00	\$ 17,005.00	35.80%
BCS-203	FS - John Ruhrah	5/1/2015	7/15/2015	Design Collective (DCI)	\$ 45,500.00	29.00%	35.70%	\$ 16,243.50	\$ 16,243.50	35.70%
BCS-204	FS - Calvin M. Rodwell	5/1/2015	7/15/2015	Design Collective (DCI)	\$ 46,500.00	29.00%	36.15%	\$ 16,809.75	\$ 16,809.75	36.15%
BCS-205	FS - Livonia	7/2/2015	11/3/2015	Crabtree, Rohrbach & Associates Architects	\$ 61,291.00	29.00%	36.79%	\$ 22,548.96	\$ 22,548.96	36.79%
BCS-206	FS - Bay Brook	7/2/2015	11/3/2015	JRS Architects**	\$ 57,000.00	29.00%	31.50%	\$ 17,955.00	\$ 17,955.00	31.50%
BCS-207	FS - Calverton	7/2/2015	11/3/2015	JRS Architects**	\$ 57,000.00	29.00%	31.50%	\$ 17,955.00	\$ 17,955.00	31.50%
BCS-208	FS - Walter P. Carter	7/2/2015	11/3/2015	Perica Bailey/Newman JV	\$ 53,349.46	29.00%	31.40%	\$ 27,421.62	\$ 27,421.62	51.40%
BCS-209	FS-Harford Heights Elementary School	1/8/2016	4/5/2016	Grimm + Parker Architects	\$ 62,648.20	29.00%	29.94%	\$ 25,021.73	\$ 25,021.73	29.94%
BCS-210	FS - Montebello	1/8/2016	4/5/2016	Thomas, Marks Architects**	\$ 58,830.53	29.00%	49.20%	\$ 28,944.62	\$ 58,830.53	100.00%
BCS-211	FS - Mary Rodman	1/8/2016	4/5/2016	Stanec Architecture	\$ 54,793.60	29.00%	32.00%	\$ 28,492.67	\$ 28,492.67	52.00%
BCS-214	FS - James Mosher	2/6/2017	7/12/2017	Gallimore Architects, Inc.	\$ 65,555.00	29.00%	44.00%	\$ 29,284.20	\$ 29,284.20	44.00%
BCS-212	FS - Northwood	2/6/2017	5/4/2017	BBMM Architects, PC	\$ 70,881.80	29.00%	36.00%	\$ 25,517.45	\$ 25,517.45	36.00%
BCS-213	FS - Robert W. Coleman	2/6/2017	8/27/2017	BBMM Architects, PC	\$ 62,242.60	29.00%	32.00%	\$ 19,917.63	\$ 19,917.63	32.00%
BCS-215	FS - Highlandtown Elementary/Middle	9/11/2017	11/7/2017	GWVO, Inc./Architects	\$ 62,358.00	29.00%	34.60%	\$ 21,575.87	\$ 21,575.87	34.60%
BCS-216	FS - Commodore John Rodgers Elementary/Middle	9/11/2017	11/7/2017	GWVO, Inc./Architects	\$ 62,358.00	29.00%	34.60%	\$ 21,575.87	\$ 21,575.87	34.60%
BCS-217	FS - Frederick Douglass Building	1/20/2020	4/7/2020	Design Collective, Inc.	\$ 94,198.00	29.00%	29.20%	\$ 27,505.82	\$ 27,505.82	29.20%
BCS-218	FS - Baltimore City College	3/13/2020	5/5/2020	JRS Architects, Inc. **	\$ 83,574.24	29.00%		\$ 24,236.53	\$ 83,574.24	100.00%
BCS-219	FS - Baltimore Polytechnic & Western High	9/8/2020	12/1/2020	Carson Design	\$ 145,605.00	29.00%	29.00%	\$ 42,225.45	\$ 145,605.00	100.00%
BAY-BROOK ELEMENTARY/MIDDLE										
BCS-02-004-AE	AE - Bay-Brook E/M	6/4/2017	8/16/2017	Crabtree, Rohrbach & Associates	\$ 2,129,417.00	31.00%	31.10%	\$ 662,248.69	\$ 662,248.69	31.10%
BCS-02-004-CM	CM - Pre-Construction - Bay-Brook E/M	6/4/2017	8/16/2017	CAM Construction Company	\$ 90,522.00	29.00%	30.00%	\$ 27,156.60	\$ 27,156.60	30.00%
BCS-02-004-GMP	GMP - Bay-Brook E/M	N/A	9/27/2018	CAM Construction Company	\$ 39,000,088.00	30.00%	41.00%	\$ 15,993,726.08	\$ 15,993,726.08	41.00%
BCS-02-004-CX	CX - Bay-Brook E/M	11/8/2017	2/12/2017	Setty & Associates Int.**	\$ 89,697.50	10.00%	10.00%	\$ 8,969.75	\$ 89,697.50	100.00%
BCS-02-004-SS	SSR - Bay-Brook E/M	4/25/2018	6/6/2018	Tito Contractors, Inc.**	\$ 175,324.00	0.00%	0.00%	\$ -	\$ 175,324.00	100.00%
BCS-02-004-TI	T&I - Bay-Brook E/M	7/5/2018	9/5/2018	ECS Mid-Atlantic, LLC	\$ 122,450.00	10.00%	10.00%	\$ 12,245.00	\$ 12,245.00	10.00%
	Bill of Materials - FFE - Bay-Brook E/M	6/10/2016	5/7/2019	Douzon, Inc.	\$ 1,000,323.05	10.00%	10.00%	\$ 100,032.31	\$ 1,000,323.11	10.00%
CALVIN M. RODWELL ELEMENTARY/MIDDLE										
BCS-02-003-AE	AE - Calvin M. Rodwell E/M	5/25/2017	8/16/2017	Design Collective, Inc. - Senaha Assoc., PC JV	\$ 1,679,673.88	31.00%	31.20%	\$ 524,058.25	\$ 524,058.25	31.20%
BCS-02-003-CM	CM - Pre-Construction - Calvin M. Rodwell E/M	5/24/2017	8/16/2017	Skanska USA Building, Inc.	\$ 75,525.75	29.00%	29.00%	\$ 21,902.47	\$ 21,902.47	29.00%
BCS-02-003-GMP	GMP - Calvin M. Rodwell E/M	N/A	10/3/2018	Skanska USA Building, Inc.	\$ 36,767,365.00	30.00%	52.00%	\$ 19,119,029.80	\$ 19,119,029.80	52.00%
BCS-02-003-CX	CX - Calvin M. Rodwell E/M	11/8/2017	2/12/2017	Setty & Associates Int.**	\$ 89,697.50	10.00%	10.00%	\$ 8,969.75	\$ 89,697.50	100.00%
BCS-02-003-SS	SSR - Calvin M. Rodwell E/M	4/27/2018	6/6/2018	Central Contractors Enterprises, Inc.	\$ 126,783.00	0.00%	0.00%	\$ -	\$ 126,783.00	0.00%
BCS-02-003-TI	T&I - Calvin M. Rodwell E/M	7/10/2018	9/5/2018	DW Group, Inc. V/a Specialized Engineering	\$ 118,860.00	10.00%	10.00%	\$ 11,886.00	\$ 11,886.00	10.00%
	Bill of Materials - FFE - Calvin M. Rodwell E/M	6/10/2016	5/7/2019	Douzon, Inc.	\$ 960,455.13	10.00%	10.00%	\$ 96,545.51	\$ 960,455.13	10.00%
CALVERTON ELEMENTARY/MIDDLE										
BCS-02-005-AE	AE - Calverton E/M	5/17/2018	9/27/2018	JRS Architects, Inc. **	\$ 2,026,501.61	31.00%	51.42%	\$ 1,042,027.13	\$ 1,042,027.13	51.42%
BCS-02-005-CM	CM - Pre-Construction - Calverton E/M	5/17/2018	9/27/2018	The Whiting-Turner Contracting Company	\$ 190,627.03	29.00%	29.00%	\$ 55,281.84	\$ 55,281.84	29.00%
BCS-02-005-GMP1	GMP 1 - Calverton E/M	N/A	10/31/2019	The Whiting-Turner Contracting Company	\$ 6,189,280.09	30.00%	29.66%	\$ 1,835,740.47	\$ 1,835,740.47	29.66%
BCS-02-005-GMP2	GMP 2 - Calverton E/M	N/A	4/1/2020	The Whiting-Turner Contracting Company	\$ 22,275,199.00	30.00%	23.00%	\$ 10,652,125.67	\$ 10,652,125.67	23.00%
BCS-02-005-GMP3	GMP 3 - Calverton E/M	N/A	7/23/2020	The Whiting-Turner Contracting Company	\$ 11,256,202.00	30.00%	34.00%	\$ 3,827,108.68	\$ 3,827,108.68	34.00%
BCS-02-005-CX	CX - Calverton E/M	11/5/2018	1/8/2019	Kibart, Inc.	\$ 96,425.00	10.00%	35.00%	\$ 33,748.75	\$ 33,748.75	35.00%
BCS-02-005-TI	T&I - Calverton E/M	12/23/2019	3/3/2020	ATC Group Services, LLC	\$ 116,561.00	10.00%	10.00%	\$ 11,656.10	\$ 11,656.10	10.00%
	Bill of Materials - FFE - Calverton E/M	6/10/2016	3/2/2021	Douzon, Inc.	\$ 1,091,444.24	10.00%	10.00%	\$ 109,144.42	\$ 1,091,444.24	10.00%
COMMODORE JOHN RODGERS										
BCS-02-006-AE	AE - Cndr. John Rodgers E/M	5/10/2022	9/14/2022	Crabtree, Rohrbach & Associates	\$ 2,108,680.20	31.00%	33.94%	\$ 715,686.06	\$ 715,686.06	33.94%
BCS-02-006-CM	CM - Cndr. John Rodgers E/M	4/18/2024	7/17/2024	CAM Construction Co., Inc.	\$ 788,953.00	29.00%	29.00%	\$ 228,796.95	\$ 788,953.00	29.00%
BCS-02-006-GMP1	GMP 1 - Cndr. John Rodgers E/M	N/A	10/3/2024	CAM Construction Co., Inc.	\$ 30,714,480.00	30.00%	45.24%	\$ 13,895,230.75	\$ 13,895,230.75	45.24%
BCS-02-006-GMP2	GMP 2 - Cndr. John Rodgers E/M	N/A	12/4/2024	CAM Construction Co., Inc.	\$ 30,574,742.00	30.00%	49.71%	\$ 15,198,704.25	\$ 15,198,704.25	49.71%
BCS-02-006-CX	CX - Cndr. John Rodgers E/M	9/28/2022	12/6/2022	RMF Engineering, Inc. PC	\$ 130,148.74	10.00%	10.00%	\$ 13,014.87	\$ 13,014.87	10.00%
BCS-02-006-TI	T&I - Cndr. John Rodgers E/M	8/15/2024	10/1/2024	ECS Mid-Atlantic, LLC	\$ 229,040.90	10.00%	10.00%	\$ 22,904.09	\$ 22,904.09	10.00%
CROSS COUNTRY ELEMENTARY/MIDDLE										
BCS-02-007-AE	AE - Cross Country E/M	8/26/2018	12/20/2018	ATI, Inc. **	\$ 1,095,676.40	31.00%	59.13%	\$ 647,873.46	\$ 1,095,676.40	100.00%
BCS-02-007-CM	CM - Pre-Construction - Cross Country E/M	8/13/2018	12/20/2018	Turner Construction Company	\$ 147,778.00	29.00%	29.80%	\$ 44,022.94	\$ 44,022.94	29.80%
BCS-02-007-GMP1	Bill of Materials B177 - FFE Cross Country E/M-E178	N/A	10/6/2021	Turner Construction Company	\$ 1,399,852.00	30.00%	30.00%	\$ 419,955.60	\$ 419,955.60	30.00%
BCS-02-007-GMP2	GMP 2 - Cross Country E/M	N/A	2/16/2022	Turner Construction Company	\$ 11,885,143.00	30.00%	30.00%	\$ 3,565,542.90	\$ 3,565,542.90	30.00%
BCS-02-007-GMP3	GMP 3 - Cross Country E/M	N/A	5/11/2022	Turner Construction Company	\$ 37,098,292.00	30.00%	30.00%	\$ 11,129,487.60	\$ 11,129,487.60	30.00%
BCS-02-007-CX	CX - Cross Country E/M	11/30/2018	2/5/2019	Wright Commissioning, LLC	\$ 90,850.00	10.00%	10.00%	\$ 9,085.00	\$ 9,085.00	10.00%

