21ST CENTURY SCHOOL BUILDINGS PROGRAM

2022

ANNUAL REPORT

ON THE PROGRESS OF REPLACEMENTS, RENOVATIONS, AND MAINTENANCE OF BALTIMORE CITY PUBLIC SCHOOLS 21ST CENTURY BUILDING PROJECTS

JANUARY 15, 2023





THE 21ST CENTURY SCHOOL BUILDINGS
PROGRAM CREATES INSPIRING
EDUCATIONAL ENVIRONMENTS FOR
BALTIMORE CITY AND ITS PUBLIC
SCHOOL STUDENTS

TABLE OF CONTENTS

EXECUTIVE SUMMARY	5
INTRODUCTION	e
PROGRAM UPDATE	7
PLAN YEAR 1 SCHOOLS: PROGRESS UPDATE PLAN YEAR 1 PROJECT BUDGET STATUS DETAILS PLAN YEAR 1 SCHOOLS: PROJECT UPDATES PLAN YEAR 2 SCHOOLS: PROGRESS UPDATE PLAN YEAR 2: PROJECT BUDGET STATUS DETAILS PLAN YEAR 2 SCHOOLS: PROJECT UPDATES	14 15 15
SWING SPACE	22
21ST CENTURY ACADEMIC PLANNING	23
TEN-YEAR ENROLLMENT PROJECTIONS UTILIZATION RATES/SURPLUS BUILDINGS ANNUAL REVIEW OF SCHOOLS RECOMMENDATIONS AND 21ST CENTURY SCHOOL BUILDINGS PROGRAM AMENDMENTS 21ST CENTURY DISTRICT-WIDE UTILIZATION PLAN	25 26 26 27
PROGRAM MANAGEMENT	29
PROGRAM STAFFING UPDATE AND PROGRAM PROCEDURES PROJECT CONTROL SOFTWARE PROGRAM AUDIT AND OVERSIGHT	29 29 29
PROCUREMENT	31
MBE PARTICIPATION COMPLIANCE SYSTEMS OWNER CONTROLLED INSURANCE PROGRAM (OCIP)	31 31 31
COMMITTEES AND PARTNERSHIPS	32
EXECUTIVE COMMITTEE COORDINATING COMMITTEE STAT COMMITTEE COLLABORATIVE COMMITTEE MINORITY BUSINESS ENTERPRISE	32 32 33 33
WORKFORCE DEVELOPMENT	35
LOCAL HIRING LOCAL HIRING BACKGROUND INVESTIGATION PROCESSING WORK-BASED LEARNING PROGRAM	35 37 37
PUBLIC RELATIONS	38
COMMUNITY ENGAGEMENT	38
INSPIRE	43
INSPIRE PROGRAM WELCOMES NEW PROGRAM STAFF AND NEW DISTRICT PLANNERS INSPIRE CONTINUES WITH A DOZEN PLANS ADOPTED AND A DOZEN IN PROGRESS BY THE NUMBERS: HOW INSPIRE IS IMPROVING STREETSCAPES AROUND CITY SCHOOLS WHAT TO EXPECT FROM INSPIRE IN THE NEW YEAR	43 44 44 45

PROGRAM COMMUNICATIONS	46
EVENTS EXTERNAL COMMUNICATIONS	46 47
PROGRAM FINANCIAL REPORT	49
REVENUES EXPENDITURES	49 49
COMPREHENSIVE MAINTENANCE PLAN	50
COMPUTERIZED MAINTENANCE MANAGEMENT SYSTEM (CMMS) IMPLEMENTATION PREVENTIVE MAINTENANCE PROGRAM STAFFING MODEL	51 52 55
IAC CMP REVIEW	56
LIST OF EXHIBITS	57
EXHIBIT 1: SUMMARY TABLE	58
EXHIBIT 2: SCHEDULES EXHIBIT 3: STATEMENT OF REVENUES AND EXPENSES EXHIBIT 4: CHANGE ORDERS WITH CONTRACT AMOUNTS 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	59 61 65 67 68 69 72 77 78 79

EXECUTIVE SUMMARY

In 2022, progress on the 21st Century School Buildings Program (Program) continued in an extremely successful manner, including the addition of another project to be funded and executed 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 23-28 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 Program in 2022. We now anticipate that this program will deliver 29 school buildings. The Program achieved substantial completion in 2021, with two additional buildings completed in 2022 and three buildings carrying out into 2023 to 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 contain more than one school. Therefore, while the Program will now deliver 29 new or renovated school buildings, the buildings will 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.

Currently, 26 school buildings housing 30 schools have been completed, with one under construction, one in the design phase, and one in the procurement study phase. Regarding local hiring, 1,353 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 \$1.17 billion has been contracted to date, with \$386 million of MBE contracts equating to 32.7 percent Minority Business Enterprise (MBE) participation.

As previously reported, MSA implemented an Owner Controlled Insurance Program (OCIP) encompassing 20 of the 29 projects to date. Based on verified contractor credits as of year-end 2022, the OCIP has achieved savings of \$8.3 million, as well as a greater pool of 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. As of the date of this report, 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 cafetorium

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. (Structural Engineering Firm); Wildwood exterior and cafetorium

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 collaboration area

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 cafetorium

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 cafetorium

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 media center

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 auditorium

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 media center

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 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. Demolition and abatement of the original Patterson building is complete, and the remaining site work is essentially complete.





Photos courtesy of Santec Architecture; Photo credit: Jerry Marinsel Jr; Patterson Building exterior and main entrance

PLAN YEAR 2 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 progressed significantly during 2022. As of the date of this report, one school opened in the summer of 2019, three schools opened in the winter of 2019, one school opened in the summer of 2020, two schools opened in the winter of 2020, five schools opened in the summer of 2021, one school opened in the winter of 2021 and two schools, completed in December 2022, opened on January 5, 2023, leaving two 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 and is currently in the procurement phase. The project is currently anticipated to open for students in Summer 2026.

TABLE 2. PLAN YEAR 2 PROGRAM SUMMARY

PLAN YEAR 2 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	December 2022
Highlandtown (#237)	Minor Renovation & Additions	Occupied winter 2022	December 2022
Cross Country	Replacement	Construction	December 2023
Commodore John Rodgers	Replacement	Design	August 2023

PLAN YEAR 2: 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 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 The 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 CTE space

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 art room

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 collaborative area

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 science lab

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 August on 26, 2020.





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

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 & collaborative area

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 Building exterior and lobby

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 cafetorium

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 gym

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 Walden Hughes Partnership; Photo credit: Paul Burk Photography; Billie Holiday exterior and music room

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 area

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.





Photos courtesy of 21st Century School Buildings Program; Northwood exterior and 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. Students were housed in temporary swing space at the Professional Development Center Building during construction. The school was substantially complete in late November 2022 and opened for students on January 5, 2023. The ribbon cutting ceremony was held on December 15, 2022.



Photos courtesy of CAM Construction Inc.; Photo credit: Alain Jaramillo; Montebello exterior and cafeteria

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. Students were housed in temporary swing space at the Southeast Middle Building during construction. The school was substantially complete in late November 2022 and opened for students on January 5, 2023. The ribbon cutting ceremony was held on December 14, 2022.





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

Cross Country Elementary/Middle School (PK-8) – This 94,239 sq. ft. replacement project, necessitated by enrollment considerations in North Baltimore, is in the Construction phase. Students are currently in temporary swing space at the Northwestern High Building. Demolition of the existing building started in November 2021 and the replacement building construction started in March 2022. The building is scheduled to open for students in January 2024.



Rendering courtesy of Colimore Architects; Cross Country Elementary/Middle School

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 Design Phase. Design is expected to be complete in August 2023 with early package construction beginning in August 2023. Students will relocate to temporary swing space at the Southeast Middle Building in June 2023. The school is scheduled to open for students in August 2025.



Rendering courtesy of Crabtree, Rohrbaugh & Associates Architects; Commodore John Rodgers
Elementary/Middle School

SWING SPACE

The 21st Century Logistics Team relocated Highlandtown Elementary/Middle #237 School and Montebello Elementary/Middle School #44 into their newly renovated buildings during the week of December 27, 2022. Logistics is working with Commodore John Rodgers #27 Elementary/Middle School leadership to develop plans for relocating the school to the Southeast Building swing space during the summer of 2023. A site visit of the Southeast Building has been conducted by MSA and City Schools to determine what the scope of work will be in the building prior to Commodore John Rodgers being relocated into the building. City Schools leadership will review the work requests for the Southeast Building that the principal of Commodore John Rodgers has requested and will provide feedback once the final scope of work and budget for the repairs in the swing building have been completed.

The FF&E Asset Management process is well underway. The initial FF&E Asset Management inventory tagging has taken place in a total of 15 schools this past summer (2022), and the team has completed furniture back checks for 5 of the schools. We continue to work with the principals to schedule the back checks for 8 schools to complete their inventory process. The database software, which is cloud-based, has been purchased to maintain/track the furniture for each school within the 21st Century Buildings program. We continue to work with the vendor to import the inventories of 15 schools. The 21st Century Office has merged into the Operations Department at City Schools, and we are reviewing the vendor software with the existing City Schools software to determine which program or programs will be utilized to maintain the furniture inventories. Planning started for the remaining four schools from previous relocations along with the Highlandtown and Montebello schools.

Looking ahead, the Program has begun the planning process for two schools that will be relocating in 2023. Commodore John Rodgers #27 will relocate to swing space during the summer of 2023 and Cross Country will relocate to their new 21st Century Building School in December 2023.

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 with creating inspiring education environments. 21st Century Schools continues to collaborate with the broader school community to re-imagine the educational experience in the new environments.

The 21st Century Academic Planning Process involves working with the school-based instructional leadership team to address three key components of the plan. The first is to identify an academic focus area based on shared educational values and the unique culture of the school community. Within the academic focus area, the leadership team considers how to address not only academics and literacy but the needs of the whole child, including the family. Secondly, the leadership team revisits school structures to adjust processes and procedures to ensure a safe and supportive school environment. Third, the school considers current school traditions, how these traditions can be enhanced using the newly identified academic focus, and which traditions the school may want to add as it continues to grow in the new learning environment.

Nine months prior to the opening of a new 21st Century School, the academic planning process begins. Input and feedback are garnered from staff, students, parents, community members, and partners throughout this process through Instructional Leadership Meetings, School Family Council Meetings, Parent and Community Meetings, and Student Focus Groups. All stakeholders are involved throughout the planning and implementation process and have opportunities to lead this work within and across their stakeholder groups.

The academic focus areas that have been fully identified as of December 2022 are indicated in Table 3 below.

TABLE 3. ACADEMIC FOCUS AREAS

TABLE 3. ACADEIVIIC FOCOS AREAS			
SCHOOL	ACADEMIC FOCUS AREA		
Frederick Elementary School Note: This school is a conversion charter school.	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 Note: This school is a conversion charter school.	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 Note: This school is part of the 100% project.	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 Note: This school is part of the 100% project.	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
Robert Coleman Elementary School	Project Based Learning
Harford Heights Note: This school is part of the 100% project.	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 Note: This school is a conversion charter school.	Direct Instruction & Core Knowledge
Billie Holiday Elementary School	Arts Integration
Katherine Johnson Global Academy	STEAM (Science, Technology, Engineering, Arts, and Mathematics)
	Arts Integration
Northwood Elementary School	Arts integration
Northwood Elementary School Highlandtown 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:

- Achievement Unit courses focused on instructional technology best practices were
 offered in the spring, summer, and fall of 2022 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 2022 for instructional staff from the three 21st Century Schools opening in the 22-23 school year as well as participants from previously opened schools. One hundred thirty-two teachers and paraeducators attended this two-day virtual conference style event. Participants had the opportunity to choose from twenty-one different sessions focused on various instructional technology tools, platforms, and practices. A follow up one day virtual conference was held in October 2022 to support ongoing learning around the use of instructional technology.

- In-person training on using STEM gear to support computational thinking and initial
 coding concepts was provided in August for the three schools opening in the 22-23 SY.
 Additional training for these schools and previously opened schools was offering in
 October 2022 as well. This training included the use of Cubettos, Sphero indis, 3D
 printers, Sphero Bolts, and TI Innovator Hubs and Rovers. Each school also receives a
 STEM gear package for use in their new 21st Century Building.
- Teaching Wall training was provided at Northwood in January 2022 and at Claremont and Patterson in summer 2022. This training included how to use the sound system, AV lights, document camera, and interactive projection system.
- Blended Learning professional development was held at Patterson in August 2022 to support the continued implementation of this academic approach at the school. The session used a blended approach to learning to highlight how choice boards and playlists can be used to provide differentiated content and process for learners.
- Job-embedded learning opportunities led by arts educators to support arts integration were held at Billie Holiday Elementary and Northwood Elementary in spring 2022 and at Dorothy I Height in fall 2022.
- An intensive professional learning series on clay technique and kiln use was held for art teachers in spring 2022 and in fall 2022. Teachers that attended the learning series received materials to implement their learning in the classroom and received one-on-one coaching support from the teaching artist on kiln use at their school.

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 the 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%. Utilization in SY 2021-22 was also 87%.

The official enrollment for SY 2022-23 is 75,995, a decrease of 2.3% from SY 2021-22. Schools across the state and nation saw steep declines in early learning enrollment in SY 2020-21 tied to the pandemic/online learning. City Schools experienced a 36% decline in pre-kindergarten enrollment, while other grades were relatively unaffected in comparison. Pre-kindergarten enrollment returned to pre-COVID numbers in SY 2021-22 and remained the same for SY 2022-23. The anticipated SY 2022-23 utilization based on official enrollment for September 30, 2022, is 85%. The projected utilization at the end of the Phase I of the 21st Century Program in SY 2024-25 per current Board approved decisions is 85% (this does not include Phase II, Frederick Douglass Campus).

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 OF SCHOOLS 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 School Buildings Program are then reflected in the 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 show up and impact 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 in 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. These were shared at the November 8, 2022, meeting of the Baltimore City Board of School Commissioners (BCBSC) and will be voted on at the February 14, 2023, BCBSC meeting.

TABLE 4. 21ST CENTURY SCHOOL BUILDINGS PROGRAM AMENDMENTS

SCHOOL/BUILDING	PROGRAM RECOMMENDATION	BUILDING RECOMMENDATION
21ST CENTURY BUILDING PLAN A	MENDMENTS	
Northwestern High School building	N/A	Change surplus date from 2025 to 2028
Thurgood Marshall building	N/A	Change surplus date from 2025 to 2027
Southeast Middle building	N/A	Change surplus date from summer 2024 to summer 2025

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 surplusing. 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.

IAC Commentary:

- The IAC supports the good progress made by City Schools in increasing its utilization from 83% in SY 2015-2016 to 87% in SY 2021-2022.
- City Schools submits State-rated capacity (SRC) figures, enrollment projections, and utilization rates for each school, as well as the full Utilization Report annually, as required by the MOU.
 The IAC will continue to review annual utilization rates, as submitted by City Schools, until all of the 21CS Program projects are constructed and closed out.
- The IAC will continue to work with City Schools to determine the projected eligible enrollment and State-supportable state-rated capacities for upcoming CIP projects based upon specific program needs in order to help reduce the anticipated excess of >4,000 seats as referenced below.

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 summer 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 surplused and potentially impact Exhibit 6.

Overall, the District is at an anticipated 85% utilization for SY 2022-23. District-wide utilization challenges are also largely driven by specific building types and several large buildings in the portfolio. Elementary/PK-8 buildings are at an anticipated overall 100% utilization in SY 2022-23, compared to middle/high buildings at an anticipated 59% utilization. Excess seats in under- utilized buildings are concentrated in middle/high and high school buildings (anticipated >4,000 excess seats in SY 2022-23). 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) (#400.a and #400.b 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 have an anticipated completion date of 2029 (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.

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 will be more efficient utilizing all the policies and procedures of one agency. It also allows 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 is 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 is discontinuing support for the Proliance system, which required a new system procurement for future 21st Century projects (Frederick Douglas and Commodore John Rodgers). ProjectTeams was selected moving forward. This system 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.

The School Board approved the engagement of an external audit firm, CohnReznick, to conduct an Internal Risk Assessment and proactive analysis of the processes and procedures of the 21st Century School Buildings Program as it relates to City Schools' roles and responsibilities. In March 2018, after an extensive review, the external audit firm determined that City Schools' risk is minimal due to the transference of all construction activities to the MSA in 2016, and therefore an in-depth audit was not necessary.

PROCUREMENT

As of December 31, 2022, there have been more than 340 procurements and task orders totaling \$1,180,098,135.91 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, 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, 2022, total MBE participation is 32.78% or \$371,776,893.96.²

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. Since the Program's inception, 20 projects and 1,491 contractors have been enrolled.

¹ Reference Exhibit <u>7a</u> for Procurements and MBE Participation and <u>7b</u> 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 2022 sessions were chaired by MSA. The 2023 sessions will be chaired by the IAC.

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 2022 meeting minutes are available for review on the Executive Committee page of the 21st Century School Buildings Program website³.

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.
- 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.

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

- 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, 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, 2022, the Program achieved 32.78% 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

⁴ The plan is attached as Exhibit 7b.

participated in over 69 state-wide business outreach events, 14 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.

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, 26 school buildings housing 30 schools have completed construction. Five additional schools have fulfilled their workforce development requirements since our last report. These schools are Katherine Johnson Global Academy (formerly Calverton Elementary Middle School), Govans Elementary School, Harford Heights Elementary School/Sharp Leadenhall Elementary/Middle School, Billie Holiday (formerly James Mosher Elementary School), and Robert W. Coleman Elementary School. The combined local hiring commitment for these five schools was 85 Baltimore City resident positions. The Construction Managers exceeded their individual commitments and hired a total of 236 positions. This brings the total Local (Baltimore City) Resident positions hired on all school to 1,353 to date. Our office is awaiting final reports from Patterson/Claremont Middle and High Schools and Northwood Elementary School.

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 multiple positions over the course of these projects.

TABLE 5. 2021 WORKFORCE DEVELOPMENT EFFORTS – HIRED LOCAL RESIDENTS

SCHOOL	HOURS (BCR*)	HIRES (BCR*)	HOURS (TOTAL SCHOOL)
	COMMITMENT		
Arlington Elementary/Middle	27,111	26	172,844
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
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
John Ruhrah Elementary/Middle	35,180	33	148,442

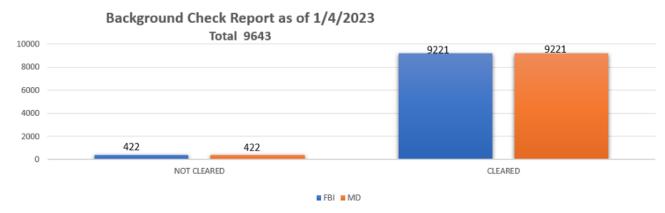
Katherine Johnson Global Acad. (Calverton)	15,034	22	144,663
Lake Clifton Park Building	25,093	21	145,582
Mary E. Rodman Elementary	24,878	19	103,963
Medfield Heights Elementary	23,084	30	137,642
Pimlico Elementary/Middle	30,756	29	151,805
Robert Poole Building	28,167	25	188,305
Robert W. Coleman Elementary	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	600,047	525	3,307,394
	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
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
John Ruhrah Elementary/Middle	55,328	64	260,305
Katherine Johnson Global Acad. (Calverton)	39,642	72	247,832
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
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	861,852	1,353	4,735,552
All decimal points dropped *BCR: Baltimore City Resident			

^{*}BCR: Baltimore City Resident

Calendar year 2022 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 January 2023, City Schools' Human Capital Pre-Enrollment Office had processed 9,643 applications for individuals to work on 21st Century School Buildings Program projects. Of these, 422 individuals were not cleared.



Since creating an Appeals process in November 2019 an additional two applicants were able to obtain reversals in 2022 allowing them to be cleared for work. This brings the total number of reversed appeals to seven out of nine to date. City Schools considers 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 conducted several working sessions to determine a new plan for supporting the student internship program. The plan is currently under review by 21st Century and MSA. The internships will provide educational and training opportunities related to the work of 21st Century Buildings. Once a plan and funding has been secured, CCR will prepare, recruit and support students for internship with 21st Century projects and pairing with site mentors.

PUBLIC RELATIONS

COMMUNITY ENGAGEMENT

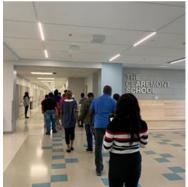
Throughout 2022, our team has continued to engage with stakeholders to prepare them for their new 21st Century buildings. During the first half of 2022, our team hosted several community update meetings for our projects including;

- Cross Country Elementary/Middle School on January 27, 2022
- Highlandtown Elementary/Middle School #237 on February 3, 2022, with over 20 stakeholders in attendance
- Montebello Elementary/Middle School on February 22, 2022, with nearly 25 attendees
- Patterson/Claremont project on February 24, 2022
- Cross Country Elementary/Middle School on April 27, 2022
- Montebello Elementary/Middle School on April 28, 2022
- Highlandtown Elementary/Middle School #237 on May 12, 2022
- Baltimore Polytechnic Institute and Western High School on May 19, 2022, with over 100 registered participants
- Baltimore Polytechnic Institute and Western High School on June 7, 2022, with over 90 people in attendance (2nd meeting)
- Cross Country Elementary/Middle School on June 14, 2022
- Montebello Elementary/Middle School on June 21, 2022

The engagement teams also partnered with DOT, DOP, and School leadership to review the traffic study completed for Walter P. Carter Elementary/Middle School and discuss possible traffic calming solutions.

The engagement activities for the first half of 2022 included organizing and facilitating a staff meeting to update and survey the staff at Commodore John Rodgers, on their swing space move preferences on May 6, 2022. Over 75% of respondents chose an "end-of-school-year 2023" move versus a "mid-year 2022" school year move. On May 11, 2022, the teams organized and facilitated a community meeting for the Commodore John Rodgers stakeholders to update and survey the school community on their swing space move preferences. Almost 80% of respondents chose an "end-of-school-year 2023" move versus a "mid-year 2022" school year move.

In addition, on May 12, 2022, the team hosted a building tour at the Patterson Building for the Claremont School community. Families and staff were able to view their new space and test the new equipment.







Photos courtesy of 21st Century School Buildings Program; End of year activities 2022

On May 20, 2022, our team supported Principal Thompson and the Robert W. Coleman Elementary School community with their end of the year activities for over 250 students.



Photos courtesy of 21st Century School Buildings Program; End of year activities 2022

On May 27, 2022, the team supported Harford Heights Elementary/Middle School with their end of the school year field day activities.



Photos courtesy of 21st Century School Buildings Program; Field Day 2022

On May 27, 2022, the team supported Montebello Elementary/Middle School with their Middle School 8th grade farewell luncheon. On June 7, 2022, the team supported Sharp-Leadenhall Elementary/Middle School with their end of the school year field day activities.



Photos courtesy of 21st Century School Buildings Program; Field Day 2022

On June 8, 2022, the team participated in a community walk around Cross Country Elementary/Middle School hosted by Delegate Samuel "Sandy" Rosenburg to discuss traffic and parking concerns and possible solutions. Additional participants included:

- Principal Stanfield of Cross Country Elementary/Middle School
- Representative for City Councilman Isaac "Yitzy" Schleifer
- DOT Community Liaison Eric James and team
- Nora Corasaniti, Deputy Director for MTA
- Sherrell Savage, CHAI Northwest Community and Schools Director
- Caren Cutler, President of the Cross Country Improvement Association
- Kate Acker, MSA
- Robert Stone, Turner Construction Company

On June 13, 2022, the team supported the Cross Country Elementary/Middle School community end of the school year activities for over 700 students. During this quarter, we worked with amazing leaders at MSA to gift Patterson High School's athletic department with replacement equipment after their equipment and storage shed was damaged by a fire. We also coordinated with DOT and Baltimore City Council to approve a one-way conversion for Hartsdale Rd. near Northwood Elementary School in order to improve traffic and streamline student pick-up and drop-off.

During the second half of 2022, the engagement team revved up engagement efforts. The team hosted 10 community update meetings including:

- September 14, 2022, Patterson/Claremont community meeting
- September 15, 2022, the team hosted the final Highlandtown Elementary/Middle School #237 inperson community meeting to update the school community on the final phase of construction and with the help of Principal Ashley, our team raffled off an Amazon Fire tablet
- September 27, 2022, our team hosted a Montebello Elementary/Middle School community updated meeting with 40 stakeholders registered
- October 18, 2022, the City College High School Post Feasibility Study community update meeting was held with over 150 people registered and over 100 stakeholders in attendance
- October 26, 2022, our team hosted a post feasibility study meeting for Western High School with nearly 80 registered guests and close to 50 stakeholders in attendance
- November 1, 2022, the Frederick Douglass High School and Joseph C. Briscoe Academy post-feasibility meeting was held with over 60 registered guests and 30 stakeholders in attendance
- November 2, 2022, the team hosted the post-feasibility meeting for Baltimore Polytechnic Institute with 175 registered guests and just under 120 attendees



Photos courtesy of 21st Century School Buildings Program; Community Walk 2022

- November 15, 2022, the team hosted a Cross Country Elementary/Middle School community update meeting with just under 20 attendees
- December 8, 2022, the engagement team hosted the final construction update meeting for the Montebello community
- December 14, 2022, the engagement team hosted the first design development community meeting post-feasibility study for Commodore John Rodgers Elementary/Middle School





Photos courtesy of 21st Century School Buildings Program; Highlandtown Back-to-School Night, 2022

During the second half of the year, our engagement activities included partnering with City Schools Transportation Department to support the Highlandtown #237's back to school summer event on August 26, 2022. A 21st Century table was included to provide building update information and 21st Century "swag bag" giveaways to students and families.





Photos courtesy of 21st Century School Buildings Program; Highlandtown Back-to-School Night, 2022

On October 7, 2022, the 21st Century engagement team partnered with the March Funeral Home and the Principals of Harford Heights Elementary/Middle School and Sharp Leadenhall Elementary/Middle School to hold the 1st annual William C. March Day on the campus of Harford Heights/Sharp Leadenhall.









Photos courtesy of 21st Century School Buildings Program; William C. March Day, 2022

On November 18, 2022, the engagement team attended a DOT meeting to discuss traffic pattern changes and additional signage to support the new Cross Country Elementary/Middle School building project. DOT will host a meeting to update the community of its changes. On November 29, 2022, the engagement team attended the Lake Montebello community discussion hosted by DOT and Councilwoman Odette Ramos to review the partial opening of Curran Drive to provide access for the renovated Montebello Elementary/Middle School. Our team also coordinated with DOT and the Parking Authority to add additional parking signage to the Medfield Heights Elementary School campus.

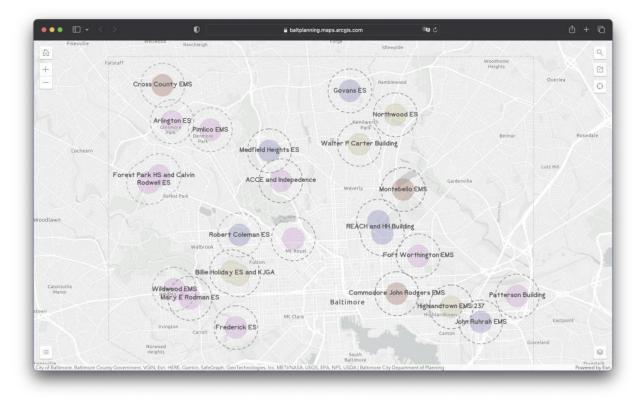
INSPIRE

INSPIRE (Investing in Neighborhoods and Schools to Promote Improvement, Revitalization, and Excellence) is an effort led by the Baltimore City Department of Planning to leverage the extraordinary investment through the 21st Century School Buildings Program. The program expands the impact of 21st Century Schools by improving neighborhood conditions and increasing the tax base alongside supporting children's learning. This 2022 snapshot highlights notable changes for the program and exciting milestones expected for the year ahead.

INSPIRE PROGRAM WELCOMES NEW PROGRAM STAFF AND NEW DISTRICT PLANNERS

After six years of leadership, long-time INSPIRE program manager Jennifer Leonard left the Department of Planning for new opportunities with the Fannie Mae Sustainable Communities program this past winter. Fortunately, the Department of Planning welcomed two new INSPIRE planners: Jaffa Weiss who started in January 2022 and Eli Pousson who started in June 2022. Jaffa is a graduate of the Morgan State University Master's program in City and Regional Planning program and previously worked for the Maryland Department of Housing and Community Development. Eli joined the Department after two years as a planner with the Neighborhood Design Center, with a Master's in Public Health from The Johns Hopkins University Bloomberg School of Public Health, and nearly a decade of experience working in historic preservation at Baltimore Heritage.

The new INSPIRE team has been busy refreshing the program infrastructure including updates to the program website, setting up a new project management system, and publishing a new interactive map of INSPIRE planning areas citywide. At the same time, the Department has welcome two new District planners: Marie Anderson in the Northern District and Kari Nye in the Northwestern District.



Screenshot of new interactive map of INSPIRE planning areas

INSPIRE CONTINUES WITH A DOZEN PLANS ADOPTED AND A DOZEN IN PROGRESS

With new staff on board, the Department of Planning has renewed efforts and continued work on seven area plans launched since the start of the COVID-19 pandemic and five older plans launched between 2017 and 2019. Priorities include completing those INSPIRE plans delayed by the COVID-19 pandemic (REACH! Partnership and the Harford Heights Building, Govans Elementary, and John Ruhrah Elementary/Middle), continuing work on plans launched last year (Highlandtown Elementary/Middle #237, and Northwood Elementary) and on those plans launched in 2022 (Walter P. Carter Elementary and Cross Country Elementary/Middle).

Highlights of our outreach and engagement for in progress plans have included community walks with the Perring Loch Covenant Association and Northwood Elementary PTA, well-attended back-to-school night events at Cross Country, Walter P. Carter, and Govans Elementary, and presentations for neighborhood association meetings in Wilson Park, Darley Park, and Greektown. Presentation materials and more information on the status of each plan can be found on the INSPIRE Plans page of the Department of Planning website.

For the dozen adopted plans, implementation is also an ongoing process that has drawn support from both Baltimore City agencies and community partners. example, in 2022, the Greater Baybrook Alliance, a key partner on the Bay Brook Elementary/Middle INSPIRE Plan, hired Kambre Rideout as the organization's new Youth Engagement Coordinator. Kambre's work has included coordinating a new grant program "for youth, by youth," a mentorship program to engage area students community projects, and, together with Southern District planner Jazmin Kimble, started organizing a new volunteer-led "walking school bus" program.