(last revised 12.28.23)

Project Number & Contract Number	Project Name	Advertisement Date	Award Date	Vendor	Original Contract Amount	MBE Contract Goal	MBE Contract Commitment	MBE Contract Participation	MBE Total Participation (Spend)	MBE Total Commitment (Spend)
BCS-02-007-TI	T&I - Cross Country E/M	1/10/2022	3/1/2022	ATC Group Services, LLC	\$ 126,070.00	10.00%	10.00%	\$ 12,607.00	\$ 12,607.00	10.00%
BCS-02-007-SS	SS - Cross Country E/M	4/26/2019	6/7/2019	Tito Contractors, Inc. **	\$ 141,231.25	0.00%	0.00%	\$ -	\$ 141,231.25	100.00%
	Bill of Materials - FFE - Cross Country E/M	6/10/2016	6/4/2023	Dourin, Inc.	\$ 1,085,092.86	10.00%	10.00%	\$ 108,509.29	\$ 1,085,092.86	100.00%
FAIRMOUNT HARFORD BUILDING										
BCS-02-002-BB	Design Build - Fairmount Harford Bldg.	5/23/2017	8/16/2017	MCN Build/Southway Builders, LLC	\$ 192,743.00	20.00%	20.00%	\$ 71,314.91	\$ 71,314.91	37.00%
BCS-02-002-GMP	Fairmount Harford GMP	N/A	4/26/2018	MCN Build/Southway Builders, LLC	\$ 49,216,622.00	32.00%	32.00%	\$ 15,749,319.04	\$ 15,749,319.04	32.00%
BCS-02-002-CX	CX - Fairmount Harford Bldg.	1/10/2018	3/7/2018	Brinjac Engineering, Inc.	\$ 97,229.00	10.00%	23.00%	\$ 22,362.67	\$ 22,362.67	23.00%
BCS-02-002-TI	T&I - Fairmount Harford Bldg.	3/7/2018	5/2/2018	ECS Mid-Atlantic, LLC	\$ 74,503.20	10.00%	10.00%	\$ 7,450.32	\$ 7,450.32	10.00%
	Bill of Materials - FFE - Fairmount Harford Bldg.	6/10/2016	5/7/2023	School Specialty, Inc.	\$ 1,187,038.86	10.00%	10.00%	\$ 178,055.83	\$ 178,055.83	15.00%
FREDERICK DOUGLASS BUILDING										
BCS-02-018-AE	AE - Frederick Douglass Building	10/19/2022	1/26/2023	Samaha Associates, PC	\$ 3,278,000.00	31.00%	31.00%	\$ 1,016,180.00	\$ 1,016,180.00	31.00%
BCS-02-018-CM	CM - Frederick Douglass Building	2/6/2023	4/19/2023	Dustin Construction, Inc.	\$ 175,000.00	29.00%	29.00%	\$ 50,750.00	\$ 50,750.00	29.00%
BCS-02-018-GMP1	GMP 1 - Frederick Douglass Building	N/A	7/17/2024	Dustin Construction, Inc.	\$ 9,980,265.00	30.00%	33.37%	\$ 3,330,414.43	\$ 3,330,414.43	33.37%
BCS-02-018-GMP2	GMP 2 - Frederick Douglass Building	N/A	9/11/2024	Dustin Construction, Inc.	\$ 103,188,844.00	30.00%	35.43%	\$ 36,559,807.43	\$ 36,559,807.43	35.43%
BCS-02-018-TI	T&I - Frederick Douglass Building	5/11/2024	8/5/2024	Specialized Engineering	\$ 139,515.00	10.00%	10.00%	\$ 13,951.50	\$ 13,951.50	10.00%
BCS-02-018-CX	CX - Frederick Douglass Building	8/24/2023	11/7/2023	RMF Engineering, Inc. PC	\$ 194,359.00	12.00%	12.00%	\$ 23,323.08	\$ 23,323.08	12.00%
BCS-02-018-IT	AV/IT - Frederick Douglass Building	3/6/2023	5/2/2023	Mark G. Anderson Consultants (MGAC)	\$ 105,480.69	0.00%	0.00%	\$ -	\$ -	0.00%
BCS-02-018-MR	M&R Svcs. - Frederick Douglass Building	11/22/2023	2/8/2023	Walters Relocations, Inc. (WRI)**	\$ 139,893.05	0.00%	0.00%	\$ -	\$ 139,893.05	100.00%
GOVANS ES										
BCS-02-008-AE	AE - Govans ES	12/15/2017	3/21/2018	USA Architects, Planners + Interior Designers PA	\$ 1,657,139.17	31.00%	36.30%	\$ 601,541.52	\$ 601,541.52	36.30%
BCS-02-008-CM	CM - Preconstruction - Govans ES	12/15/2017	3/21/2018	Keller Construction Management	\$ 152,150.00	29.00%	29.00%	\$ 44,123.50	\$ 44,123.50	29.00%
BCS-02-008-GMP1	GMP 1 - Govans ES	N/A	4/22/2020	Dustin Construction, Inc.	\$ 24,101,768.26	30.00%	27.46%	\$ 6,618,345.56	\$ 6,618,345.56	27.46%
BCS-02-008-CX	CX - Govans ES	8/10/2018	10/2/2018	Wright Commissioning, LLC	\$ 94,980.00	10.00%	10.00%	\$ 9,498.00	\$ 9,498.00	10.00%
BCS-02-008-TI	T&I - Govans ES	10/1/2019	2/4/2020	ATC Group Services, LLC	\$ 131,105.00	10.00%	10.00%	\$ 13,110.50	\$ 13,110.50	10.00%
BCS-02-008-SS	SS - Govans ES	5/2/2019	6/18/2019	Tito Contractors, Inc. **	\$ 238,960.00	0.00%	0.00%	\$ -	\$ 238,960.00	100.00%
	Bill of Materials - FFE - Govans ES	6/10/2016	5/2/2023	Dourin, Inc.	\$ 780,809.65	10.00%	10.00%	\$ 78,080.97	\$ 780,809.65	10.00%
HARFORD HEIGHTS/SHARP LEADENHALL ELEMENTARY										
BCS-02-009-AE	AE - Harford Heights ES	3/1/2018	8/1/2018	Crabtree, Rohrbaugh & Associates	\$ 1,978,686.64	31.00%	32.50%	\$ 643,073.16	\$ 643,073.16	32.50%
BCS-02-009-CM	CM - Preconstruction - Harford Heights ES	3/1/2018	8/1/2018	MCN Build/Southway Builders, LLC	\$ 169,976.00	29.00%	29.00%	\$ 49,293.04	\$ 49,293.04	29.00%
BCS-02-009-GMP	GMP - Harford Heights ES	N/A	4/21/2020	MCN Build/Southway Builders, LLC	\$ 44,636,933.00	30.00%	30.00%	\$ 13,391,079.90	\$ 13,391,079.90	30.00%
BCS-02-009-CX	CX - Harford Heights ES	8/19/2018	11/8/2018	Wright Commissioning, LLC	\$ 98,515.00	10.00%	10.00%	\$ 9,851.50	\$ 9,851.50	10.00%
BCS-02-009-TI	Ti - Harford Heights ES	7/25/2019	10/8/2019	ECS Mid-Atlantic, LLC	\$ 107,304.00	10.00%	10.00%	\$ 10,730.40	\$ 10,730.40	10.00%
	Bill of Materials - FFE - Harford Heights ES	6/10/2016	5/2/2023	School Specialty, Inc.	\$ 1,234,953.87	10.00%	10.00%	\$ 183,653.38	\$ 183,653.38	15.00%
HIGHLANDTOWN ELEMENTARY/MIDDLE SCHOOL										
BCS-02-010-AE	AE - Highlandtown EMS	1/31/2020	4/22/2020	JRS Architects, Inc. **	\$ 1,000,391.55	31.00%	37.50%	\$ 375,146.83	\$ 1,000,391.55	100.00%
BCS-02-010-CM	CM - Preconstruction - Highlandtown EMS	1/31/2020	4/22/2020	CAM Construction Company	\$ 154,112.00	29.00%	29.00%	\$ 44,790.48	\$ 44,790.48	29.00%