Kambre Rideout (Youth Engagement Coordinator at GBA), Jazmin Kimble (Southern District Planner), Sarah Hope (Director of Revitalization Programs at GBA), and Eli Pousson (INSPIRE Planner) at Farring- Baybrook Park,

September 8, 2022

BY THE NUMBERS: HOW INSPIRE IS IMPROVING STREETSCAPES AROUND CITY SCHOOLS

One of the most immediate ways that the INSPIRE program is benefiting City School students and Baltimore residents is through improvements to primary walking routes around the 21st Century Schools. How can we measure the impact? Here are some of our numbers:

- **7.5 miles** of new primary walking route improvements in 2022
- **83 blocks** of sidewalk repairs around Katherine Johnson Global Academy, Billie Holliday Elementary School, Northwood Elementary School, and Montebello Elementary School
- 16 intersections with new crosswalks around Highlandtown #237 Elementary/Middle School



Sidewalk repairs by J. Villa Construction Co. on Braddish Avenue next to Katherine Johnson Global Academy. Photo by Mike Camper (Department of Transportation), August 9, 2022.

Looking back over the past six years, the INSPIRE program has supported over 41 miles of primary walking route improvements and over 1,400 new street trees. It is important to note that streetscape improvements are another area where the COVID-19 pandemic continues to create challenges. For example, shortages of key supplies for fabricating street signs have slowed the implementation of new one-way streets near Northwood Elementary School.



Matt DeSantis (Outer Southeastern District Planner) working with students at Highlandtown EMS #237 in Higher Achievement after-school program on activity to identify Primary Walking Routes, February 8, 2022.



Sam Seo and Marice Ashby (TreeBaltimore program with Baltimore City Department of Recreation and Parks) and Mike Camper (Department of Transportation) assessing sidewalk and tree pit conditions along Highlandtown EMS #237 walking routes, October 14, 2022.

WHAT TO EXPECT FROM INSPIRE IN THE NEW YEAR

In the coming year, INSPIRE program partners can look forward to further progress on both area plans and community projects.

In the first months of the new year, INSPIRE program staff expect to publish the draft recommendation report for the Govans Elementary INSPIRE Plan and to present both the John Ruhrah Elementary/Middle and REACH! Partnership and Harford Heights Building INSPIRE Plans to the city Planning Commission.

In partnership with the Baltimore Office for Promotion of the Arts, INSPIRE expects to support a a new mural on Walbrook Avenue for the Robert W. Coleman Elementary INSPIRE project and, together with the Baltimore City Department of Transportation, support new crosswalks at the Cherry Hill Town Center, improved lighting on St. Lo Drive in Clifton Park, and more.

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

PROGRAM COMMUNICATIONS

The communications team continued to provide writing, graphic design, and coordination support for a wide range of activities, such as website management, social media, newsletter production, photo collection and archiving, time capsules, internal and external meetings, swing school location changes, and public events. The following is a summary report of communications activities in 2022.

EVENTS

In 2022 the communications team organized two events to celebrate the opening of Highlandtown Elementary/Middle School #237, and Montebello Elementary/Middle School. In December 2022, the Program decided to move back to fully in-person ribbon cuttings while continuing to offer attendees the option to view the celebration online. The team coordinated live stream efforts with City Schools' Communications team to debut and record the events for an online audience. To view the ribbon-cutting programs and building tours please click the school tile. (Note the building tours are after the ribbon-cutting program remarks.)



To view the ribbon-cutting program and building tour, click the school tile or visit: https://bit.ly/3kumn3x

Highlandtown Elementary/Middle School #237, located in the heart of the Highlandtown community, received two additions to its existing building – including a new playground, 10 new classrooms, an outdoor classroom, as well as visual arts and music classrooms. On December 14, 2022, over 300 parents, students, teachers, and community leaders gathered at Highlandtown to commemorate the reopening of the school and receive tours of the new construction. With over 75% of students identifying as English learners, 21st Century Schools and City Schools were able to provide Spanish translation during the program

as well as on tours. The program opened with remarks from Dr. Sonja Santelises, City Schools CEO, followed by Larry Hogan, Governor of Maryland, Bill Ferguson, Maryland State Senator & Senate President, Brandon Scott, Baltimore City Mayor, Denise Ashley, Principal, Jason Guevara Mendoza, Student, Grade 6, Anthony Ruano, Student, Grade 4, and Brooke Lierman, Maryland State Delegate and current State Comptroller elect.

Montebello Elementary/Middle School, located in the northeastern community of Coldstream-Homestead-Montebello, and housing over 450 students, prek-8th grades, was a full renovation, keeping the historic entrance, Montebello Elementary/Middle School construction included a new gym, classrooms, wellness room, science room, visual arts and music classrooms, tv studio, multiple collaborative spaces, and two new playgrounds. On December 15, 2022, over 200 parents, students, teachers, and community leaders gathered at Montebelllo Elementary/Middle school to commemorate the reopening of the school and receive tours of the new construction. The program opened with



To view the ribbon-cutting program and building tour, click the school tile or visit: https://bit.ly/3kumn3x

remarks from Dr. Sonja Santelises, City Schools CEO, followed by the principal of the school, Troy Mitchell, Kamarra Burke, 8th grade student, Anthony Higgs, first grade student, Mike Frenz, Executive Director, Maryland Stadium Authority, Alex Donahue, Interim Executive Director, Interagency Commission on School Construction, Mary Washington, Maryland State Senator, Maggie McIntosh, Maryland State Delegate, Brandon Scott, Baltimore City Mayor, Nick Mosby, Baltimore City Council President, and Johnette Richardson, Chair, Baltimore City Board of Commissioners.

EXTERNAL COMMUNICATIONS

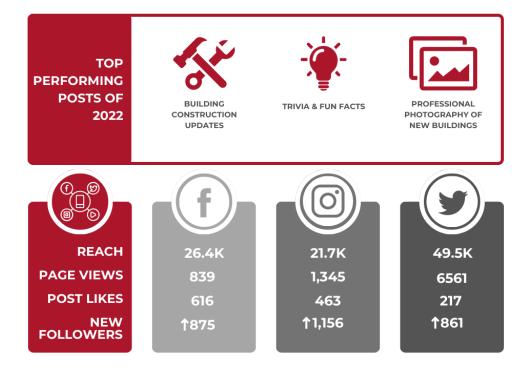
72 ROBO CALLS & EMAILS

Calls and emails made from January 1, 2022, to December 15, 2022. Robo calls and emails are made to inform the community and stakeholders of construction notices and meeting.

3 NEWSLETTERS PUBLISHED

A winter, spring and summer newsletter were published this year and underwent a design revamp. <u>Click</u> <u>here</u> to read our newsletters or join our mailing list.

SOCIAL MEDIA METRICS



OTHER ACTIVITIES

The communications team organized and covered several activities this past year. With a focus on videography content, the team visited three 21st Century Schools to highlight how the building and technology can be utilized to support an academic focus area. Featured in the videos is a walkthrough of each school with technology leads from Fort Worthington, Billie Holiday, and Arlington who discuss their academic focus areas of Project Based Learning, Arts Integration, and STEAM.



Photos courtesy of 21st Century School Buildings Program; Banner Signing at Cross Country Elementary/Middle

This year the team coordinated staging and professional photography with architectural firms of four schools (Robert W. Coleman, Govans, Patterson, Claremont). The team also coordinated with Turner Construction to engage Cross Country Elementary/Middle school students in the steel beam installation process. The joint effort resulted in a ceremony to commemorate the last steel beam being installed with a banner filled with student signatures.



The team also continued coverage of events led by the Academics and Engagement teams which included Indi Robot training for staff and students, STEM Day at Patterson High School, tours of Claremont with students and staff, Back-to-School Nights at Highlandtown Elementary/Middle #237 and Montebello Elementary/Middle, and school leadership tours of schools in construction. (*Photos courtesy of 21*st *Century School Buildings Program.*)

PROGRAM FINANCIAL REPORT

Attached is the Statement of Revenues and Expenditures for FY 2022 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 higher by \$26.6 million than the budget. The primary reasons for this are related to the true-up of the 2021 bottle tax revenues, table game proceeds and facility rental of \$5.6 million, receipt of the \$0.9 million in BGE rebates and investment\interest income of \$0.1 million being more than initially budgeted.

EXPENDITURES

Overall, expenses through June 2022 were \$39.5 million under budget. Below are some of the major variances:

Contractual Services

This category was under budget by \$36.0 million. The budget for construction was aggressive for the fiscal year.

Grants and Subsidies

This category is under budget by \$3.6 million for the year related to reimbursements for Baltimore City Public Schools operating expenses and end-user devices.

COMPREHENSIVE MAINTENANCE PLAN

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:

- 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 of 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 portfolio current replacement value (CRV) as a guideline for the annual investment necessary to maintain school buildings in good condition. The FM&O FY2022 operating budget was \$40,221,334. City Schools' recommended index value would be approximately

\$150M annually (facility operating budget as a percentage of CRV). City Schools would need to increase the operating budget by approximately \$109.8M 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 also highlights our guiding principles, strategic focus areas, obstacles, and missing resources.

COMPUTERIZED MAINTENANCE MANAGEMENT SYSTEM (CMMS) IMPLEMENTATION

The Computerized Maintenance Management System (CMMS) is in its sixth year of implementation. It provides City Schools with a tool to improve how we track, report, measure, and manage our maintenance program.

In winter 2023, City Schools will transition to AE (Asset Essentials) to allow for greater customization and reporting ability. Moving to AE will also let us keep all our assets, parts, work orders, and PM schedules in a single module instead of four different modules, as in the legacy system. Also, City Schools can maximize the capital budget by adding Capital Predictor.

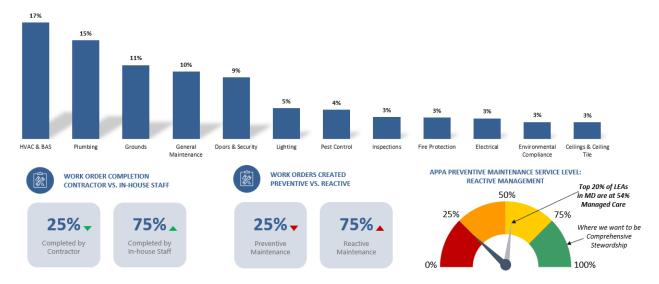
The following modules are currently used to manage our asset portfolio and allow Operations to more accurately identify and strategically allocate its budget toward priority areas, such as preventative maintenance (PM):

- **MaintenanceDirect** is the home of work orders. This work order management tool is used to streamline the work order process from request creation to completion.
- **InventoryDirect** is the inventory management system used to track consumables such as parts, materials, and tools issued against work orders to track costs.
- **PMDirect** is a preventative maintenance scheduling module used to create recurring maintenance tasks and auto-generate corresponding work orders in MaintenanceDirect.
- **CapitalForecast** is an inventory of building components and equipment. This tool can be used to manage the renewal of building components and to predict capital needs.
- EnergyManager is used to manage energy and utility usage to gain insight and control costs.

FM&O and the CMMS team are always looking to identify additional assets in the portfolio that should be part of the PM program. By capturing the asset in CapitalForecast, we can generate the related PM schedule within PMDirect to provide auto-generation efficiency. On average, we have created PM schedules for roughly 30 categories of assets. Due to capacity constraints in the administration of work orders, we currently generate PM work orders for similar equipment within a facility (e.g., all of the air handling units) on one work order. Additionally, we combine 14 categories of assets into a single interior PM schedule, referred to as the Blitz Assessment, and 11 categories or areas into a single exterior PM schedule, the Grounds Assessment.

Only assets that directly and critically impact a facility are included in the preventive maintenance program (i.e. boilers, chillers, roofs elevators, etc.). Between 2016 and 2019, City Schools contracted with EMG to perform facility condition assessments of the portfolio. Each year a quarter of the portfolio was assessed and one of the products was an inventory of equipment and building components that were imported into CapitalForecast and then PM schedules were created for a portion of those assets. Only assets that directly and critically impact a facility are included in the preventive maintenance program (i.e. boilers, roofs elevators, etc.).

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.



PREVENTIVE MAINTENANCE PROGRAM

Our Preventative Maintenance (PM) program includes routine inspections and activities designed to increase building systems' reliability, safety, and lifespan. We execute our PM plan to keep essential components of a facility in a fully functional condition and continuously utilized for its expected lifespan, for its intended purpose, and at its maximum energy efficiency.

Before auto-generating PM work orders, maintenance staff manually entered work orders and tagged them as PM as a schedule dictated. The table below shows the equipment or building component covered under City School's PM Program, the responsible division and frequency.

CATEGORIES	SUB-CATEGORIES	RESPONSIBLE DEPT.	FREQUENCY	AUTO GENERATED	PM TITLE
Roadways, Parking Lots & Walkways	Paved Surfaces	Grounds	Every 90 days	Yes	Grounds Assessment
	Drains	Grounds	Every 90 days	Yes	Grounds Assessment
Grounds	Pruning of Trees & Shrubs	Grounds	Every 90 days	Yes	Grounds Assessment
	Stormwater Retention Ponds	Grounds	To Be Created	No	Grounds Assessment
	Stormwater Drains	Grounds	Every 90 days	Yes	Grounds Assessment
Positive Site Drainage Away from	Drainage System	Grounds	Every 90 days	Yes	Grounds Assessment
Structure(s)	Drainage System	Grounds	Every 90 days	Yes	Grounds Assessment

Playground,	Playground	Grounds	Every 90 days	Yes	Grounds
Equipment & Fields	7.078.00				Assessment
	Bleacher	Contract Maintenance	Annually	Yes	Bleacher PM
	Stadiums, Press Boxes and Stands	Grounds	Every 90 days	Yes	Grounds Assessment
Exterior Structure & Finishes	Exterior Structure	Repair Shop	Every 45 days	Yes	Repair Blitz
	Exterior Structure	Repair Shop	Every 45 days	Yes	Repair Blitz
Roof Drains, Gutters & Downspouts	Drains, Gutters & Downspouts	Contract Maintenance	Annually	Yes	Roof PM
Windows, Caulking & Skylights	Windows	Repair Shop	Every 45 days	Yes	Repair Blitz
Entryways & Exterior Doors	Service Exterior Doors	Repair Shop	Every 45 days	Yes	Repair Blitz
	Paint	Repair Shop	Every 45 days	Yes	Repair Blitz
	Door Inspections	Repair Shop	Every 45 days	Yes	Repair Blitz
Roofs, Flashing and Gravel Stops	Roof Inspections and Sealants	Contract Maintenance	Annually	Yes	Roof PM
Interior Doors, Walls, Partitions & Finishes	Interior Doors	Repair Shop	Every 45 days	Yes	Repair Blitz
	Fire and Smoke Barrier Doors	Repair Shop	Every 45 days	Yes	Repair Blitz
	Interior Walls, Partitions & Furniture	Repair Shop	Every 45 days	Yes	Repair Blitz
Floors	Floor	Repair Shop	Every 45 days	Yes	Repair Blitz
	Custodial	School-Based		not under Ope	
Interior Cleanliness & Appearance	Custodial Tasks	Custodians Custodians	-	iness assessme raining on how	-
Ceilings	Ceiling Tiles	Custodians/ Repair Shop			
Interior Lighting	Lighting Systems	Repair Shop	Every 45 days	Yes	Repair Blitz
HVAC	Filter Change	*MES	Every 3 Months	Yes	UV PM & Filter, AHU PM & Filter
	Cooling Tower and Chiller	MES	Annually	Yes	Cooling Tower & Chiller PM
	Exhaust Fans	MES	Annually	Yes	Fan, Exhaust PM

Electrical Distribution & Service Equipment	Switchgear	Contract Maintenance	Every 5 Years	Yes	Switchgear PM
	Infrared Testing of	Contract	Every 5 Years	Yes	Switchgear
	Electrical Panels	Maintenance			PM
	Generators	Contract	Annually	Yes	Emergency
		Maintenance			Generator/Li
					ghts PM
Boilers, Water	Boilers	MES	Annually	Yes	Boilers PM
Heaters, Steam & Hot					
Water Dist.	Water Heaters	Contract	Annually	Yes	Water
		Maintenance			Heaters PM
	Pumps and Valves	MES	То Ве	No	N/A
			Created		
	Fuel Storage Tank	MES	То Ве	No	N/A
	Testing		Created		
Plumbing Fixtures and	Backflow Preventer	Contract	Annually	Yes	Backflow
Equipment		Maintenance			Preventer PM
	Pool Equipment	MES	To Be	No	N/A
			Created		
	Sewage and Sump	Contract	То Ве	No	N/A
	Pump	Maintenance	Created		
	Restrooms	Repair Shop	Every 45 days	Yes	Repair Blitz
	Grease Traps	Contract	Quarterly or	Yes	Grease Trap
		Maintenance	Semi Annual		PM
Fire and Safety	Eyewash and Safety	Contract	То Ве	No	N/A
Systems & Utility	Showers	Maintenance	Created		
Controls	Emergency Lights	Contract	Annually	Yes	Emergency
		Maintenance			Generator/Li
					ghts PM
	Fire Alarm	Contract	Annually	Yes	Fire Alarm
		Maintenance			System PM
	Fire Extinguishers	Environment	Monthly	Yes	Fire
		al			Extinguisher
		Compliance			PM
	Sprinkler System	Contract	Semi Annual	Yes	Sprinkler
		Maintenance			System PM
Conveyances	Elevators & Chairlifts	Contract	Annually	Yes	Elevator &
		Maintenance			Chairlift PM

^{*}MES: Mechanical Engineering Services

It is essential to note the following about the method by which City Schools generates PM work orders:

Due to staffing capacity in which City Schools does not have a 1:1 ratio for building coverage for maintenance, especially for HVAC-related tasks, PM work orders for the same type of equipment in a building are generated on a single preventive maintenance work order. With this being the most efficient practice based on capacity and resources, PM work orders will always be substantially lower by percentage to reactive work order counts. As a result, it could be misleading and not reflective of our dedication to the continual improvement of our PM program.

STAFFING MODEL

The COO has general oversight of the FM&O department, with full operational oversight managed under the Executive Director of Facilities, Maintenance and Operations. The table below reflects staffing against industry standard (APPA).

METRIC	INDUSTRY STANDARD	PREVIOUS FY BUDGETED (FY22)	PREVIOUS FY ACTUAL (FY22)	CURRENT FY BUDGETED (FY23)			
Maintenance Staffing (FTEs for Total SF)	APPA Level 2 (Comprehensive Stewardship): 246 FTEs for 16,588,199 Total GSF*	192	153	254			
Maintenance Load (GSF per FTE)	APPA Level 2 (Comprehensive Stewardship): 67,456 GSF per FTE	127,602	111,555	109,133			
Percent of Maint. staff delivering bldg. services**	N/A	67.7% (130 of 192)	51% (98 of 192)	59.8% (152 of 254)			
Custodial Staffing (FTEs for Total GSF)	APPA Level 2 (Ordinary Tidiness): 994 FTEs for 16,588,199 Total GSF*	Custodial Operations are managed at the school level including staffing levels that is a mix between in-house and contractual cleaners. Operations provides the requirement of 1 custodian per 25,000 GSF					
Custodial Load (GSF perFTE)	APPA Level 2 (Ordinary Tidiness): 16,700 GSF per FTE						

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 2022, City Schools increased its FM&O budget by approximately \$1.4 million to \$40.2 million and, for FY 2023, has budgeted an additional \$3.1 million. City Schools has made efforts to restructure its maintenance management and best practices 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.
- Capturing all project costs and information associated with preventative maintenance.
- Implementing Capital Forecast to accurately represent the current conditions, life cycles, utilization, and functionality of each facility for project prioritization and planning.
- Continued development of SchoolDude CMMS with Asset Essentials, to minimize use of various modules to contain maintenance data.

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 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.
- 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.
- 4. Continue staff training on CMMS technology, data entry, and overall quality assurance of work being performed or supervised.

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

LIST OF EXHIBITS

EXHIBIT 1: SUMMARY TABLE	58
EXHIBIT 2: SCHEDULES	59
EXHIBIT 3: STATEMENT OF REVENUES AND EXPENSES	61
EXHIBIT 4: CHANGE ORDERS WITH CONTRACT AMOUNTS	65
EXHIBIT 5: MAP OF PLAN YEAR 1 THROUGH PLAN YEAR 3	67
EXHIBIT 6: LIST OF SURPLUS SCHOOL FACILITIES	68
EXHIBIT 7A: PROCUREMENT	69
EXHIBIT 7B: MBE OUTREACH INCLUSION PLAN AND COMMITMENTS	72
EXHIBIT 7C: LOCAL HIRING COMMITMENTS FOR NEW HIRES (YEAR 1 SCHOOLS)	77
EXHIBIT 7C: LOCAL HIRING COMMITMENTS FOR NEW HIRES (YEAR 2 SCHOOLS)	78
EXHIBIT 8: SWING SPACE SCHOOLS	79
EXHIBIT 9: BUILDING ENGAGEMENT PROCESS	80
EXHIBIT 10: FEASIBILITY STUDY PROCESS MAP	81

Exhibit 1: Summary Table

Building Name	Enrollment Projection*	SRC	Square Feet	SQFT/ SRC Student	EA	P Estimates	c	onstruction Cost Estimate	Co	onstruction Bids**	Cons	struction Savings	Cor	\$/SF nstruction
Arlington #234	419	472	102,300	217	\$	41,260,642	\$	36,885,343	\$	36,022,200	\$	(863,143)	\$	352
Arundel #164	419	706	113,647	161	s	44,253,516	\$	37,800,000	\$	36,859,523	\$	(940,477)	\$	324
Cherry Hill #159	676	853	129,509	152	S	48,281,839	\$	42,000,000	\$	42,085,788	\$	85,788	\$	325
Forest Park #406	754	993	199,785	201	s	70,122,898	\$	60,400,000	\$	56,193,983	\$	(4,206,017)	\$	281
Fort Worthington #085	736	622	103,351	166	S	42,187,379	\$	34,300,000	\$	33,080,646	\$	(1,219,354)	\$	320
Frederick #260	349	491	84,961	173	\$	30,855,997	Ś	25,100,000	Ś	25,135,322	\$	35,322	Ś	296
Dorothy I. Height #061 (John Eager Howard)	339	479	91,346	191	\$	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	1,358	1,481	242,019	163	\$	111,505,288	\$	92,518,782	\$	88,473,818	\$	(4,044,964)	\$	366
Pimlico #223	737	688	119,015	173	\$	45,279,387	\$	38,700,000	\$	37,836,910	\$	(863,090)	\$	318
Robert Poole Bldg. #333/#427	926	1,005	135,896	135	S	55,056,540	\$	45,200,000	\$	38,507,745	\$	(6,692,255)	\$	283
Plan Year 1 Schools	7,447	8,494	1,432,184	169	\$	562,281,828	\$	476,804,125	\$	457,759,923	\$	(19,044,202)	\$	385
John Ruhrah #228	915	888	143,613	162	\$	45,103,798	\$	41,681,687	\$	41,459,429	\$	(222,258)	\$	289
Calvin M. Rodwell #256	845	725	111,694	154	\$	39,832,554	\$	35,586,762	s,	35,577,365	\$	(9,397)	\$	319
Bay-Brook #124	785	709	115,945	164	\$	45,765,213	\$	38,042,708	\$	37,692,328	\$	(350,380)	\$	325
Walter P. Carter Bldg #134/#313	797	807	149,953	186	\$	59,502,105	\$	55,800,000	\$	54,923,438	\$	(876,562)		366
Mary E. Rodman #204	435	324	81,496	252	\$	27,017,126	\$	24,160,000	\$	25,533,719	\$	1,373,719	\$	313
Fairmont Harford #341	696	831	165,314	199	\$	52,235,466	\$	49,214,677	\$	47,796,622	\$	(1,418,055)		289
Govans #213	355	370	88,380	239	\$	37,291,776	\$	35,200,000	\$	34,676,222	\$	(523,778)	\$	392
Medfield Heights #249	437	367	79,690	217	\$	34,916,396	\$	32,310,000	\$	32,320,710	\$	10,710	\$	406
Commodore John Rodgers #27 Highlandtown #237	764	914	45.704	- N/A	^	20.928.384	_	24.163.539	,	22.354.170	Ś	(1.809.369)	-	N/A
Harford Heights Bldg. #37/#314	764 481	571	45,704 144.290	N/A 253	\$	49.923.768	\$	46.200.000	\$	44.636.933	\$	(1,809,369)	Ś	N/A 309
Katherine Johnson Global Academy #75 (Calverton)	519	653	122,525	188	\$	52,642,955	\$	49,000,000	\$	49,724,681	\$	724,681	\$	406
Billie Holiday #144 (Mosher)	219	366	75.611	207	Ś	25.897.675	Ś	26,000,000	Ś	26,139,160	Ś	139.160	Ś	346
Montebello #44	655	525	93,876	179	s	34,349,212	\$	32,194,211	\$	32,092,251	\$	(101,960)	\$	342
Cross Country #247	679	750	94,279	126	\$	42,239,840	\$	46,044,803	\$	50,383,287	\$	4,338,484	\$	534
Northwood #242	650	704	100,213	142	\$	58,782,750	\$	47,000,000	\$	45,694,622	\$	(1,305,378)	\$	456
Robert W. Coleman #142	232	311	50,973	164	\$	18,149,962	\$	19,650,000	\$	19,610,734	\$	(39,266)	\$	385
Plan Year 2 Schools	9,464	9,815	1,663,556	169	\$	644,578,980	\$	602,248,387	\$	600,615,671	\$	(1,632,716)	\$	365
Frederick Douglass Bldg. #345/#450	-	-	-	-		-		-		-		-		-
Total - All Schools to Date	16.911	18.309	3.095.740	169	S 1	.206.860.808	S	1.079.052.512	Ś	1,058,375,594	Ś	(20,676,918)	Ś	375

KEY (RED entries denote changes from the 2021 report)

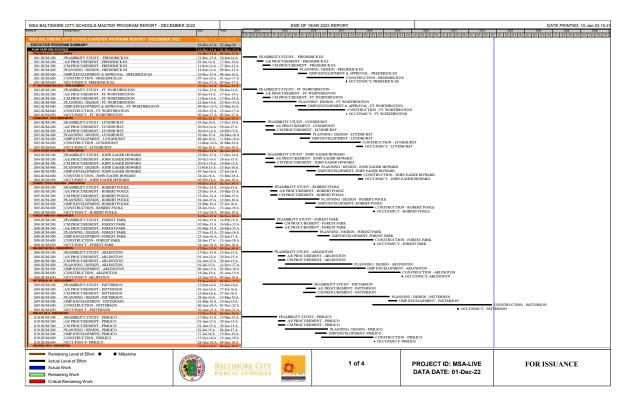
 $\star\,$ Projections shown 3 years after opening based on July 2022 CEFMP.

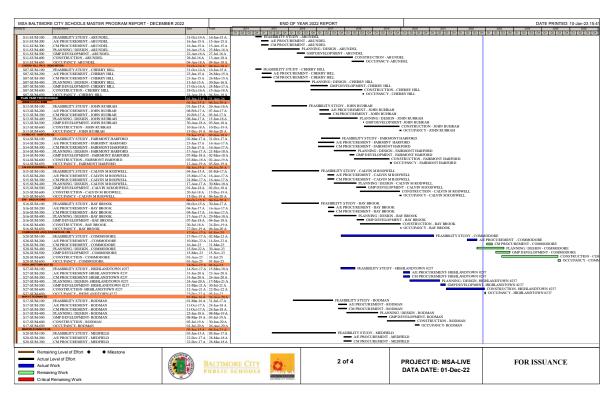
"Y 2 projects include AV/IT costs as part of construction bids

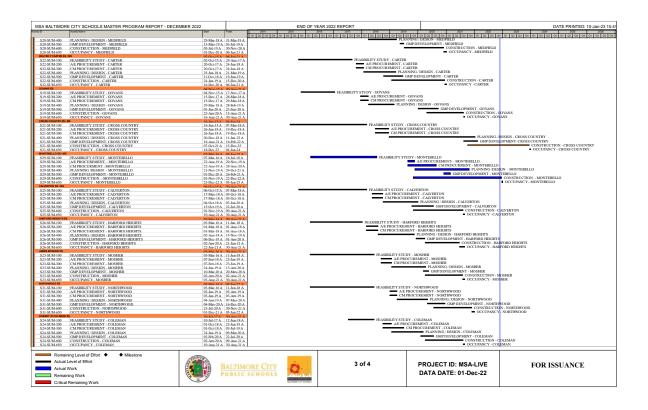
(1) Under construction
(2) In design
(3) in procurement
(4) covid escalation and supply chain impacts
(5) added limited renovation scope for existing building

UTILIZATION
yr 1 util
yr 2 util
avg combined 87.67% 96.42% 92.36%

Exhibit 2: Schedules







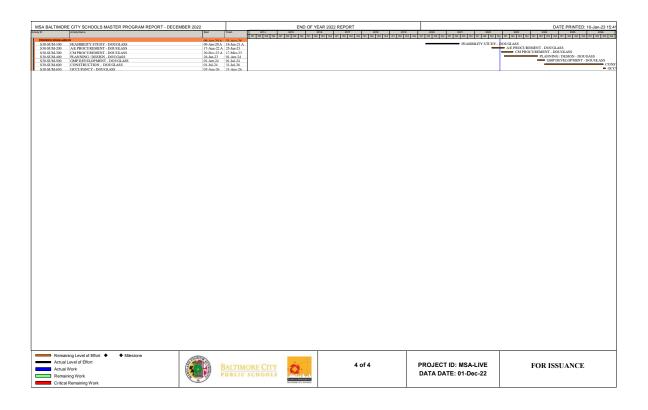


Exhibit 3: Statement of Revenues and Expenses

Maryland Stadium Authority Baltimore City Public Schools Statement of Revenues and Expenses 12 Periods Ended 06/30/2022 (Unaudited)