BCS-02-010-GMP	GMP - Highlandtown EMS	1/31/2020	8/11/2021	CAM Construction Company	\$ 22,354,170.00	30.00%	34.35%	\$ 7,678,657.40	\$ 7,678,657.40	34.35%
BCS-02-010-CX	CX - Highlandtown EMS	7/17/2020	10/7/2020	Brinjac Engineering, Inc.	\$ 5,620.00	10.00%	10.00%	\$ 5,262.00	\$ 5,262.00	10.00%
BCS-02-010-TI	Ti - Highlandtown EMS	3/2/2021	5/4/2021	Hillis-Carnes Engineering Associates, Inc.	\$ 81,784.00	10.00%	10.00%	\$ 8,178.40	\$ 8,178.40	10.00%
	Bill of Materials - FFE - Highlandtown ES	6/10/2016	5/2/2023	School Specialty, Inc.	\$ 1,077,394.98	10.00%	10.00%	\$ 161,609.25	\$ 161,609.25	15.00%
JAMES MOSHER ELEMENTARY SCHOOL										
BCS-02-011-AE	AE - James Mosher ES	9/7/2018	1/24/2019	Waldon Studio/Hughes Group Architects JV**	\$ 979,035.28	31.00%	45.51%	\$ 445,558.96	\$ 979,035.28	100.00%
BCS-02-011-CM	CM - Preconstruction - James Mosher ES	9/7/2018	1/24/2019	Dustin Construction, Inc.	\$ 169,067.00	29.00%	29.00%	\$ 49,012.03	\$ 49,012.03	29.00%
BCS-02-011-GMP	GMP - James Mosher ES	N/A	4/21/2020	Dustin Construction, Inc.	\$ 26,139,160.31	30.00%	24.35%	\$ 6,364,885.54	\$ 6,364,885.54	24.35%
BCS-02-011-CX	CX - James Mosher ES	1/18/2019	4/4/2019	Setty & Associates Intl.**	\$ 90,948.00	10.00%	10.00%	\$ 9,094.80	\$ 90,948.00	100.00%
BCS-02-011-TI	Ti - James Mosher ES	3/5/2020	5/5/2020	Hillis-Carnes Engineering Associates, Inc.	\$ 50,989.00	10.00%	10.00%	\$ 5,098.90	\$ 5,098.90	10.00%
BCS-02-011-SS	SS - James Mosher ES	4/10/2019	6/18/2019	Tito Contractors, Inc. **	\$ 168,611.00	0.00%	0.00%	\$ -	\$ 168,611.00	100.00%
	Bill of Materials - FFE - James Mosher ES	6/10/2016	5/2/2023	Dourin, Inc.	\$ 610,311.53	10.00%	10.00%	\$ 61,631.15	\$ 61,631.15	10.00%
JOHN RUHRAH ELEMENTARY/MIDDLE										
BCS-02-001-AE	AE - John Ruhrah E/M	2/8/2017	6/7/2017	Grimm & Parker Architects	\$ 1,641,718.62	31.00%	32.14%	\$ 855,992.09	\$ 855,992.09	52.14%
BCS-02-001-CM	CM - Pre-Construction - John Ruhrah E/M	2/10/2017	7/5/2017	MCN Build/Southway Builders, LLC	\$ 56,619.20	29.00%	29.00%	\$ 16,419.57	\$ 16,419.57	29.00%
BCS-02-001-GMP	GMP - John Ruhrah E/M	N/A	9/7/2018	MCN Build/Southway Builders, LLC	\$ 42,759,429.00	30.00%	30.95%	\$ 13,234,043.28	\$ 13,234,043.28	30.95%
BCS-02-001-CX	CX - John Ruhrah E/M	11/8/2017	1/2/2018	Kibart, Inc.	\$ 96,188.40	10.00%	28.00%	\$ 26,932.75	\$ 26,932.75	28.00%
BCS-02-001-SS	SSR - John Ruhrah E/M	4/20/2018	6/6/2018	Tito Contractors, Inc. **	\$ 263,967.00	0.00%	0.00%	\$ -	\$ 263,967.00	100.00%
BCS-02-001-TI	Ti - John Ruhrah E/M	8/15/2018	10/5/2018	Hillis-Carnes Engineering Associates, Inc.	\$ 124,750.00	10.00%	10.00%	\$ 12,475.00	\$ 12,475.00	10.00%
BCS02-001-PC	Portable Classroom Lease - John Ruhrah E/M	1/4/2018	9/5/2018	Modular Genus, Inc.	\$ 1,807,998.00	12.00%	12.00%	\$ 156,959.76	\$ 156,959.76	12.00%
	Bill of Materials - FFE - John Ruhrah E/M	6/10/2016	5/7/2019	School Specialty, Inc.	\$ 1,424,034.25	10.00%	10.00%	\$ 213,605.14	\$ 213,605.14	15.00%
MARY E. RODMAN ELEMENTARY/MIDDLE										
BCS-02-012-AE	AE - Mary E. Rodman	10/11/2017	1/24/2018	Smolen Emr (Ikonitch (SEI) Architects	\$ 1,317,364.34	31.00%	31.01%	\$ 408,514.68	\$ 408,514.68	31.01%
BCS-02-012-CM	CM - Preconstruction - Mary E. Rodman	10/11/2017	1/24/2018	MCN Build/Southway Builders, LLC	\$ 49,728.00	29.00%	29.00%	\$ 14,421.12	\$ 14,421.12	29.00%
BCS-02-012-GMP	GMP - Mary E. Rodman	N/A	7/9/2019	MCN Build/Southway Builders, LLC	\$ 25,533,719.00	30.00%	30.10%	\$ 7,685,649.42	\$ 7,685,649.42	30.10%
BCS-02-012-CX	CX - Mary E. Rodman	5/16/2018	7/12/2018	Kibart, Inc.	\$ 95,751.00	10.00%	28.00%	\$ 26,810.28	\$ 26,810.28	28.00%
BCS-02-012-TI	Ti - Mary E. Rodman	5/30/2019	7/9/2019	ATC Group Services, LLC	\$ 82,492.00	10.00%	10.00%	\$ 8,249.20	\$ 8,249.20	10.00%
	Bill of Materials - FFE - Mary E. Rodman ES	6/10/2016	5/7/2019	Dourin, Inc.	\$ 698,271.12	10.00%	10.00%	\$ 69,827.11	\$ 69,827.11	10.00%
MIDFIELD ELEMENTARY/SCHOOL										
BCS-02-013-AE	AE - Medfield ES	12/22/2017	3/21/2018	Design Collective/Samaha JV	\$ 1,592,053.76	31.00%	39.70%	\$ 632,045.34	\$ 632,045.34	39.70%
BCS-02-013-CM	CM - Preconstruction - Medfield ES	12/22/2017	3/21/2018	Turner Construction Company	\$ 141,310.00	29.00%	29.40%	\$ 41,545.14	\$ 41,545.14	29.40%
BCS-02-013-GMP	GMP - Medfield ES	N/A	7/8/2019	Turner Construction Company	\$ 32,320,710.00	30.00%	30.18%	\$ 9,754,390.28	\$ 9,754,390.28	30.18%
BCS-02-013-CX	CX - Medfield ES	7/18/2018	9/5/2018	Kibart, Inc.	\$ 95,751.00	10.00%	33.00%	\$ 31,597.83	\$ 31,597.83	33.00%
BCS-02-013-TI	Ti - Medfield ES	4/12/2019	6/18/2019	ATC Group Services, LLC	\$ 93,884.00	10.00%	10.00%	\$ 9,388.40	\$ 9,388.40	10.00%
BCS-02-013-SS	SS - Medfield ES	5/2/2019	6/18/2019	Tito Contractors, Inc. **	\$ 159,773.00	0.00%	0.00%	\$ -	\$ 159,773.00	100.00%
	Bill of Materials - FFE - Medfield Heights ES	6/10/2016	5/7/2019	Dourin, Inc.	\$ 765,668.61	10.00%	10.00%	\$ 76,566.86	\$ 76,566.86	10.00%
MONTABELLO ELEMENTARY/MIDDLE SCHOOL										
BCS-02-014-AE	AE - Montebello EMS	8/22/2019	11/23/2019	Crabtree, Rohrbaugh & Associates	\$ 1,351,508.53	31.00%	42.00%	\$ 567,633.58	\$ 567,633.58	42.00%
BCS-02-014-CM	CM - Preconstruction - Montebello EMS	5/7/2020	8/12/2020	CAM Construction Company	\$ 113,944.00	29.00%	29.00%	\$ 33,043.76	\$ 33,043.76	29.00%