	CURRENT QUARTER	BUDGET QUARTER	CURRENT YTD	BUDGET YTD	ANNUAL BUDGET
REVENUES: Total Revenues	\$21,513,143	\$20,175,000	\$67,302,879	\$60,700,000	\$60,700,000
EXPENSES: Subtotal-Salaries, Wages & Fringe Benefits (Object .01)	\$859,513	\$819,966	\$3,858,040	\$3,553,187	\$3,553,187
Subtotal-Technical and Special Fees (Object .02)	\$0	\$0	\$0	\$0	\$0
Subtotal-Communications (Object .03)	\$5,885	\$5,036	\$23,217	\$15,735	\$15,735
Subtotal-Travel (Object .04)	\$1,374	\$7,365	\$6,990	\$22,612	\$22,612
Subtotal-Contractual Services (Object .08)	\$37,485,903	\$36,633,970	\$127,994,848	\$163,955,597	\$163,955,597
Subtotal-Supplies and Materials (Object .09)	\$2,323	\$30,580	\$15,535	\$98,345	\$98,345
Subtotal-Grants and Subsidies (Object .12)	\$12,125,056	\$10,308,406	\$11,558,463	\$15,158,541	\$15,158,541
Subtotal-Fixed Charges (Object .13)	\$44,710,948	\$44,833,693	\$71,657,915	\$71,783,237	\$71,783,237
Subtotal-Land and Structures (Object .14)	\$0	\$0	\$0	\$0	\$0
Total Expenses	\$95,191,002	\$92,639,016	\$215,115,008	\$254,587,254	\$254,587,254

Maryland Stadium Authority Baltimore City Public Schools Program Revenues and Expenditures not Paid for by Bond Proceeds 12 Periods Ended 06/30/2022

	Fiscal Year 2014-2019	Fiscal Year 2020	Fiscal Year 2021	Fiscal Year 2022	Totals
Beginning Cash Balance	\$0	\$58,942,938	\$53,562,686	\$50,189,050	\$0
Revenues					
Baltimore City	\$128,764,107	\$25,786,783	\$25,248,050	\$25,636,952	\$205,435,892
Investment Income/Misc (includes bond interest income)	\$21,889,057	\$6,829,882	\$2,781,619	\$788,069	\$32,288,627
Lottery	\$80,000,000	\$20,000,000	\$20,000,000	\$20,000,000	\$140,000,000
Baltimore City Public Schools	\$60,000,000	\$20,000,000	\$20,000,000	\$20,000,000	\$120,000,000
Miscellaneous	\$514	\$389,106	\$209,968	\$877,858	\$1,477,445
Total Revenues	\$290,653,678	\$73,005,771	\$68,239,636	\$67,302,879	\$499,201,964
Less: (Held for Baltimore City Reserve)	-\$15,000,000	-\$2,500,000	-\$2,500,000	\$0	-\$20,000,000
Available Funds	\$275,653,678	\$70,505,771	\$65,739,636	\$67,302,879	\$479,201,964
Expenditures					
Debt Service (net of escrow account)	-\$108,879,649	-\$47,988,667	-\$59,957,070	-\$59,456,077	-\$276,281,463
Operating Expenses	-\$107,831,091	-\$27,897,356	-\$9,156,202	-\$18,295,036	-\$163,179,685
Total Expenditures	-\$216,710,740	-\$75,886,023	-\$69,113,272	-\$77,751,113	-\$439,461,148
Ending Cash Balance	\$58,942,938	\$53,562,686	\$50,189,050	\$39,740,816	\$39,740,816

Maryland Stadium Authority Baltimore City Public Schools Breakdown on Revenues 12 Periods Ended 06/30/2022

Baltimore City Beverage Tax	\$10,000,000
FY 2021 True-up Beverage Tax	\$1,981,202
Baltimore City Retirees Health Insurance	\$10,000,000
Transfer from Facilities Fund BRFA	\$0
Baltimore City VTL Facility Rental Fee	\$2,100,000
Baltimore City Table Game Revenues	\$1,555,750
Baltimore City Public Schools	\$20,000,000
Maryland State Lottery	\$20,000,000
Investment Income State Treasurer	\$271,737
Investment Income Bond Proceeds	\$516,332.24
Energy Rebates	\$877,858
	\$67,302,879

Maryland Stadium Authority Baltimore City Public Schools Series 2016 Summary 12 Periods Ended 06/30/2022

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	
Total Expenditures		-\$388,483,813.35
	_	-\$3,325,010.11
Plus Investment Income		\$3,325,010.11
Remaining proceeds	_	\$0.00

Maryland Stadium Authority Baltimore City Public Schools Series 2018A Summary 12 Periods Ended 06/30/2022

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		-\$516,110,287.19
		-\$20,416,582.47
Plus Investment Income	<u>_</u>	\$20,416,582.47
Remaining proceeds	_	\$0.00

Maryland Stadium Authority Baltimore City Public Schools Series 2020A Summary 12 Periods Ended 06/30/2022

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	\$10,575.79	
Calverton Elementary/Middle School	\$11,764,635.52	
Calvin Rodwell Elementary/Middle School	\$182,363.21	
Cherry Hill Elementary/Middle	\$0.00	
Cross Country Elementary/Middle School	\$5,912,700.73	
Fairmount Harford Building	\$146,470.54	
Forest Park High School	\$0.00	
Fort Worthington Elementary School	\$14,832.93	
Frederick Elementary School	\$48,102.00	
Govans Elementary School	\$9,335,814.48	
Harford Heights / Sharp Leadenhall Elementary School	\$9,337,203.93	
Highlandtown Elementary\Middle School	\$11,827,769.77	
James Mosher Elementary School	\$4,272,801.50	
John E. Howard Elementary School	\$0.00	
John Ruhrah Elementary/Middle School	\$2,549,589.27	
Lyndhurst Elementary/Middle	\$0.00	
Mary E. Rodman Elementary School	\$3,679,808.74	
Medfield Heights Elementary School	\$152,630.80	
Montebello Elementary/Middle School	\$20,886,295.20	
Northwood Elementary School	\$0.00	
Patterson High School	\$17,323,457.58	
Pimlico Elementary/Middle School	\$0.00	
Robert Coleman Elementary School	\$5,040,812.15	
Robert E. Poole	\$22,822.00	
Walter P. Carter Elementary/Middle School	\$2,632,642.54	
Total Expenditures	<u> </u>	-\$105,344,293.83
	_	\$186,586,551.62
Plus Investment Income	_	\$324,501.18
Remaining proceeds	_	\$186,911,052.80

Maryland Stadium Authority Baltimore City Public Schools Series 2020B Summary 12 Periods Ended 06/30/2022

\$50,001,591.07

Series 2020B proceeds for construction

 Northwood
 \$37,852,092.07

 \$12,149,499.00

 Plus Investment Income
 \$78,903.21

 Remaining proceeds
 \$12,228,402.21

Baltimore City Public Schools Series 2016, Series 2018A, Series 2020A & Series 2020B Summary 12 Periods Ended 06/30/2022

	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	\$10,575.79	\$0.00	\$40,064,443.46
Calverton Elementary/Middle School	\$0.00	\$30,360,210.98	\$11,764,635.52	\$0.00	\$42,124,846.50
Calvin Rodwell Elementary/Middle School	\$0.00	\$37,818,856.76	\$182,363.21	\$0.00	\$38,001,219.97
Cherry Hill Elementary/Middle	\$44,954,604.53	\$1,906,767.43	\$0.00	\$0.00	\$46,861,371.96
Cross Country Elementary/Middle School	\$0.00	\$907,053.01	\$5,912,700.73	\$0.00	\$6,819,753.74
Fairmount Harford Building	\$0.00	\$50,874,701.88	\$146,470.54	\$0.00	\$51,021,172.42
Forest Park High School	\$61,765,815.65	\$819,818.44	\$0.00	\$0.00	\$62,585,634.09
Fort Worthington Elementary School	\$34,893,762.58	\$7,000.00	\$14,832.93	\$0.00	\$34,915,595.51
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	\$9,335,814.48	\$0.00	\$28,356,423.86
Harford Heights / Sharp Leadenhall Elementary School	\$0.00	\$38,071,028.77	\$9,337,203.93	\$0.00	\$47,408,232.70
Highlandtown Elementary\Middle School	\$0.00	\$3,124,358.25	\$11,827,769.77	\$0.00	\$14,952,128.02
James Mosher Elementary School	\$0.00	\$23,768,970.84	\$4,272,801.50	\$0.00	\$28,041,772.34
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	\$2,549,589.27	\$0.00	\$48,077,622.05
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	\$3,679,808.74	\$0.00	\$28,793,479.72
Medfield Heights Elementary School	\$0.00	\$31,347,608.31	\$152,630.80	\$0.00	\$31,500,239.11
Montebello Elementary/Middle School	\$0.00	\$8,782,372.16	\$20,886,295.20	\$0.00	\$29,668,667.36
Northwood Elementary School	\$0.00	\$8,668,503.54	\$0.00	\$37,852,092.07	\$46,520,595.61
Patterson High School	\$2,366,751.72	\$60,759,426.66	\$17,323,457.58	\$0.00	\$80,449,635.96
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	\$5,040,812.15	\$0.00	\$10,594,930.63
Robert E. Poole	\$44,412,778.50	\$9,034,234.89	\$22,822.00	\$0.00	\$53,469,835.39
Walter P. Carter Elementary/Middle School	\$0.00	\$53,575,085.15	\$2,632,642.54	\$0.00	\$56,207,727.69
	\$388,483,813.35	\$516,110,287.19	\$105,344,293.83	\$37,852,092.07	\$1,047,790,486.44

Exhibit 4: Change Orders with Contract Amounts

	Change	Orders with Contract Amount (All Active Proje	cts)		
Project 21st Century Program Costs	Company Name Allant Insurance Services, Inc.	Contract Title Allant Insurance Brokerage and Administration Services, OCIP	Base Contract Amt Number of Change	e Orders Total Amount of Changes \$6,448,168.00	Contract Including This Change Amt
2 in Century Program Const	BATTA Environmental Associates, Inc.	Columns Water Testing Builty Environmental	\$4,090.91 2 \$6,263.71 1	\$391.61 (19.1625)	\$4,939.37
	BATTA Environmental Associates, Inc. BATTA Environmental Associates, Inc.	Northwood, Water Testing, Batts Environmental Pinilico, Water Testing, Batts Environmental	\$6,263.71 1 \$9,731.53 1	(\$224.07) (\$809.37)	\$5,039.64 \$8,922.16
	BATTA Environmental Associates, Inc. Broughton Construction	Ruhrah, Water Testing, Batta Environmental BRS, Nin Installation, Broughton Construction, Arundel PK-2	\$8,546.70 2 \$31,240.00 1	\$1,123.96	\$11,604.92
	City Schools Partners	City School Partners Program Management Contract	\$6,257,816.00 4	\$29,546,775.43	\$35,804,501.43
	District Moving Companies, Inc. District Moving Companies, Inc.	ACCE_Robert Pools Building_District Moving Company_Move Arlington Elementary School_District Moving Companies, IncMove In	\$63,850.00 1 \$59,630.00 2	(\$7,252.50) \$25,990.75	\$56,507.50 \$95,320.00
	District Moving Companies, Inc. District Moving Companies, Inc. District Moving Companies, Inc. District Moving Companies, Inc.	Arlington Elementary School, District Moving Companies, Inc., Move In Arlington, District Moving Company, Move Out Bay Brook, District Moving, Interactive Board Move	\$60,200.00 3	\$25,993.75 \$37,312.50 \$1,492.00	\$97,512.50 \$5,022.00
	District Moving Companies, Inc.	Cabacton Alexander Hamilton District Mouter Mous	\$17.354.00 I	(54,857.7%)	\$12,461.25
	District Moving Companies, Inc. District Moving Companies, Inc.	Calverton, District Moving Cornspny, Move In Cross Country, District Moving Services, Move	\$46,783.00 1 \$70,620.00 1	(\$18,014.25) (\$3,681.25)	\$28,768.75 \$60,908.75
	District Moving Companies, Inc. District Moving Companies, Inc.	Forest Park, District Moving Company, Move Fort Worthington, District Movers, Move	\$64,200.00 2 \$37,400.00 1	\$6,610.00 (\$7,240.00)	\$70,810.00 \$30,160.00
	District Moving Companies, Inc. District Moving Companies, Inc. District Moving Companies, Inc.	For Workington, Justice Movers, Move Govers, District Moving Companies, Inc.	\$26,411.00 1	(\$4,791.00) (\$4,791.00) (\$12,007.50)	\$21,620.00
	District Moving Companies, Inc. District Moving Companies, Inc.	Govers, District Moving Companies, Inc. Govers, District Moving Company, Move In	\$64,890.00 1 \$49,714.50 1	(\$12,557.50) (\$21,090.75)	\$21,620.00 \$02,332.50 \$28,623.75
	District Moving Companies, Inc. District Moving Companies, Inc.	Middlandroon District Mouton Smarthoants	\$5,170.00 1 \$05.968.00 1	\$10,161.00	\$15,331.00 \$49,575,25
	District Moving Companies, Inc. District Moving Companies, Inc.	John Ruhrah, District Moving Company, Move Out	\$25,961.00 1 \$107,900.00 7 \$51,832.00 1	\$19,986.25	\$40,576,25 \$152,278,00 \$26,303,75
	District Moving Companies, Inc. District Moving Companies, Inc.	Mary E. Rodman, Chairlid Moving Company, Move In Mary E. Rodman, Chairlid Moving Company, Move Out	\$51,832.00 1 \$60,000.00 1	(\$25,438,25) \$6,550.00	\$26,363.75 \$66,550.00
	Particle Marries Commercial Inc.	Mediald Heights District Moving Companies, Inc.	FOU TROOM A	(\$10.00)	\$64,770,00
	Drain't Noting Companies, Inc. Douron, Inc.	Monteballo, District Moving, Move Out Arlington, Douron Furniture Procurement	\$75,218.00 1 \$674,127.50 1	(\$1,675.50) (\$26,090.44)	\$73,542.50 \$648,009.15
	Douron Inc.	Bay Brook, Douron Furniture Procurement Cable Brokest Douron Furniture Procurement	\$1,000,323.05 1	(\$80,001.97)	\$920,261.08 \$908,343.45
	Douron, Inc.	Forest Park - Douron Inc. Furniture	\$1,102,150.82 1	(\$31,325.55)	\$1,070,825.27 \$174,749.43
	Douron, Inc. Douron, Inc.	Ft. Worthington - Douron Furniture Procurement Govern Douron Furniture Procurement	\$986,857.92 1 \$780,009.65 1	(\$112,108.49) (\$32,939.19)	\$874,749.43 \$747,070.49
	Douron, Inc.	John E Howard Douron Inc Furniture Progurement	\$627,967.65 1 \$696,271.12 1	(\$49,837,47)	\$778,130.18
	Douron, Inc. Douron, Inc.	Mary E Rodman, Douron Furniture Procurement Medield, Douron Furniture Procurement	\$765,608.61 2	(\$56,198.28) (\$36,992.32)	\$642,072.84 \$728,616.29
	Douron, Inc. Educational Systems Planning (ESP)	Pimico _Douron Furniture Procurement	\$985,729.20 1 \$41,800.00 1	(\$67,034.65)	\$917,794.58 \$41,500.00
	Educational Systems Planning (ESP)	Calvin Kookei, (257 - Secondary ANTT Deligh, (ANT Coleman, ESP - Secondary ANTT Deligh, (ANTT Govern ES, ESP - Secondary ANTT Deligh, (ANTT	\$41,945.00 1 \$41,770.00 1	\$4,125.00	\$45,270.00 \$45,270.00 \$45,805.00
	Educational Systems Planning (ESP) Educational Systems Planning (ESP)		\$41,770.00 1 \$40,300.00 1	\$4,125.00 (\$300.00)	\$45,895.00 \$40,000.00
	Global Consulting Inc. Global Consulting Inc.	Calverton_Water Testing_Global Consulting Cherry Hill _Water Testing_Global Consulting	\$6,252.00 3	5004.00	\$7,605.60
	Global Consulting Inc. Global Consulting Inc.	Cherry Hill _Water Testing_Global Consulting Fairmont Harland_Water Testing_Global Consulting	\$6,814.00 1 \$5,263.20 4	\$284.70 \$2,227.40	\$7,099.60
	Global Consulting Inc. Global Consulting Inc.	Michigandraum Water Testing Global Consulting	\$7,211.52 1 \$10,354.56 2	\$1,907.53	\$0,112.04
	Holberger Moving Services LLC	Mediald Heights, Water Testing, Global Consulting Arundal (Holberger_Move	\$10,054.90 2 \$34,010.00 1 \$30,284.90 1	(\$10,763.25)	\$14,671.44 \$15,854.75 \$27,400.50
			\$6,757.93	(\$5,791.40)	D-1811/2
	Holberger Moving Services LLC Holberger Moving Services LLC	July Voca, Junior Bur, Hollberger Moving Gerinicas, MiChre Bay Brook, Julian Bar, Hollberger Moving Gerinicas, MiChre Bay Brook, Jidiberger Moving Gerinicas, Micros Cut Charter, G. Woodon, Folloberger Moving Servicias, Mi	\$58,710.00 1	(\$10.434.70)	\$38,585.25 \$14,040,00
	Hofberger Moving Services LLC Hofberger Moving Services LLC	Carer G. Woodson, HollbergetMoving Services, Move Chery Hill, Hollberget Moving Services, Move	\$36,258.00 1 \$34,722.00 2	(\$12,218.00) \$644.21	\$39,314.00
	Hofberger Moving Services LLC		\$59,297.43 1	\$15,401.60	\$74,729.06
	Hofberger Moving Services LLC Hofberger Moving Services LLC	Farmont Harland HS, Hollberger Moving Services Highlandown, Hollberger Moving Services, Move In	\$05,089.20 1 \$40,900.30 2	(\$15,610.30) \$4,990.90	\$50,078.81 \$54,951.30
	Hollware Marine Services LLC	James Monter Elementary School Hoffberger Montes Services	\$52,155.40 1 \$45,897.50 3	(\$20,239.15)	\$31,046,05
	Hofberger Moving Services LLC	James Mosher_Hofberger Moving_Move in John E Howard_Hofberger_Move	\$45,804.60 1	(\$17,514.25) (\$7,629.30)	\$53,181.78 \$38,175.30
	Hoffberger Moving Services LLC Hoffberger Moving Services LLC		\$54,783.85 1 \$39,148.45 1	(\$19,253.85) (\$21,297.52)	\$15,530.00
	Hofberger Moving Services LLC	Medileid Heights, Victberger Moving Services, Move in Northwood Yorlfare ger Moving Services, Move Robert Colless, Victberger Moving Services, Move Robert Colless, Victberger Moving, Move in	\$53,027.70 4 \$78,995.95 1	(\$15,293.32) (\$36,746.45)	\$90,096.82
	Hoftberger Moving Services LLC Hoftberger Moving Services LLC	Robert Coleman, Hofberger Moving Services, Move Robert Coleman, Hofberger Moving, Move In	\$78,995.95 1 \$43,300.40 2	(\$36,748.45) (\$19,011.90)	\$42,247.50 \$43,866.40
		Rognel Heights, Holtberger Moving, Move Walter P. Carter, Guillord ; Holtberger Moving, Move Bay Brook, Walter Testing, Inspection Experts	\$12,676.00 1 \$20,453.95 1	(\$6,539.00) (\$13,043.45)	\$6,137.00
	Hollberge Moving Services LLC Inspections Experts, Inc. (Et)	Bay Brook, Water Testing, Inspection Experts	\$0,998.40 2	\$1,110.00	\$7,410.50 \$12,905.52
	Inspections Experts, Inc. (EI) Inspections Experts, Inc. (EI)	Forest Park, Water Testing, Inspection Experts Govans, Water Testing, Inspection Experts	\$15,092.05 1 \$10,002.00 1	\$1,230.55 (\$362.50)	\$16,322.60 \$10,299.50
	Inspections Experts, Inc. (EE)	Mosher Water Testing Inspection Experts	PE 204 00 2	\$2,402.50	fo you so
	Institute for Building Technology and Safety Interiels PSI	BITS_Third Party Code Consultant Arlington_Water Testing_Intertek PSI	\$224,934.73 1 \$8,004.00 3	\$16,783.00 \$7,531.25	\$941,717.75 \$17,706.30
	Internal-PSI Internal-PSI	Paterson, Water Teating, Interlet PSI Rodman, Water Teating, Interlet PSI	\$7,632.00 4 \$6,684.00 2	\$4,102.00 \$6,911.64	\$12,285.60
	Jernifer L. Straubauch	Jernifer L. Strasbaugh, Art Appraisal Year 1 and Year 2 Baybrook, JMT, Secondary AVIT Design, AVIT	\$5,000.00	\$12,700.00	\$17,700.00 \$17,700.00 \$51,474.00
	Johnson, Mirmiran & Thompson, Inc. (JMT) Lonax Partnerships LLC	Baybrook JMT Secondary AVITT Design AVIT Lorax Partnership LLC	\$51,774.00 1 \$905,358.00 2	(\$300.00) \$1,522,406,72	\$51,474.00 \$2,427,764.72
	MORE IN	Advantus MCAC BUILDING Business AUT	\$7,550.00 1	(\$1,636.80)	PE 043 20
	MGAC, Inc. MGAC, Inc.	Allingion, MGAC, Secondary AVITT Design, AVIT Cross Country_MGAC, AV-1T Design Review	\$59,950.00 1 \$7,425.00 1	(\$3,305.01) \$6,000.00	\$35,644.99 \$13,425.00
	MGAC, Inc. MGAC, Inc.		\$49,200.00 1	\$5,175.00	\$54,375.00 \$5,353.60
	MGAC, Inc.	Jam es Mosher ES, MGAC, AVIIT Design Review, AVIT John Ruhrah, MGAC, AV-IT Design Review, AVIT Modited ES, MGAC, AVIT Design Review, AVIT	\$7,200.00 1	(\$25.00)	\$7,175.00 \$7,337.95
	MGAC, Inc. MGAC, Inc.	Mediald ES_MGAC_AVIT Design Review_AVIT MGAC_RCSAVIT Design Review_AVIT	\$12,350.00 1 \$59,525.00 1	(\$5,012.05) (\$182.70)	\$7,337.95 \$59,342.30
	MGAC, Inc.	MGAC_BCS AVIT Design Standards_AVIT MGAC_BCS AVIT Standards_Annual Update	\$15,000,00 2	\$5,090.20	F20,300.00
	Pena Pena	Pleau, AVIT_Fort Worthington Pleau, AVIT_Frederick	\$2,197,130.26 1 \$1,905,356.87 1	(\$363,403.48) (\$286,074.09)	\$1,033,736,76
	School Specialty, Inc. School Specialty, Inc.		\$967,709.31 1	(\$40,040.29)	\$018,900.02 \$1,180,594.32
	School Specialty, Inc.	Cherry Hill, School Specialty, Furniture Procurement Fairmont Harford, School Specialty Inc., Furniture Procurement	\$1,187,038.86 3	(\$165,107.42)	\$1,104,485.15
	Schod Specialty, Inc. Schod Specialty, Inc.	Frederick - School Specialty Furniture Procurement John Ruhrah, School Specialty Furniture Procurement	\$857,558.87 1 \$1,424,034.25 1	(\$66,116.89) (\$104,255.81)	\$791,441.96 \$1,319,778.44
	School Specialty, Inc.	Lyndhurst School Specialty Furniture Procurement	PLOSE PAREN	(\$1.287.23)	£4.084.3£3.37
	School Specialty, Inc. School Specialty, Inc.	Paterson, School Specialty, Furniture Procurement Robert Poole _ School Specialty Furniture Procurement	\$2,000,486.46 1 \$1,006,011.64 2	\$24,726.90 (\$122,304.84)	\$2,038,213.38 \$1,034,859.22
	School Specialty, Inc. School Specialty, Inc.	Walter P. Carter Lois T. Murray School Specialty Furniture Procurement Walter P. Carter School Specialty Furniture Procurement	\$336,356.01 2	\$53,667.06 \$53,080.77	\$192,023.10 \$1,240,871.16
	Soil and Land Use Technology, Inc. (SaLUT)	Calvin Rodwell_Water Testing_SaLUT	\$11,096.40 2	\$667.00	\$12,485.52
	Soil and Land Use Technology, Inc. (SaLUT) Soil and Land Use Technology, Inc. (SaLUT)	Harlord Heights Water Testing SaLUT	\$0,942.00 3 \$0,141.31 2	\$6,808.20	\$19,848.72 \$8,403.00
	Soil and Land Use Technology, Inc. (SaLUT)	Robert Pools, Wister Testing, SaLUT Walter P Conter, Wister Testing, SaLUT BBS, Nich Institution, This Cortination of Testing Salut BBS, Nich Institution, This Cortination, Finderick ES BBS, Nich Institution, This Cortination, Fill Workington EMS	\$14,750.16 1	(\$2,307.00)	\$12,443.10
	Tito Contractors, Inc. Tito Contractors, Inc.	BRS_Nin Installation_Tilo Contractors_Frederick ES BRS_Nin Installation_Tilo Contractors_Ft Worthington EMS	\$24,222.00 1 \$23,228.00 1	(\$10,000.00) (\$0,305.07)	\$14,222.00 \$14,032.90
	Tito Contractors, Inc.	Tito Contractors, GC Service for Water Infiltration Testing Calvin Rodwell, Waters Relocation, Move	\$6,022.00 1 \$40,721.10 1	(\$1,000.00) (\$2,007.10)	\$4,222.00
	Walters Relocations, Inc. Walters Relocations, Inc.	Calvin Rodwell_Walters Relocations_Move Out	\$59,540.00 2	\$3,899.86	\$46,784.00 \$63,440.00
	Waters Relocations, Inc. Waters Relocations, Inc.	Harlord Heights, Sharp Leadenhall, Walters Relocation, Move In Harlord Heights, Walters Relocation	\$16,494.50 1 \$62,455.80 1	(\$1,404.50) (\$5,968.80)	\$15,090.00
	Walters Relocations, Inc.	Hartord Heights, Walters Relocation Hartord Heights, Walters Relocation Inc., Move In	\$62,455.80 1 \$49,714.50 1	(\$5,744.50)	\$05,487.00 \$40,900.00
	Walans Relocations, Inc. Walans Relocations, Inc.	Highlandown_Walters Relocation_Move_Out	\$63,257.50 1 \$81,852.00 2	(\$0.35) \$4,558.80	\$60,257.15
	Walters Relocations, Inc. Walters Relocations, Inc.	Patterson-Claremont, Walters Relocation, Move In Print co, Walters Relocations, Move Walter P. Carter, Lois T. Murray, Walters Relocation, Move In	\$17,636.30 1 \$27,132.00 1	(\$3,008.30) (\$2,008.90)	\$14,628.00 \$25,122.10
	Waters Relocations, Inc.	Walter P. Carter Lois T. Murray Walters Relocation Move In	\$20,530.40	(\$5,514.20)	\$15,016.20
	Waters Relocations, Inc. Waters Relocations, Inc.	Walter P. Carter_Walters Relocation_Move Walter P. Carter_Walters Relocation_Move	\$35,548.43 1 \$127,868.50 2	(\$2,578.43) (\$11,433.60)	\$32,970.00 \$119,372.00
2fat Century Program Costs	Partie Collection	Design Collective Inc. Alt Design Services	\$49,459,272.97 170 \$1,731,994.00 16	\$35,656,611.83	\$03,403,703,70 \$1,921,509.00
remiglion PR-0	Design Collective Dustin Construction, Inc.	Dustin CM - GMP 4-24-19	\$37,262,000.00 3	(\$1,465,139.76)	\$37,260,200.00
	Destin Construction, Inc. Kitart Consulting Engineers, Inc.	Dualin Construction Inc, Pre-Construction CM Services Kibert CX	\$117,253.50 1 \$89,815.90 2	(\$15,539.40) (\$24,351.90)	\$101,714.04 \$77,640.00
Arlington PK-S			\$39,201,053.45 22	(\$1,308,650.39)	\$19,361,661,04 \$1,935,262,00
Arundel PIC-2	GWWO inc. MCN BuildSouthway	GWWO_All: Services MCN Build Southway_Construction	\$1,878,800.00 6 536,859,523.00 3	\$73,210.00 \$1,002,100.56	\$38,671,912.00
		MCN Build Southway Construction MCN Build Southway Pre-Construction Services RMF Commissioning Services	\$85,274.00 1 \$110,942.00 1	(\$14,093,00) (\$5,902,00)	\$71,181.00 \$105.040.00
	RMF Engineering, Inc. Specialized Engineering	RMF_Commissioning Services Specialized_TALServices	\$69,906.00 2	(\$5,902.00) \$46,596.50	\$105,040.00 \$119,906.00
Arundel PK-2 Bay-Brook Elementary Middle School	CAM Construction Company, Inc	CAM. Pre-Construction Services	\$29,004,445.00 13 \$90,522.00 2	\$1,191,992.00 (\$14,649.00)	\$40,903,301.00 \$20,527.00
	Crabines, Rohrbaugh & Associates	CRA Design Services	\$2,129,417.00 2	\$0.00	\$2,375,749.00
	ECS Mid-Atlantic, LLC Setly & Associates International, PLLC	ECS_Testing and Inspection Services Sety_Commissioning Services	\$122,450.00 2 \$89,697.50 1	(\$82,434.74) (\$7,472.50)	\$81,232.63 \$82,225.00
E suc Erroris Filomont south Making Fabruari	Tito Contractors, Inc.	Tito_Swing Space Repair	\$175,324.00 1 \$2,607,412.50 8	(\$7,716.15) (\$112,272.35)	\$167,607,85 \$2,797,336,45 \$121,142,76
Bay-Brook Elementary Middle School Calverton 3-8	ATC Group Services LLC	ATC Group Services	\$118,561.00 1	\$2,501.70	\$121,142.76
	III 5 Architectus Inc.	JRS - All Services Kibert - CX Services	\$2,026,501.61 1	(\$8,580.29) (\$15,000.00)	\$2,017,921.32 \$81,425.00
	Nibert Consulting Engineers, Inc. Whiting-Turner Contracting Company	Whiting Turner - Pre Construction	\$190,627.00 1	(\$59,095.40)	\$131,530.63
Calverton 3-8 Calvin Rodwell Elementary/Middle School	Centernial Contractors Enterprises, Inc.	Centermial Contractors Enterprises, IncSwing Space Contractor Services	\$2,432,114.64 4 \$126,783.00 1	(\$00,094.93) (\$24,993.30)	\$2,352,019.71 \$101,789.70
	Design Collective	DCL/46 Services Skarska, CM Precon Services	\$1,679,673,08 1 575,525,75 1	(\$206,171.52)	\$1,473,502.36 \$65,525.75
	Stansia Specialized Engineering	Skanska_CM Precon Services Specialized_T&I Services	\$118,860.00 1	(\$10,000.00) (\$41,672.50)	
Calvin Rodwell Elementary/Middle School Cherry Hill 3-8	Advanced Building Performance	Advanced Building Performance_Commissioning Services	\$2,000,642.60 4 \$101,945.25 1	(\$282,837.32)	\$1,718,005.31
Commy Pill 3-0	District Moving Companies, Inc.	District Moving_M&R Services	\$89,197.50 1	(\$150.44) (\$3,637.50)	\$85,360.00
	ECS Mid-Atlantic, LLC Heas Construction	ECS Mild-Attentic Heas Construction - Construction Services	\$126,845.00 1 \$42,085,788.00 1	(\$17,550.82) \$2,177,244.44	\$109,294.18 \$44,263,032.44
	JRS Architects, Inc.	JRS_AE Services	\$1,930,840.00 14	\$230,229.73	\$2,163,215.60
Cherry Hill 3-8 Cross Country Elementary Middle School	Tito Contractors, Inc.	Tito_Swing Space Services	\$757,361.00 1 \$45,091,976,75 19	(\$550.37) \$2,305,366.03	\$756,800.63 \$47,479,460.60
Cross Country Elementary Middle School	Colimore Architects, Inc. Tito Contractors, Inc.	Collin ore Architects, an ATI Company Tito Contractors, Swing Space Repairs	\$1,005,676.40 2 \$141,231.25 1	\$1,019,691.51	\$2,115,367.91 \$196,836.25
		· — · · · · · · · · · · · · · · · · · ·	. (411,44120) 1	300,605.00	\$196,636.25