Last Revised 12.18.23

Project Number & Contract Number	Project Name	Advertisement Date	Award Date	Vendor	Original Contract Amount	MBE Contract Goal	MBE Contract Commitment	MBE Contract Participation	MBE Total Participation (spend)	MBE Total Commitment (spend)
BCS-02-014-GMP	GMP - Montebello EMS	N/A	4/21/2021	CAM Construction Company	\$ 32,092,251.00	30.00%	30.00%	\$ 9,627,675.30	\$ 9,627,675.30	30.00%
BCS-02-014-CX	CX - Montebello EMS	3/28/2020	5/5/2020	Kibart, Inc.	\$ 79,651.00	10.00%	10.00%	\$ 7,965.20	\$ 7,965.20	10.00%
BCS-02-014-SS	SS - Montebello EMS	5/5/2020	7/7/2020	Tito Contractors, Inc.**	\$ 267,885.00	0.00%	0.00%	\$ -	\$ 267,885.00	100.00%
BCS-02-014-TI	TI - Montebello EMS	2/8/2021	4/6/2021	ENW Group, Inc. i/a Specialized Engineering	\$ 88,770.00	10.00%	10.00%	\$ 8,877.00	\$ 88,770.00	100.00%
	Bill of Materials - FFE - Montebello ES	6/10/2016	3/7/2021	Douzon, Inc.	\$ 831,968.35	10.00%	10.00%	\$ 83,196.84	\$ 83,196.84	10.00%
NORTHWOOD ELEMENTARY SCHOOL										
BCS-02-015-AE	AE - Northwood ES	1/2/2019	4/4/2019	Smolen Enr Ilkovich (SEI) Architects	\$ 2,097,733.00	31.00%	42.02%	\$ 881,467.41	\$ 881,467.41	42.02%
BCS-02-015-CM	CM - Preconstruction - Northwood ES	1/2/2019	4/4/2019	James G. Davis Construction Corporation	\$ 179,216.00	29.00%	29.00%	\$ 51,972.64	\$ 51,972.64	29.00%
BCS-02-015-GMP1	GMP 1 - Northwood ES	N/A	7/22/2020	James G. Davis Construction Corporation	\$ 27,840,394.00	30.00%	30.00%	\$ 8,352,118.20	\$ 8,352,118.20	30.00%
BCS-02-015-GMP2	GMP 2 - Northwood ES	N/A	12/16/2020	James G. Davis Construction Corporation	\$ 17,854,228.00	30.00%	30.00%	\$ 5,356,268.40	\$ 5,356,268.40	30.00%
BCS-02-015-CX	CX - Northwood ES	4/30/2019	7/9/2019	Kibart, Inc.	\$ 89,895.00	10.00%	28.00%	\$ 25,170.60	\$ 25,170.60	28.00%
BCS-02-015-TI	TI - Northwood ES	5/1/2020	7/7/2020	ECS Mid-Atlantic, LLC	\$ 95,177.00	10.00%	10.00%	\$ 9,517.70	\$ 9,517.70	10.00%
	Bill of Materials - FFE - Northwood ES	6/10/2016	4/24/2021	Douzon, Inc.	\$ 875,046.40	10.00%	10.00%	\$ 87,504.64	\$ 87,504.64	10.00%
ROBERT W. COLEMAN ELEMENTARY SCHOOL										
BCS-02-016-AE	AE - Robert W. Coleman ES	10/1/2018	1/24/2019	RRMM Architects, PC dba RRMM Lukmire Architects	\$ 886,399.00	31.00%	57.00%	\$ 505,247.43	\$ 505,247.43	57.00%
BCS-02-016-CM	CM - Preconstruction - Robert W. Coleman ES	4/5/2019	7/8/2019	MCN Build/Southway Builders, LLC	\$ 113,561.00	29.00%	29.00%	\$ 32,932.69	\$ 32,932.69	29.00%
BCS-02-016-GMP1	GMP 1 - Robert W. Coleman ES	N/A	4/1/2020	MCN Build/Southway Builders, LLC	\$ 1,693,616.00	30.00%	38.13%	\$ 645,775.78	\$ 645,775.78	38.13%
BCS-02-016-GMP2	GMP 2 - Robert W. Coleman ES	N/A	7/22/2020	MCN Build/Southway Builders, LLC	\$ 17,912,118.00	30.00%	30.00%	\$ 5,375,135.40	\$ 5,375,135.40	30.00%
BCS-02-016-CX	CX - Robert W. Coleman ES	3/13/2019	5/7/2019	Decion Engineering, Inc. dba DE Consulting	\$ 84,940.21	10.00%	10.00%	\$ 8,494.02	\$ 8,494.02	10.00%
BCS-02-016-TI	TI - Robert W. Coleman ES	3/31/2020	6/2/2020	Hills Canes Engineering Associates, Inc.	\$ 46,734.00	10.00%	10.00%	\$ 4,673.40	\$ 4,673.40	10.00%
BCS-02-016-SS	SS - Robert W. Coleman ES	4/26/2019	6/18/2019	Centennial Contractors Enterprises, Inc.	\$ 264,236.62	0.00%	0.00%	\$ -	\$ -	0.00%
	Bill of Materials - FFE - Robert W. Coleman ES	6/10/2016	3/2/2021	School Specialty, Inc.	\$ 507,711.01	10.00%	15.00%	\$ 76,156.65	\$ 76,156.65	15.00%
WALTER P. CARTER/LOIS T. MURRAY ELEMENTARY SCHOOL										
BCS-02-017-AE	AE - Walter P. Carter E/M	10/20/2017	1/24/2018	Penza Bailey/Newman JV	\$ 2,499,998.92	31.00%	48.42%	\$ 1,210,449.48	\$ 1,210,449.48	48.42%
BCS-02-017-CM	CM - Preconstruction - Walter P. Carter E/M	10/20/2017	1/24/2018	Whiting Turner Contracting Co.	\$ 258,574.31	29.00%	29.00%	\$ 74,986.55	\$ 74,986.55	29.00%
BCS-02-017-GMP	GMP - Walter P. Carter E/M	N/A	4/2/2019	Whiting Turner Contracting Co.	\$ 54,929,436.00	30.00%	31.24%	\$ 17,156,082.03	\$ 17,156,082.03	31.24%
BCS-02-017-CX	CX - Walter P. Carter E/M	5/16/2018	8/8/2018	Advanced Building Performance, Inc.**	\$ 96,488.00	10.00%	10.00%	\$ 9,648.80	\$ 96,488.00	100.00%
BCS-02-017-TI	TI - Walter P. Carter E/M	10/16/2018	12/6/2018	ECS Mid-Atlantic, LLC	\$ 202,316.50	10.00%	10.00%	\$ 20,231.65	\$ 20,231.65	10.00%
BCS-02-017-SS	SS - Walter P. Carter E/M	5/1/2019	6/18/2019	Tito Contractors, Inc.**	\$ 218,741.00	0.00%	0.00%	\$ -	\$ -	0.00%
	Bill of Materials - FFE - Walter P. Carter E/M	6/10/2016	5/7/2019	School Specialty, Inc.	\$ 1,187,799.39	10.00%	15.00%	\$ 178,168.96	\$ 178,168.96	15.00%
	Bill of Materials - FFE - Lois T. Murray E/M	6/10/2016	3/2/2021	School Specialty, Inc.	\$ 338,356.01	10.00%	15.00%	\$ 50,753.40	\$ 50,753.40	15.00%
TOTAL (YEAR 2)					\$ 832,195,693.25		33.61%	\$ 279,718,839.58	\$ 284,835,162.47	34.22%
TOTAL (YEARS 1 & 2)					\$ 1,361,365,931.00		32.54%	\$ 441,026,430.80	\$ 458,209,896.67	33.16%

*** MBE Prime

*** MDOE MBE Certified at Time of Award

City Schools Procurement/Contract

MSA Procurement/City Schools Contracts

Last Revised 12.28.21

EXHIBIT 7B: MBE OUTREACH INCLUSION PLAN AND COMMITMENTS

City of Baltimore, Baltimore City Public Schools, and the Maryland Stadium Authority Collaborative Commitment to Supplier Diversity Outreach and Inclusion for Projects under the Act

Background

The Maryland General Assembly passed the Baltimore City Public Schools Construction and Revitalization Act of 2013 (the Act), authorizing the Maryland Stadium Authority (MSA) to fund up to \$1.1 billion in improvements to Baltimore City public school facilities, resulting in renovation and replacement projects expected to be completed by the end of 2020 (the Projects). Pursuant to the Act, the City of Baltimore (the City), the Baltimore City Board of School Commissioners (the School Board), the Interagency Committee on School Construction (IAC), and MSA entered into a four-party Memorandum of Understanding (MOU) outlining each party's roles and responsibilities. The MOU was approved by the Maryland Board of Public Works on October 16, 2013.

Purpose

The MOU established a collaborative group (the Collaborative), comprising the City, the School Board, and MSA, to work with the Mayor's Office of Minority and Women-Owned Business Development (MWBD), on an outreach and inclusion plan to promote the utilization of State-certified locally based minority and women-owned businesses on the Projects, in compliance with State law. A subcommittee of the Collaborative, chaired by the MWBD, developed the attached Supplier Diversity Outreach and Inclusion Plan (the Plan) in furtherance of this purpose.

Process

The Supplier Diversity Sub-group, chaired by MWBD, has been formed to ensure that the Plan maximizes opportunities for Minority Business Enterprises (MBEs). The Sub-group will meet no less frequently than quarterly to assess the progress of the Plan. Information about the progress of the Plan will be shared regularly with community stakeholders and by using the Sub-group member organizations as primary communication channels.