	Turner Construction Company Turner Construction Company	Turner Construction, CAIP Services Turner, Pro-Construction Services	\$50,383,287.00 \$147,728.00	3 \$49,214,821.00 1 \$109,135.20	\$00,500,10 \$256,85
ross Country Elementary Middle School	Wright Commissioning	Wright, Con relationing Services	\$90,850,00 \$51,858,772,65	1 \$100,135.25 1 \$3,129.00 6 \$50,400,201.71	\$256,86 \$50,97 \$102,267,15
airmount Harlord HS	Brinjac Engineering, Inc. ECS Mid-Atlantic, LLC	CX-Brinjac Engineering - Commissioning Services ECS-TM Services	\$97,229.00 \$74503.20	1 (\$26,441.40) 2 \$2,374.56	\$70,76
	MCN BulldSouthway MCN BulldSouthway	BUILDING CONSTRUCTION SERVICE	\$192,743.00	2 \$383,985.00	\$576,72 \$50,464,17 \$51,150,23
airmount Harford HS		MCN/Southway DB GMP HESS, GMP Construction Services	\$49,581,697.20	4 \$1,243,967.33 9 \$1,003,005.45	\$51,190,29
orest Park High School	Hess Construction Hess Construction	Many Day Complexation Province	\$56,193,983.00 \$112,991.00 \$66,536.00	1 \$2,504,163.56 1 \$11,214.00	\$58,698,14 \$124,20 \$122.33
	Hills-Carnes Engineering Associates SEI Architects	Hills-Carnes Testing & Inspection Services Smolen Ernr Blookth Architects, AFE Services	\$2,638,274.00	3 \$16,802.25 9 \$168,733.81	\$122.32 \$2,807,00 \$256,92
	Tito Contractors, Inc. Waters Relocations, Inc.	Tito, Swing Space Services Watter's Relocations_MAR Services	\$724,120.00	1 (\$167,190.10) 3 \$3,874.85	\$110,10
orest Park High School rederick Elementary School		Freshling and Robertson	\$59,670,200.95 \$05,000.40	18 \$2,556,596.78 3 (\$26,285.13)	\$62,426,79 \$10,52
	Frontiling & Roberton, Inc. Gilbane Building Company Gilbane Building Company	Froshing and Robertson Gilbane _Construction Services Gilbane_Pre-Construction Services	\$25,135,322.00 \$118,323.00	3 (\$40,40.13) 4 (\$150,107.50) 7 \$36,560.03	\$25,243,04 \$171,41
	Reynolds Building Solutions USA Architects	Reyrolds_Commissioning Services USA Architects AE Services	\$68,383.00 \$1,527,000.00	1 (\$3,419.35)	\$64,90
rederick Dementary School		FAR_3rd Party Testing and Inspection	\$26,944,653.40 \$96,452.40	24 (\$97,002.81)	\$27,166,83 \$48,31
worningsn siementery school	Froshing & Robertson, Inc. Gilbane Building Company	Gilbane_Construction Contract	\$33,080,646.00	1 (\$560,009.64)	\$32,511,77
	Grimm & Parker	Gibane, Phe-Construction Services Grimm + Parker, Aft Services	\$120,831.00	4 \$82,502.00 5 \$40,910.74	\$206,91
t Worthington Elementary School	Reynolds Building Solutions	Reynolds, Commissioning Services	\$82,517.00 \$35,321,802.40	1 (\$3,005.00) 12 (\$400,475.00)	\$75,02 \$34,642,92 \$77,15
overs Elementary School	Keller Construction Management	Keller_Pre-Construction Services	\$152,150.00 \$152,150.00	1 (\$75,000.00) 1 (\$75,000.00)	\$77,11 \$77,11 \$120,71
ighlandtown #237 ES	CAM Construction Company, Inc JRS Architects, Inc.	CAM Construction_CM Precon Services JRS AE Services	\$154,312.00 \$1,000.391.55	1 (\$33,518.24) 1 \$50,605.00	\$1,083.0
lightandrown #237 ES	Dutin Control to	Dusto Dra Construction Services	\$1,154,703.55	2 \$49,176.70	\$1,203,81
	Hills-Carnes Engineering Associates Tito Contractors, Inc.	Hills-Carnes_T& Services Tito Contractors_Swing Space	\$50,989.00 \$168,611.00	1 (\$27,055.00)	\$23,93
	Waldon Studio Architects/Hughes Group Architects (JV)	Waldon Studio Architects/Hughes Group Architects_Design Services	\$370,035.28	1 (\$33.783.63)	FOUR 20
ames Mosher Elementary School on Eager Howard Elementary School	Cho Bern Hoback & Associates (Quinn Evens)	Cho Sem Hoback, Alt Services Hills-Carnes, Tál Services	\$1,567,642.23	4 (\$129,301.30) 13 \$201,596.75	\$1,228,30
	Hillis-Cornes Engineering Associates J. Vinton Schalter	J. Vinton Schaller_CM Services GMP	\$89,181.60	3 \$29,110.90 10 \$3,124,688.25	\$121,00
	J. Vinton Schafer J.A.K. Construction Co., Inc.	J. Vinton Schalter, Pre-Construction Services JAK Construction, Swing Space Contractor	\$141,501.00 \$138,500.00	2 \$27,401.84 2 \$51,118.65	\$173,14
	JAIK Construction Co., Inc. RMF Engineering Inc. The Kare Con pany/CRs Movers, Inc.	JAK Construction, Saling Space Contractor RMF Engineering, Cit Agent The Kone Company Office Movers, MAR Services	\$105,091.00	1 (\$5,401.00) 1 (\$1,591.00)	\$100,0 \$00,0 \$66,0
ohn Eager Howard Elementary School ohn Ruhrah Elementary Middle School	Hills-Current Projection Associates		\$30,421,142.60	32 \$3,426,804.47	\$33,853,20
CCCG	Mills-Cornes Engineering Associates Kobart Consulting Engineers, Inc. MCN Build/Southway	Hills-Carnes_T& Services Kibert_Cx Services MCN Southway_CM Pre-Con Services	\$124,750.00 \$96,188.40 \$56,619.20	1 (\$24,467.50) 1 (\$3,744.40) 1 (\$3,147.20)	\$100,20 \$87,44 \$46,43
	MCN BuildSouthway	MCN Southway_Construction Services	\$42,759,423.00 \$43,07,998.00	1 \$1,225,994.95	\$43,985,41
	Modular Genius, Inc. Tito Contractors, Inc.	Modular Genius, Portable Classroom Lesse Tilo Contractors_55 Renovations	\$1,007,000.00 \$263,007.00 \$44,000,001.00	2 \$86,235.16 1 (\$24,009.25) 7 \$1,255,051.70	\$1,419,8 \$239,1 \$45,000,0
ohn Rohrah Elementary Middle School yndhurat PK-B	Hills-Carnes Engineering Associates	Hillis-Carnes_Testing & Inspection Services	\$96,114.00	1 (\$4.25)	\$96,1
	O.T. Neighoff & Sons, Inc.	O.T. Neighoff & Sons, Inc., Exterior Repointing & Waterproofing Setly & Associates, Bullding Commissioning Services	\$222,760.00	1 \$10,800.00 1 \$4,320.00	\$203,50
	STV Inc. The Kane Company Office Movers, Inc.	Setly & Associates, Bull ding Commissioning Services STV Incorporated, Alt Services The Kene Company Office Movers, Mosting and Refocation Services	\$1,432,800.00 \$50,274.00	7 \$176,432.36 1 \$386.00	\$1,610,0
	Tito Contractors, Inc. Turner Construction Company	Tito Contractors, Swing Space Renovations for West Baltimore Building Turner/LIN_GMP Construction Services	\$92,222.00 \$35,204,180.00	1 \$385.00 1 \$25,334.00 5 \$1,000,500.30	\$10,6 \$117,5 \$36,306,8
	Transference Communication Communication	Tuesda Day Construction Exercises	\$100,015.00	2 \$1,014.50	F143.6
	Turner Logistics, LLC Wiss, Janney, Eistner Associates, Inc. (WJE)	Turner Logistics LLC, Direct Punchase Mech & Elec Equipment What, Janney, Eletter Associates, Inc., Water Laskage Investigation	\$7,500.00 \$7,500.00 \$10,514,400.00	1 (\$190.25) 27 \$1,292,062.86	\$2,007,70 \$7,30 \$40,076,20
yndhurst PK-8 Asry E. Rodman PK-5	ATC Group Services LLC	ACT_TI Services Kiteri CX Services	\$10,634,600.00 \$82,492.00 \$95,751.00	1 (\$15,511.00) 1 (\$15,511.00)	
	Kitsert Consulting Engineers, Inc. MICN Build Southway	Kibari, CX Services MCN Southway, Construction GMP MCN Southway, Preconstruction Services	************	2 \$2.586.355.74	\$84,91 \$28,122,07
Eary E. Rodman PK-5	MCN BuildSouthway		\$40,731,00 \$40,721,00 \$25,761,000,00	1 (\$6,219.50) 5 \$2,555,769.65 1 (\$15,472.07)	\$43,50 \$20,017,67 \$78,41
ledfield Heights Elementary School	ATC Group Services LLC little of Consulting Engineers, Inc.	ATC Group Services Nibert - Commissioning Services	\$03,884.00	1 (\$15,000,00)	\$80.75
	Tito Contractors, Inc. Turner Construction Company	Tito Contractions Turner Construction - GMP	\$193,773.00 \$32,320,710.00	1 (\$70,094.24) 1 (\$2,266,573.78)	\$123,6 \$30,054,1
Ladfield Mainhts Flamenters School	Turner Construction Company CAM Construction Company, Inc. CAM Construction Company, Inc.	Klast - Commissioning Sandoss Talls Core Sados Talls Core Core Core Sados Talls Core Core Core Core Core Core Core Core	\$12,77,000 \$12,300,710,00 \$141,310,00 \$32,645,421,00	1 (\$31,461,22) 5 (\$2,260,631,31)	\$109,8
Redfield Heights Dementary School Scriebello Dementary Middle School	CAM Construction Company, Inc	Cam Constuction GMP- CM Services PsuCon Cam Construction CM	\$12,092,251.00	1 \$1,239,654.00	\$33,331,9
					\$1,427,2
	Crabines, Rohnbaugh & Associates	Crabbres Rohraugh & Associates, Design Services	\$1,351,508.53	1 \$75,730.00	\$1,427,2
Iontebello Elementary/Middle School	Contractors, Inc. This Contractors, Inc.	Tito Contractors_Swing Space	\$1,351,508.53 \$267,885.00 \$33,825,508.53	1 \$75,730.00 1 (\$30,916.12) 4 \$1,204,055.00	\$227,9 \$35,029,6
iontebello Elementary/Middle School orthwood Elementary School	Craitines, Richtmagh & Associates Tito Crait scotes, Inc. ECS Mid-Admiric, LLC Maryland Zadum Authority	Tito Contractors_Swing Space ECS_T&I Services	\$1,251,508.53 \$267,885.00 \$33,825,885.53 \$86,177.00 \$179,216.00	1 \$75,73000 1 (\$30,916.12) 4 \$1,004,005.60 1 \$14,775.00	\$227.9 \$35,029.6 \$109.9 \$109.9
Ionishelio Elementary Middle School orthwood Elementary School orthwood Elementary School otterson HS	ECS Mis Alleris; LLC Mayland Stadum Authority Scanska	Trac Cort actors, Saling Space ECS, Tall Services Danis Construction, Phr-Con Services Salantia, Pre-Construction Services	\$1,001,008.50 \$267,865.50 \$30,765.608.50 \$30,016,608.50 \$66,177.00 \$179,246.00 \$274,208.00 \$125,008.80	1 \$75,7000 1 \$30,991.07 4 \$1,00050 1 \$4,7500 1 \$54,750 2 \$50,0040 2 \$50,0040 1 \$50,0040	\$227,9 \$35,029,6 \$109,9 \$109,2 \$219,9 \$101,0
iontabello Elementary Middle School ontwood Elementary School onthwood Elementary School alterson MS	ECS Mid-Albertic, LLC Maryland Stadum Authority Sharaka States	Tito Contractions, Services ECC., Tab Services Double Contraction, Pre-Con Services Standar, Pre-Construction Services Standar, Pre-Construction Services Standar, A.E. Services	\$1,001,008.50 \$267,985.00 \$33,0568.53 \$56,177.00 \$179,056.00 \$274,932.00 \$125,001.83 \$2,796,982.00 \$224,963.53	1 575,720.00 1 (520,016.17) 1 (520,0	\$227,9 \$15,002.6 \$100.2 \$100.2 \$212.0 \$101.0 \$3,730.2
Ionishelia Elementary Skidda School orihwood Elementary School orihwood Elementary School obsesson HS attenson HS imilico PK-8	ECS Mid-Albertic, LLC Maryland Stadum Authority Sharaka States	Tits Comession, Salvip Quees David Cremination, Phi Can Services David Cremination, Phi Can Services Stanska, Phi Comession Services Stanska, Phi Comession Services Comer, A. Ed Service Compt Collection No., A.E. Design Services	\$1,301,008.50 \$207,855.00[\$331,5568.55] \$66,177.00[\$173,7560.00] \$174,933.00[\$174,933.00] \$27,769,820.00[\$27,769,820.00] \$2,769,820.00[\$2,909,827.44]	1 \$75,7000 1 (\$20,994.17) 4 \$1,00,000.17) 1 \$14,7750 1 (\$70,004.07) 2 (\$55,20.07) 1 \$50,004.07 5 \$00,004.07	\$227,5 \$30,000,0 \$100,5 \$100,5 \$210,0 \$101,0 \$3,720,0 \$3,910,0
icrotishin Elementary Stides School orthwool Elementary School orthwool Elementary School orthwool Elementary School elementary School elementary School elementary School elementary School elementary School elementary Sch	ECC 166 Albrie: LLC Maryland Tubban in Analty Danala Danies	The Commission, Saving Space Dana Contraction, Principal Conference States, Principal Conference States, Principal States States, Principal Stat	\$1,701,000,000 \$207,885,000 \$207,885,000 \$207,885,000 \$207,885,000 \$207,895,000 \$20	1 173,700,00 1 173,700,00 1 173,700,00 1 173,700,00 1 173,700,00 1 1 173,700,00 1 1 173,700,00 1 1 173,700,00 1 1 173,700,00 1 1 173,700,00 1 1 173,700,00 1 1 1 1 1 1 1 1 1	\$205,000 \$100,000 \$100,000 \$21,01 \$1,000 \$1,000 \$1,000 \$1,000 \$111,000 \$111,000 \$100,000 \$111,000 \$100,000 \$111,000 \$100,000 \$111,000 \$100
ionahaba Cimentary Widde School orthwood Elementary School orthwood Elementary School alternon HS effects in HS inflico PK-8	ECS Mo Alexic, LLC Maryine Tillachin Alexiny Clanatia	(*TacControls, Servi (Sees CRC, *Tál Service Dans Controls on, Par Controls Claveria, Par Controls Claveria, Par Controls	\$1.00.00000 \$23.0000000 \$33.0000000 \$53.0000000 \$77.00000000000000000000000000000000000	1 (CENDO SE) 4 19,700,000 T2) 4 19,700,000 T2) 5 (CENDO SE) 6 (CENDO SE) 7 (CENDO SE)	\$2055 \$100,026 \$100,036 \$100,0
contains Chemetrary Middle School orthwood Clementry School orthwood Clementry School alexand MS attention MS attention MS attention PK-4	TEST Michael, LEC Maryard Salan, Autority Danata Da	The Central Acting State (Sate Created John Acting State (Sate Acting State State (Sate Acting State (Sate Acting State (Sate Acting State (Sate Acting State (Sate Created John State (Sate Created	\$1.04.0062 20.75.000 20.75.000 20.75.0000 20.75.0000 20.75.00000 20.75.000000 20.75.0000000 20.75.0000000 20.75.00000000 20.75.0000000 20.75.0000000 20.75.0000000 20.75.00000000 20.75.00000000 20.75.00000000 20.75.00000000 20.75.000000000 20.75.000000000 20.75.000000000 20.75.000000000 20.75.000000000 20.75.0000000000 20.75.0000000000000000000000000000000000	1	\$2075 \$100,035 \$100,03 \$100,03 \$100,03 \$100,03 \$1,000,03
ontable Stiment my Middle School whowood Elements y School onthwood Elements y School detroom IS starroom NS miles PK-8 miles PK-8 miles PK-8	MCSM bit Americ LLC Mayord Salan Andreiry Sames	The Contents, Suring Survey The Contents, Suring Survey The Contents	\$1.50 A SALES EXAMINATE THE ALL TO THE ALL	PRATECTOR	\$2005 \$100,0008 \$1000 \$1000 \$1000 \$1000 \$1000 \$1000 \$1000 \$1100 \$1100 \$1100 \$1000 \$1100 \$1000 \$1100 \$1000 \$1
contained Security/Widdle School of Annual Security (Security School of Chameley School	MCSM bit Americ LLC Mayord Salan Andreiry Sames	The Contents, Suring Survey The Contents, Suring Survey The Contents	\$ 1,00,000.00.00.00.00.00.00.00.00.00.00.00	PRATECTOR	\$2005 \$100,0008 \$1000 \$1000 \$1000 \$1000 \$1000 \$1000 \$1000 \$1100 \$1100 \$1100 \$1000 \$1100 \$1000 \$1100 \$1000 \$1
uniched is Euserlay Widdle School whow Destroins you was a considered with the second for the se	TEST Mis Rests. LEC Maryord Estato. Automy Daniela States Daniela Dani	The Central Carlos (Desc) The Contral Carlos (Desc) The Ca	\$ 1.00.00000 EXPLANCE 1.00.00000 EXPLANCE 1.00.000000 EXPLANCE 1.00.0000000 EXPLANCE 1.00.00000000000000000000000000000000	1	\$2075 \$20025 \$1005 \$2005 \$2115 \$1115 \$1705
obert Poole Building	MCSM bit Americ LLC Mayord Salan Andreiry Sames	The Central Carlos (See See See See See See See See See Se	\$ 1.00.00000 EXECUTION TO THE PROPERTY OF THE	100 100	\$2075 \$20025 \$1005 \$2005 \$2115 \$1115 \$1705
obert Poole Building	MCSM bit Americ LLC Mayord Salan Andreiry Sames	The Central Carlos (Deep Centr	\$1.00.00000 BOTTONIO BOT	1	\$2075 \$20025 \$1005 \$2005 \$2115 \$1115 \$1705
obert Poole Building	MCSM to America. LEC Manager Cardinol Andreiry Samerica Series Cardinol Andreiry Series Card	The Central Acting States (This Common Acting States (Th	\$ 1.00 A.M.S. \$	1	\$2075 \$1000 \$1000 \$2000 \$2000 \$2000 \$1000
obert Poole Building	MCS Ma Bases. LE Mayord Salan Andrey Sames	The Central Array Speed Service (1994) Control Array Speed Service (1994) Control Central Cent	POSTORANA PORTO DE LA CONTRA DEL CONTRA DE LA CONTRA DEL CONTRA DE LA CONTRA DEL CONTRA DE LA CONTRA DEL CONTRA DE LA CONT	100.75.00 100.	\$2075 \$100.05 \$100.05 \$2174.05 \$1,747.05 \$1,74
obert Poole Building	MCSM bit device. LEC Mayord Statuto, Autority Statuta Saving Control Autority This Control Opening Saving Saving Saving Control Autority Saving Control Control Saving Control Control Saving Control	The Central Acting Service That Acting Service That Central That Service That Central That Service That Central That Service That Central That Service That Central Acting Service That	POSTORANA POSTOR	1	\$277.5 \$2
obert Poole Building	MCSM bit America. LEC Manyord Station Annivery Sharmer Service	The Central Acting States Chair Control (Acting States)	POLYMENT POLYME	1	\$277.00 \$277.0
Cent Public Building Cent Public Building Cent Public Building Cent W. Column Elementary School Cent W. Column Elementary School Cent P. Column Elementary School Cent P. Column Elementary School Cent P. Column Elementary School	MCSM bills desch. LEC Mayord Statuto, Autority Statuta	The Central Acting State (SAC) State State State (SAC) State State State State State St	POST MANES POST M	1	\$200,000 \$200,000
Abert Pucks Building Abert Pucks Building Abert W. Column Elementary School after W. Column Elementary Educat after P. Curter - TW-3	MCSM bit America. LEC Manyord Station Annivery Sharmer Service	The Central Carlos (Desc Centr	POST DESCRIPTION OF THE POST D	1	\$277.00 \$277.0
obert Puck Bulding chert Puck Bulding chert Puck Bulding bert W. Colemn Elementary School chert W. Colemn Elementary Educat other W. Colemn Elementary Educat	MCM bits described. Service School Andrews Service School Andrews Service School Sc	The Central Carlos (See See See See See See See See See Se	POST MANS POST M	1	\$27.00 \$27
obert Puck Bulding chert Puck Bulding chert Puck Bulding bert W. Colemn Elementary School chert W. Colemn Elementary Educat other W. Colemn Elementary Educat	MCSM bille describ. LE Mayord States Andrew States	The Central Carlos (Deep Centr	POST MANS POST M	1	9077 9077 9077 9077 9077 9077 9077 9077
obert Puck Bulding chert Puck Bulding chert Puck Bulding bert W. Colemn Elementary School chert W. Colemn Elementary Educat other W. Colemn Elementary Educat	MCSM bille describ. LE Mayord States Andrew States	The Central Carlos (Deep Centr	POST MANES POST M	1	9077 908 908 908 908 908 908 908 908 908 908
Abert Pucks Building Abert Pucks Building Abert W. Column Elementary School after W. Column Elementary Educat after P. Curter - TW-3	MCSM bille descen. LEC Mayord or david Andrein Steries	The Central Carlos (See See See See See See See See See Se	POST MANES POST M	1	\$200 \$200 \$200 \$200 \$200 \$200 \$200 \$200
Abert Pucks Building Abert Pucks Building Abert W. Column Elementary School after W. Column Elementary Educat after P. Curter - TW-3	MICHAEL MARKEL LEE Mayord Education Anteriny Stancias Compact Calculation Compact Calculation Compact Calculation Anterior Cal	The Central Acting State The Control Acting State Than Control Than Than Control Than Than Control	POST DESCRIPTION OF THE POST D	1	\$200.000 \$200.000
obert Puck Bulding chert Puck Bulding chert Puck Bulding bert W. Colemn Elementary School chert W. Colemn Elementary Educat other W. Colemn Elementary Educat	MCM to the date. LEC Mayord date. And Anthrity Service	The Contract, June Space Chan Contract, June Space Chan Contract Pro-Contract Chan Contract Pro-Contract Chan Contract Pro-Contract Chan Contract Chan	POST MANES POST M	Book Col.	\$200 \$200 \$200 \$200 \$200 \$200 \$200 \$200
ober Puls Bulding cher Puls Bulding cher Puls Bulding cher W. Calenn Burnertery School cher W. Calenn Burnertery School natur P. Carter - 197-6	MCS Mark Assets. LEC Maryord Education Anteriny Statesties Compact Control Control Compact Control Control Market Control Control Market Control Control Market Control	The Central Asia Special Control Contr	PROCESSES	1	\$200 \$200 \$200 \$200 \$200 \$200 \$200 \$200
claim of the Content	MCM bits desire. LEC Mayor of Solidon Antoniny Sharese Senige Cale of Solidon Solid	The Central Carlos (Description Company) Annual Carlos (Description Company) Carlos (Description Compan	POLICIANA DE POLIC	1	### 1977 ###
ober Puls Bulding cher Puls Bulding cher Puls Bulding cher W. Calenn Burnertery School cher W. Calenn Burnertery School natur P. Carter - 197-6	MCM to the deep. LEC Mayored Student Anteriny Stemes Stemes	The Central Carlos (See See See See See See See See See Se	POLICIAMENT PROGRAMMENT OF THE POLICIAMENT PROGRAMMENT OF THE POLICIAMENT PROGRAMMENT PROG	1	1000 1000