Conclusion

While all procurements under the Act must comply with State MBE law, the Collaborative and MWBD have developed the Plan to facilitate the access of Local MBEs to business opportunities generated by the Projects. The Plan's objectives and strategies may be revised as the Projects progress, in an effort to continue to facilitate MBE outreach and inclusion, as well as to comply with State and federal law.

OBJECTIVES	STRATEGIES	WHO'S RESPONSIBLE	ACHIEVEMENT TO DATE
1. Actively seek and conduct outreach to Local MBEs.	A. Market to and conduct MBE outreach events for contracting and subcontracting opportunities throughout the life of the Projects, including outreach events targeting businesses located primarily in Baltimore City and the counties contiguous to Baltimore City.	VSA City Schools	
	A.1 Implement a two-pronged approach to outreach for (1) Construction Manager (CM) packages, and (2) Trade Contractor Packages under each CM. Perform a minimum of two "awareness sessions" to inform contracting community of upcoming opportunities and how to prepare. Perform targeted outreaches to MBEs for each grouping of major trade bid packages released. Include meaningful prime firm/learn interaction and MBE advocates in the outreaches.	VSA City Schools	
	A.2 Attend and provide presentations at MBE open house events, and outreach events to subcontractors and consultants, to raise awareness for Local MBEs.	VSA City Schools MWBD	
	B. Identify/highlight potential subcontracting /segmentable opportunities in solicitations where there are no State-certified MBEs (gap analysis) in an effort to increase MBE subcontracting goals on future solicitations for the Projects.	VSA City Schools MWBD	
	C. Identify and market contracting opportunities to minority and woman-owned businesses that are not State-certified MBEs in an effort to increase the pool of MBEs for the Projects. Encourage City-certified, CRMSDC-certified, and WBENC-certified minority and woman-owned businesses to become State-certified MBEs for increased opportunities in the Projects.	VSA City Schools MWBD Supplier Diversity Sub-group	

OBJECTIVES	STRATEGIES	WHO'S RESPONSIBLE	ACHIEVEMENT TO DATE
	D. Consider unbundling contracts with the objective of creating smaller, segmented contracts to be designated as Small Business Reserve (SBR)-only under the SBR Program. This will provide larger pools of MBEs with the opportunity to bid on the contracts.	MSA City Schools	
2. Provide educational assistance to Local MBEs on the methods of doing business on the Projects.	A. Request that MSA and City Schools be included in any outreach efforts conducted by MWBD and Advocacy Partners.	MWBD Supplier Diversity Sub-group	
	B. MWBD, MSA, City Schools, and the Governor's Office of Minority Affairs (GOMA) will work collaboratively to hold targeted outreaches for MBEs.	MWB D MSA	
	C. Partner with local resource/support services agencies, associations, organizations, etc. to offer "Contractor Bootcamps," bonding workshops, and other relevant educational/preparatory opportunities to help strengthen the pool of qualified subcontractors available to work on the Projects.	City Schools MSA	

3. Encourage prime contractors to utilize Local MBE subcontractors for the commodity or service being bid.	A. MSA will hold roundtable discussions with prime contractors on the goals for MBE participation. Recommend establishing expectations up front and using RFP language to express to primes the expectations re: MBE participation commitments and consequences if they are not achieved (liquidated damages, etc.).	MSA	
	B. Tiered subcontracting. There should be a process in place allowing prime contractors to include tiered subcontracting in calculating MBE participation.	MSA City Schools	

OBJECTIVES	STRATEGIES	WHO'S RESPONSIBLE	ACHIEVEMENT TO DATE
4. Reporting. A reporting of transactions will be performed to monitor the success of efforts to increase participation of Local MBEs.	A. The STAT Committee will submit quarterly reports to the Executive Committee and MWBD, describing outreach efforts for the solicitations that have been advertised; all bid awards (including total and MBE awards); Local MBE contract awards; and all payments (including total and MBE payments).	MSA City Schools STAT Committee	
	B. As the Projects progress, the STAT Committee will disseminate information on rates and figures related to attaining or exceeding MBE participation goals, as well as rates and figures identifying Local MBE participation as a portion of the overall information.	MSA City Schools STAT Committee	
5. MSA and MWBD will oversee administration of this Plan and report to the Executive Committee on its status.	A. Work to keep the public informed of the participation of Local MBEs on the Projects by hosting outreach efforts and leveraging other communication platforms.	MSA City Schools MWBD	
	B. Provide a timeline of opportunities for MBEs to learn about upcoming bid packages and important deadlines.	MSA City Schools	
6. Commit to an effort to utilize Local MBEs beyond the construction phase of the Projects, specifically in professional services.	A. Create a plan that will identify potential contracting opportunities in the ongoing operation of the schools.	City Schools	

Definitions of Terms in the Plan

Advocacy Partners means business and/or trade associations that are organized to support and promote the utilization of minority and women-owned businesses in public and private procurement and business development opportunities.

City Schools means the Baltimore City Public Schools System, administered by the Chief Executive Officer under the direction and supervision of the School Board.

CRMSDC-certified means a minority-owned, operated, and controlled business that has obtained certification from the Capital Region Minority Supplier Development Council, which is a regional affiliate of the National Minority Supplier Development Council (NMSDC).

Executive Committee means the Executive Committee defined in the MOU.

GOMA means the Governor's Office of Minority Affairs.

Local MBE means an MBE with an address in the MDOT Directory, in the following order of priority: (1) within Baltimore City; (2) within a county that is contiguous to Baltimore City; and (3) within the State.

MSA means the Maryland Stadium Authority or its Program Manager for the Projects (Partners for Revitalization of Baltimore City Schools). **Minority Business Enterprise, State-certified MBE, or MBE** means a firm that satisfies the definition in Md. Code Ann., State Fin. & Proc.

§14-301(f) and is certified under the State MBE program by the Maryland Department of Transportation (MDOT) under COMAR 21.11.03. A current directory of certified MBEs is available through the MDOT Office of Minority Business Enterprise, 7201 Corporate Center Drive, Hanover, Maryland 21076, (410) 865-1269, 1-800-544-6056, or TTY (410) 865-1342. The directory is also available on the MDOT website at <http://mbe.state.md.us/directory/>.

SBR or Small Business Reserve Program means the program established in Md. Code Ann., State Fin. & Proc. §§14-501 – 14- 505.

STAT Committee means the STAT Committee defined in the MOU.

Supplier Diversity Sub-group means a workgroup, comprising MSA's MBE liaison, a representative of MWBD, a representative of Baltimore City Schools, a representative of GOMA, and representatives of MBE stakeholder organizations who will oversee the administration of the Plan and report to the Executive Committee on this subject. Members of the Supplier Diversity Sub-group who are representatives of MBE stakeholder organizations shall be deemed a "procurement official" under §13-211 of the State Finance and Procurement Article, Maryland Annotated Code, and an "official" under Title 5, Subtitle 5 of the General Provisions Article, Maryland Annotated Code, for purposes of any response to a request for qualifications, request for proposals, invitation of bids, or other solicitation connected with the Projects and for any awarded contract in connection with the Projects.

WBENC-certified means a woman-owned business that has obtained certification from the Women's Business Enterprise National Council (WBENC), a national 501(c)(3) non-profit organization.

EXHIBIT 7C: LOCAL HIRING COMMITMENTS FOR NEW HIRES (YEAR 1 SCHOOLS)

Local Hiring Commitments for New Hires

Year 1 Schools

*As of December 2020

Arlington		
Trade	Contractors	Local New Hires
02A - Earthwork	P&J Contracting Company	1
02B - Demolition, Abatement & IH Services	Interior Specialist	2
02C - Site Utilities	P&J Contracting Company	1
02D - Site Concrete	Priority Concrete	1
02G - Landscaping, Seed and Sod	Williams T King, Inc	1
03A - Building Concrete	Sody Concrete	1
03B - Helical Piles	Foundation and Shoring Solution	1
04A - Masonry	Karon Masonry	2
05A - Steel	SA Halac Ironworkers	2
06A - General Trades	Dustin Construction, Inc	1
07A - Roofing	Eastcoast Exteriors	5
09B - Tiling	Allstate Floors	1
09C - Resilient Flooring	Solara Flooring	1
09D - Wood Athletic Flooring	Masterecare Flooring	1
15A - Sprinkler	W.G. Tomko	2
16A - Electrical	BoMark Electric	3
Total		26
Verified/ Final		62

Arundel		
Trade	Contractors	Local New Hires
02A - Demolition/Hazmat	Engineered Demolition	3
03A - Concrete	Premier Concrete	5
04A - Masonry	Karon Masonry	5
05A - Structural Steel	Strait Steel	3
06A - Gen Trades/Rough Carp.	Engineered Demolition	4
07B - Roofing	Chu Contracting	6
08C - Glass and Glazing	Glass Industries	1
09A - Painting	JA Argetakis Contracting	1
09C - Flooring	Allstate Floors	1
23A - Plumbing and HVAC	Pro-Air	6
26A - Electrical	Freestate Electric	2
31A - Earthwork & Utilities	Cotton Construction	1
Total		38
Verified/ Final		39

Cherry Hill		
Trade	Contractors	Local New Hires
02A- Selective Demolition	ISI	1
03A- Concrete	Canvon	2
04A-Masonry	Karon	3
05A-Metals	Stewart Amos	4
06A - Carpentry & General Trades	JP Construction	(Inc'd in 0A)
07A - Roofing	IronsShore	1
07C - Fiber Cement Panels & Siding	CHU	2
08C - Curtainwall And Storefronts	Glass Industries	1
09A - Drywall & Acoustics	JP Construction	5
22A - Mechanical & Plumbing	Heffron	4
26A - Electrical	Action Electric	2
31A - Earthwork & Utilities	Stella May	1
Total		26
Verified/ Final		76

DOROTHY I. HEIGHT (FORMALLY J.E.H.)		
Trade	Contractors	Local New Hires
2B- LANDSCAPING	William T. King	1
2D- Demolition and Abatement	Rubble Bee	2
4A-Masonry	KaRon Masonry	3
5A- Structural & Misc Steel	Kinsley Construction	2
8A- Curtainwall	Glass Industries	1
9A- Drywall, Framing, & Ceilings	J.A. Argetakis	1
15A - Plumbing & HVAC	Heer Brothers	5
15B- Sprinklers	Reliance	1
16A - Electrical	Grounded	2
Total		18
Verified/ Final		68

Forest Park		
Trade	Contractors	Local New Hires
03A-Concrete	Sody	2
04A- Masonry	KaRon Masonry	3
05A- Metals	Halac	2
09A- Drywall & Acoustics	Finishes Inc.	1
09B-Tiling	Tito	5
09G-Paintings & Coatings	Argos	3
12E- Fixed Audience Seating	Dynamic	2
22A- Mechanical & Plumbing	Denver-Elek	3
31A- Earthwork	P&J	1
Total		22
Verified/ Final		140

Fort Worthington		
Trade	Contractors	Local New Hires
2A - Demolition/Hazmat	Ritter & Panstore Contracting Inc	2
2B - Earthwork & Utilities	P&J Contracting Company Inc.	1
2C - Sitework & Utilities	P&J Contracting Company Inc.	1
2E - Landscaping	Warren H. Bover, Inc.	1
3A - Concrete	GLB Concrete Construction	2
4A - Masonry	KaRon Masonry of Maryland, Inc.	6
6A - Gen Trades/Rough Carp.	Homewood General Contractors, Inc.	1
9A - Drywall & Ceilings	Cindell Construction, Inc.	2
9C - Tile	Allstate Floors	1
15A - Plumbing & HVAC	W.G. Tomko, Inc.	4
16A - Electrical	Brown and Heim, Inc.	3
Total		24
Verified/ Final		70

Frederick		
Trade	Contractors	Local New Hires
2A - Demolition	Barco	2
2B - Site Work/Site Utilities	JLN	2
2C - Landscaping	W.T. King, Inc.	1
3A - Concrete	Dance Brothers	3
4A - Masonry	KaRon Masonry of Maryland, Inc.	4
6B - Finish Carpentry	Fallston Supply, Inc.	1
7A - Roofing	Kalkreuth Roofing & Sheet Metal, Inc.	2
8A - Glass & Glazing	Brawner Builders, Inc.	2
9B - Drywall & Ceilings	J&G Acoustical Co.	5
15A - Plumbing & HVAC	Heffron Company	6
Total		28
Verified/ Final		52

Lyndhurst		
Trade	Contractors	Local New Hires
1-A Demolition & Abatement	ACECO	5
4 Masonry	First Choice Masonry	20
5 Structural Steel & Misc. Metals	Kinsley Manufacturing	2
6 Millwork	Mahogany	3
13 Skylight	Alternate	1
18 Drywall	P&D Contracting	3
20 Ceramic & Stone Tile	Allstate	1
22 Flooring	Allstate Flooring	1
36 Plumbing/HVAC/Controls	Heffron Company	10
38 Telecom, Security, AV&Pro Screen	Commercial Cabling & Sound	1
Total		47
Verified/ Final		66

Pimlico		
Trade	Contractors	Local New Hires
CM Allowance	Dustin Construction	2
01A- Demolition & Abatement	Ritter & Panstore	3
02A-Earthwork	P&J	1
02B-Demolition-Phase 2	Interior Specialists	1
02C-Site Utilities	P&J Contracting	1
02D-Site Concrete	P&J	1
03A-Building Concrete	Dance Brothers	2
03B-Helical Piles	Foundations and Shoring	1
04A-Masonry	Karon	3
05A-Steel	SA Halac Iron	2
06A- General Trades	Dustin Construction	2
07A-Roofing	Cole Roofing	1
09A-Drywall	Finishes, Inc	2
09B-Tiling	L&R Floors	1
09C-Resilient Flooring	Solara Flooring	1
09F-Paintings & Coatings	SCCP	1
15A- Mechincal	Towson Mechanical	3
15B- Sprinkler	Fire-Mark Inc	1
Total		29
Verified/ Final		85

Robert Poole		
Trade	Contractors	Local New Hires
21A - Fire Protection	Judd Fire Protection	1
26A - Electrical	Grounded Electrical	2
2B - Demolition & Abatement	Asbestos Specialists	2
3A - Building Concrete	GLB Concrete Const	2
4A - Masonry	Karon Masonry	4
5A - Metals	Steel Fab	2
9A - Drywall & Acoustical	Avena Contracting	5
31A - Earthwork, Paving, Utilities	Comer Construction	3
9F - Resinous Flooring	Durex Coverings	2
9G - Painting	Elite Painting	2
Total		23
Verified/ Final		95

EXHIBIT 7C: LOCAL HIRING COMMITMENTS FOR NEW HIRES (YEAR 2 SCHOOLS)

Local Hiring Commitments for New Hires

Year II Schools

*As of December 2024

Bay-Brook		
TRADE	CONTRACTORS	LOCAL NEW HIRES
02A Demolition & Abatement	Interior Specialists	1
04A Masonry	Karon Masonry	2
08A Openings	A.L. Ingram	1
09E Finishes	NLP Painting	1
27A Communications	Computata System	4
	Total	9
	Verified/Final	23

Calverton (Katharine Johnson Global Academy)		
TRADE	CONTRACTORS	LOCAL NEW HIRES
02 Existing Conditions (Demolition/Abatement)	Berg Corporation	2
03 Concrete	Premier Concrete	2
04 Masonry	KaRon Masonry	1
05 Metals	S.A. Halac	1
07A Roofing	Cole Roofing	1
08A Openings	Quality Walls & Windows	1
09A Finishes	J&G Group	2
09B VCT & Carpet Tile	Carpet for Pennies	4
09E Ceramic Tile	L&R Enterprises	1
23 Heating, Ventilating and Air Conditioning	Heer Brothers	1
26 Electrical	Action Electric	2
31 Earthwork	Carter Site Service	4
	Total	22
	Verified/Final	72

Calvin M. Rodwell		
TRADE	CONTRACTORS	LOCAL NEW HIRES
04A Masonry	Karon Masonry	2
05B Misc. Metals & Ornamental Rails	Moxey	1
06A.1 Rough Carpentry	Punch List Specialist Team	2
07B Roofing	IronShore Contracting	1
09A Drywall, ACT & Insulation	Dynamic Contracting	12
23A Mechanical	W.G. Tomko Inc	1
26A Electrical	BoMark Electric	1
32B Site Concrete	Chevy Chase	1
31A Earthwork	P&J Contracting Co.	1
33A Site Utilities	P&J Contracting Co.	1
	Total	23
	Verified/Final	33

Commodore John Rogers		
TRADE	CONTRACTORS	LOCAL NEW HIRES
02A Selective Demolition & Hazmat	Interior Specialists, Inc.	1
04A Masonry	KaRon Masonry, Inc.	1
05A Structural Steel and Miscellaneous Metals	Reedbird Steel LLC	2
22A Plumbing & HVAC	Temp Air Company	2
26A Electrical	Key Systems	2
	Total	8
	Verified/Final	PENDING

Cross Country		
---------------	--	--

James Mosher (Billie Holiday)		
TRADE	CONTRACTORS	LOCAL NEW HIRES
02A Earthwork	P&J Contracting Company	1
02B Demolition, Abatement, and IH Services	Interior Specialists	1
02G Landscaping	William T. King	1
03A Building Concrete	Sody Concrete	1
04A Masonry	Karon Masonry	1
05A Steel	SA Halac	1
06A General Trades	Hancock and Albanese	2
07A Roofing	Simpson of Maryland	2
15A Mechanical	W.G. Tomko	2
16A Electrical	Altimate Electric	3
	Total	15
	Verified/Final	38

John Ruhrah		
TRADE	CONTRACTORS	LOCAL NEW HIRES
02A Demolition & Abatement	Rath Enterprises	13
03A Cast-In-Place Concrete	Premier Concrete, Inc	3
04A Masonry	Karon Masonry	2
04B Masonry Restoration	Year	1
06A General Trades	MCN/ SBI JV	2
07B Roofing and Waterproofing	CHU Contracting, Inc	3
09A Drywall & Acoustical	M3 Contracting	2
23A Mechanical & Plumbing	Pro-Air, Inc.	1
26A Electrical	Freestate Electrical	3
31A Earthwork	Carter Site Services	3
	Total	33
	Verified/Final	64

Mary E Rodman		
TRADE	CONTRACTORS	LOCAL NEW HIRES
02A Demolition & Abatement	Rath Enterprises, Inc.	3
03A Cast-in-place Concrete	Dance Brothers, Inc.	1
04A Masonry	Tricord Masonry, LLC	3
06A General Trades	MSN/SBI	2
07B Roofing	Autumn Contracting, Inc.	2
09A Drywall & Acoustical	Barnes and Associates	1
09C Resilient & Tile	Churchville Tile and Marble, Inc.	1
09E Painting	J.A. Argetakis Contracting Compar	1
23A Plumbing & HVAC	W.G. Tomko, Inc	2
26A Electrical	BoMark Electric	1
31A Earthwork	Cotton Construction Company	2
	Total	19
	Verified/Final	38

Medfield Heights		
TRADE	CONTRACTORS	LOCAL NEW HIRES
04 Masonry & Sprayed Insulation	First Choice Masoury	12
07 Millwork & Casework	Cabinets by Design	2
12 Roofing	Kalkreuth Roofing	1
14 Drywall, ACT & Rough Carpentry	P&D Contractors	5
15 Painting & Wall Coverings	NLP Enterprises Inc.	1

TRADE	CONTRACTORS	LOCAL NEW HIRES
01 General Requirements	A & S Refuse	2
03 Concrete	Chevy Chase	2
04 Masonry	KaRon Masonry	1
05 Metals	Hanover Iron Works	1
07 Thermal and Moisture Protection	Baltimore Waterproofing	2
09 Finishes	Precision	1
31 Earthwork	DXI	1
32 Exterior Improvements	ER&M	2
Total		12
Verified/Final		46

Fairmount-Harford (Lake Clifton Park Building)		
TRADE	CONTRACTORS	LOCAL NEW HIRES
02A Demolition & Abatement	Interior Specialists	4
03A Cast-in-Place Concrete	Premier Concrete, Inc	5
06A General Trades	MCN/ SBL JV	3
07B Roofing and Waterproofing	CHU Contracting, Inc	6
09C Flooring and Tile	Business Flooring	1
26A Electrical	Freestate Electrical	2
Total		21
Verified/Final		55

Frederick Douglass Briscoe		
TRADE	CONTRACTORS	LOCAL NEW HIRES
02A Demolition & Abatement	Interior Specialists, Inc.	2
04A Masonry	KaRon Masonry, Inc.	2
05A Structural Steel	Reedbird Steel	1
06A General Trades	Dustin Construction, Inc.	2
07A Roofing	Eastcoast Siding, Inc DBA Eastcoas	2
08A Aluminum Frames, Glass, & Glazing	ECP (Engineered Construction Produc	1
09A Drywall	M3 Contracting	2
09D Carpet & Resilient Flooring	L&R Enterprises	2
09E Painting & Wall Coverings	NLP Enterprises, Inc.	1
23A Mechanical & Plumbing	Worth & Company, Inc.	4
26A Electrical & Low Voltage Systems	Altimate Electric, Inc.	3
31A Sitework & Utilities	Comer Construction, Inc.	2
32A Asphalt Paving	P Flanigan & Sons, Incorporated	2
32B Site Concrete	Priority Construction	1
Total		27
Verified/Final		PENDING

Govans		
TRADE	CONTRACTORS	LOCAL NEW HIRES
02A Earthwork	P&J Contracting Company	1
02C Site Utilities	P&J Contracting Company	1
03A Building Concrete	Sody Concrete	1
04A Mason	KaRon Masonry	1
05A Steel	S.A. Halac (Ironworks)	1
06A General Trades	Dustin	1
09C Hard Tile	GMT Ceramics	1
09D Flooring	Solara Flooring	1
15A Mechanical	W.G. Tomko	1
16A Electrical	Action Electric	3
Total		12
Verified/Final		31

16/19 Ceramic Tiles & Flooring	Allstate Floors & Construction, Inc.	4
33 Plumbing/HVAC/Controls	Denver-Elek	2
34 Electrical	Action Electric	1
35 Telecom & Security	Life Saffy Solutions, Inc.	1
38 Site Utilities	Stella May Contracting, Inc.	1
Total		30
Verified/Final		40

Montebello		
TRADE	CONTRACTORS	LOCAL NEW HIRES
03A Cast-in-Place Concrete	GLB Contracting	2
04B Masonry	Coastal Exteriors	1
26A Electrical	Action Electric	3
27A IT Data Secondary Package	BoMark Electric	1
28A DAS System	Communications Electronics	1
31A Earthwork Paving & Utilities	P&J Contracting	1
Total		9
Verified/Final		53

Northwood		
TRADE	CONTRACTORS	LOCAL NEW HIRES
04 Masonry	Chevy Chase Contractors	4
05 Metals	Canatal Steel	1
08 Openings	HiRise Windows	2
26 Electrical	Altimate Electric	3
31 Earthwork (Demolition)	K&k Adams	3
31 Earthwork	Stella May	2
Total		15
Verified/Final		39

Patterson		
TRADE	CONTRACTORS	LOCAL NEW HIRES
03A CIP Concrete	Canyon Contracting	2
04A Masonry	Karon Masonry	1
07B Roofing, Metals Panels, Louvers, Grilles & Mechanical Screen Wall	East Coast Exterior	1
09D Painting	NLP Enterprises	2
31A Earthwor, Site Demo	P&J Contracting	1
31A Utilities	P&J Contracting	1
32A Asphalt Paving, Markings	P Flanigan & Sons	1
Total		9
Verified/Final		83

Robert Coleman		
TRADE	CONTRACTORS	LOCAL NEW HIRES
02A Demolition & Abatement	Rath Enterprises, Inc	2
03A Cast-In-place Concrete	GLB	2
04A Masonry	First Choice	3
04B Masonry	Coastal Exteriors	1
06A General Trades	MCN Build	2
09C Resilient & Tile	All State Floors	1
09E Painting	J.A. Argeitakis	1
23A Plumbing & HVAC	W.G. Tomko	1
26A Electrical	BoMark Electric	1
31A Earthwork	Cotten Construction Company	2
Total		16
Verified/Final		37

Harford Heights/Sharp Leadenhall		
TRADE	CONTRACTORS	LOCAL NEW HIRES
02A Demolition & Abatement	Rath, Inc.	3
03A Cast-in-Place Concrete	Premier Concrete, Inc.	1
04 Masonry	Karon Masonry	1
06A General Trades	MCN/SBI	1
07B Roofing and Waterproofing	CHU Contracting, Inc.	3
08B Doors, Frames, and Hardware	Regional Contracting	1
08C Glazing	Quality Walls and Windows	2
09A Drywall and Acoustical	District Drywall	3
23A Mechanical and Plumbing	Heer Brothers	2
26A Electrical	BoMark	2
27A Phase 2 - TSD Package	BoMark	1
	Total	20
	Verified/Final	38

Highlandtown		
TRADE	CONTRACTORS	LOCAL NEW HIRES
03A Concrete	Dance Brothers	1
05A Metals	SA Halac	1
07B Thermal and Moisture Protection	Iron Shore Contracting	1
22A Plumbing	GE Tignall	1
26A Electrical	Grounded Electric	1
27A Communications	BoMark	1
	Total	6
	Verified/Final	45

Walter P. Carter		
TRADE	CONTRACTORS	LOCAL NEW HIRES
02A Demolition & Abatement	The Berg Corporation	1
03A Building Concrete	Bay County Concrete	1
04A- Masonry	Karon Masonry	4
05A Metals	Formit Steel Co	1
06A General Trades	Brawner	1
07A Roofing/ Metals Panels & Soffit	Tecta America Inc.	1
09A Drywall/Framing	P&D Contracting	8
22A Mechanical/Plumbing	GE Tignall	1
26A Electrical	BoMark Electric	2
31A Earthwork	Stella May Contracting	1
32A Landscaping	William T. King Landscaping	1
	Total	22
	Verified/Final	91

Total Commitments: 328

EXHIBIT 8: SWING SPACE SCHOOLS

2018 OCCUPANCY/SWING SPACE SCHEDULE

Swing School	Swing Address	Project School	Project Address	Swing Space School Repairs Start	Swing Space School Repairs Complete	Swing Space School Move Dates	Construction Start on Project School	Move Date for completed Project	Proposed School Opening Date
Swing Space to Occupancy									
West Baltimore Bldg.	201 North Bend Baltimore, MD 21229	Frederick ES	2501 Frederick Ave Baltimore, MD 21223					8/9/17 to 8/11/17	9/5/2017
William C. March	2050 N. Wolfe St Baltimore, MD 21213	Ft. Worthington ES/Middle	2710 Hoffman St Baltimore, MD 21213					8/7/17 to 8/9/17	9/5/2017
West Baltimore Bldg. Lyndhurst	201 North Bend Baltimore, MD 21229	Lyndhurst ES/Middle	621 Wildwood Pkwy Baltimore, MD 21229	5/4/2016	6/10/2016	7/5/16 to 7/8/16	7/11/2016	3/26/18 to 3/28/18	4/3/2018
Westside ES	2235 N. Fulton St Baltimore, MD 21217	Dorothy I Height ES	2011 Linden Ave Baltimore, MD 21217	6/22/2016	7/24/2016	7/5/16 to 7/7/16 7/27/16 to 7/29/16	8/1/2016	3/26/18 to 3/28/18	4/3/2018
Arundel ES	2400 Round Rd Baltimore, MD 21225	Arundel ES	2400 Round Rd Baltimore, MD 21225	No swing needed	No swing needed	n/a	7/1/2016	6/20/18 to 6/22/18	9/4/2018
Garrison ES/Middle	3910 Barrington Rd Baltimore, MD 21207	Pimlico ES/Middle	4849 Pimlico Rd Baltimore, MD 21215	6/22/2016	8/7/2016	8/1/16 to 8/5/16	8/6/2016	6/20/18 to 6/22/18	9/4/2018
Lake Clifton HS	2801 Saint Lo Dr Baltimore, MD 21213	Robert Poole - ACCE HS	1300 W 36th St Baltimore, MD 21211	4/22/2016	7/31/2016	6/27/16 to 7/5/16	8/1/2016	7/16/18 to 7/18/18	9/4/2018
Lemmel HS	2801 N Dukeland St Baltimore, MD 21216	Robert Poole - Independence HS	1300 W 36th St Baltimore, MD 21211	4/25/2016	7/31/2016	6/27/2016	8/1/2016	7/16/18 to 7/18/18	9/4/2018
Northwestern HS	6900 Park Heights Ave Baltimore, MD 21215	Forest Park HS	3701 Eldorado Ave Baltimore, MD 21207	6/27/2016	7/29/2016	8/1/16 to 8/5/16	12/1/2016	7/23/18 to 7/25/18	9/4/2018
Patapsco ES	844 Roundview Rd Baltimore, MD 21225	Cherry Hill ES	801 Bridgeview Rd Baltimore, MD 21225	6/27/2016	7/29/2016	8/1/16 to 8/5/16	12/1/2016	8/13/18 to 8/15/18	9/4/2018
Garrison ES/Middle	3910 Barrington Rd Baltimore, MD 21207	Arlington ES/Middle	3705 W. Rogers Ave Baltimore, MD 21215	6/27/2016	8/1/2018	6/25/18 to 6/28/18	7/1/2018	7/1/19 to 7/3/19	9/3/2019
Fairmont Harford	2555 Harford Rd Baltimore, MD 21215	REACH/Lake Clifton HS	2815 St. Lo Dr Baltimore, MD 21213	No swing needed	No swing needed	8/12/19 to 8/16/19	5/1/2018	8/5/19 to 8/9/19	9/3/2019
Baltimore Community/ Southeast Bldg	6820 Fait Ave Baltimore, MD 21224	John Ruhrah ES/Middle	701 Rappolla St Baltimore, MD 21224	4/1/2018	6/29/2018	7/2/18 to 7/5/18	7/6/2018	12/23/19 to 12/26/19	1/2/2020
Grove Park ES/Middle	5545 Kennison Ave Baltimore, MD 21215	Calvin Rodwell ES/Middle	3501 Hillsdale Rd Baltimore, MD 21207	6/27/2018	7/2/2018	7/16/18 to 7/18/18	7/19/2018	12/26/19 to 12/30/19	1/2/2020
Carter G. Woodson	2501 Seabury Rd Baltimore, MD 21225	Bay Brook ES/Middle	4301 10th St Baltimore, MD 21225	6/27/2018	8/1/2018	8/6/2018 to 8/8/18	8/9/2018	12/23/19 to 12/26/19	1/2/2020
West Baltimore Bldg.	201 North Bend Baltimore, MD 21229	Mary E. Rodman ES	3510 W Mulberry St Baltimore, MD 21229	6/27/2018	8/9/2018	8/6/18 to 8/8/18	8/9/2018	7/20/20 to 7/24/20	9/8/2020
Chinquapin Bldg.	900 Woodbourne Ave Baltimore, MD 21212	Medfield Heights ES	4300 Buchanan Ave Baltimore, MD 21211	6/27/2018	8/5/2019	8/12/19 to 8/15/19	8/16/2019	12/21/20 to 12/24/19	1/4/2021
Winston Bldg.	1101 Winston Ave. Baltimore, MD 21212	Walter P. Carter ES/Middle	820 E 43rd St Baltimore, MD 21212	6/27/2018	7/1/2019	7/1/19 to 7/4/19	7/8/2019	12/21/20 to 12/24/20	1/4/2021
William C. March	2050 N. Wolfe St Baltimore, MD 21213	Harford Heights ES	1919 N. Broadway St Baltimore, MD 21213	Minor repair	5/1/2019	6/24/19 to 6/28/19	7/1/2019	6/21/21 to 6/25/21	9/30/2021
Chinquapin Bldg.	900 Woodbourne Ave Baltimore, MD 21212	Govans	5801 York Rd Baltimore, MD 21212	Minor repair	8/5/2019	8/12/19 to 8/17/19	8/12/2019	8/16/21 to 8/20/21	8/30/2021

1/22/2025



2018 OCCUPANCY/SWING SPACE SCHEDULE

Swing School	Swing Address	Project School	Project Address	Swing Space School Repairs Start	Swing Space School Repairs Complete	Swing Space School Move Dates	Construction Start on Project School	Move Date for completed Project	Proposed School Opening Date
Harriet Tubman Bldg.	1807 Harlem Ave Baltimore, MD	Robert Coleman ES	2400 Windsor Ave Baltimore, MD 21216	Minor repair	7/1/2019	8/12/19 to 8/15/19	3/2/2020	8/9/21 to 8/13/21	8/30/2021
Garrison Bldg.	3910 Barrington Ave Baltimore, MD 21207	James Mosher ES	2400 W Mosher St Baltimore, MD 21216	Minor repair	7/1/2019	8/19/19 to 8/26/19	4/1/2020	8/3/21 to 8/6/21	8/30/2021
Sharp Leadenhall	150 W West Street Baltimore, MD 21230	Sharp Leadenhall	1919 N. Broadway St Baltimore, MD 21213	N/A	N/A	N/A	N/A	8/11/21 to 8/16/21	8/30/2021
Patterson Highl School	N/A	Patterson High School	100 Kane Street Baltimore, MD 21224	N/A	N/A	N/A	N/A	8/16/21 to 8/23/21	8/30/2021
Claremont	5301 Erdman Ave Baltimore, MD 21205	Patterson High School	100 Kane Street Baltimore, MD 21224	N/A	N/A	N/A	N/A	6/13/22 to 6/18/21	8/29/2022
Northwestern Bldg.	6900 Park Heights Ave Baltimore, MD 21215	Cross Country ES/Middle	6100 Cross Country Blvd. Baltimore, MD 21215	Minor repair	6/2/2019	7/22/19 to 7/26/19	11/5/2021	6/19/23 to 6/23/23	1/2/2024
SE Bldg.	6820 Fait Ave Baltimore, MD 21224	Highlandtown ES/Middle	213 S Eaton Street Baltimore, MD 21224	Minor repair	7/24/2020	7/27/20 to 7/31/20	8/3/2020	12/27/22 to 12/30/22	1/2/2023
PDC Bldg.	2500 E Northern Pkwy Baltimore, MD 21214	Montebello ES/Middle	2040 E 32nd Street Baltimore, MD 21218	Minor repair	8/7/2020	8/10/20 to 8/14/20	10/1/2020	12/27/22 to 12/30/22	1/2/2023
Occupancy to Swing Space									
Northwestern Bldg.	6900 Park Heights Ave Baltimore, MD 21215	Frederick Douglass HS	2301 Gwynns Falls Parkway	Minor repair		6/25/24 to 7/8/24	7/22/2024	7/1/2026	8/24/2026
Joseph Briscoe	900 Druid Hill Ave Baltimore, MD 21201	Joseph Briscoe	900 Druid Hill Ave Baltimore, MD 21201	N/A	N/A	N/A	N/A	7/1/2026	8/24/2026
SE Building.	6820 Fait Ave Baltimore, MD 21224	Commodore John Rodgers	100 N. Chester Street Baltimore, MD 21231	N/A	N/A	6/13/23 to 6/20/23	1/1/2024	6/1/2025	8/24/2026

1/22/2025



EXHIBIT 9: BUILDING ENGAGEMENT PROCESS

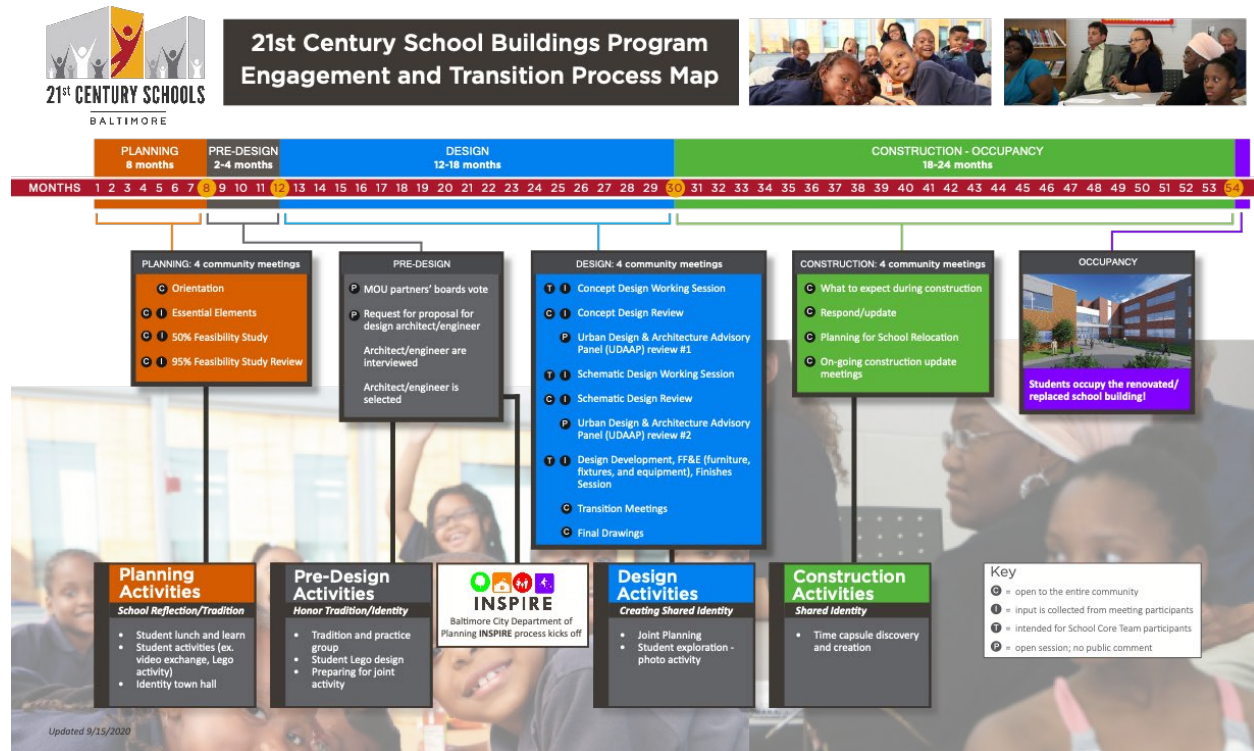


EXHIBIT 10: FEASIBILITY STUDY PROCESS MAP