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

Project	Company Name	Contract Title	Total Amount of Changes
Arundel PK-2	MCN BuildSouthway	MCN BuildSouthway_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 School	J. Vinton Schaller	J. Vinton Schaller_CM Services GMP	\$1,943,509.00
Pimilco PK-8	Dustin Construction, Inc.	Dustin Const Inc_GMP-1	\$2,134,141.25
Lynchurat PK-8	Turner Construction Company	TurnerULN 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			\$669,168,196.11

Exhibit 5: Map of Plan Year 1 Through Plan Year 3

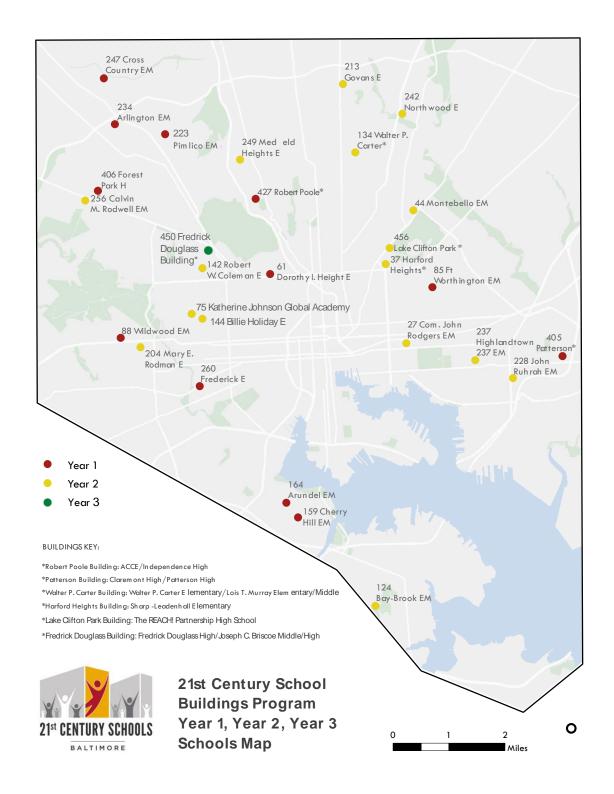


Exhibit 6: List of Surplus School Facilities

Bldg Name	Bldg No.	Bldg Address	Program Closure Date	Program Relocation Date	Building Surplus Date as of 2022*	Building Surplus Date as of 2023*	Swing Space	Sq. Footage	SRC	2023 Status/ Explanation Change
Laurence G. Paquin	457	2200 Sinclair Lane, 21213	2013		2013	2013		57,850	425	Surplused
Waverly Middle (Building)	115	701 E. 34th Street, 21218	2014		2014	2014		40,680	234	Surplused
Corps Building	866	5000 Gwynn Oak Avenue, 21207			2014	2014		10,206		Surplused
Langston Hughes	5	5011 Arbutus Avenue, 21215	2015		2015	2015		40,920	305	Surplused
Dr. Rayner Browne	25	1000 North Montford Avenue, 21205	2015		2015	2015		40,920	229	Surplused
William Pinderhughes	28	1200 N. Fremont Avenue, 21217	2009		2015	2015		34,757	460	Surplused
Independence Charter Modular	333	1250 W. 36th Street, 21211		2018	2015	2015		9,280		Surplused
Samuel B. Morse Elementary	98	424 S. Pulaski Street, 21223	2017		2017	2017		63,205	471	Surplused
Westside Elementary	24	2235 N. Fulton Avenue, 21217	2016		2018	2018		73,740	541	Surplused
Rognell Heights	89	4300 Sidehill Road, 21229	2018		2018	2018		78,988	359	Surplused
Patapsco	163	844 Roundview Road, 21225	2013		2018	2018		73,620	433	Surplused
Lake Clifton Building	40	2801 Saint Lo Drive, 21213		2019	2019	2019		485,622	2,540	Surplused
Dr. Roland Patterson	82	4701 Greenspring Ave, 21209		2019	2019	2019		347,800	2,540	Surplused
Gilmor	107	1311 N Gilmor St, 21217	2019		2019	2019		77,290	347	Surplused
Sarah M. Roach	73	3434 Old Frederick Road, 21229	2020		2020	2020		44,874	258	Surplused
Grove Park	224	5545 Kennison Avenue, 21215			2020	2020		58,589	331	Surplused
Dr. Martin Luther King, Jr.	254	3750 Greenspring Ave, 21211	2020		2020	2020		100,100	419	Surplused
William C. March	37	2050 N. Wolfe St., 21213	2013		2021	2021	Designated Swing Space	97,809	714	Surplused
Alexander Hamilton	145	800 Poplar Grove Street, 21216	2021		2021	2021		53,304	314	Surplused
Guilford	214	4520 York Road, 21212	2021		2021	2021		65,851	407	Surplused
Lois T. Murray	313	1600 E. Arlington Avenue, 21239	na	2021	2021	2021		20,725	60	Surplused
Sharp Leadenhall	314	150 W West Street, 21230	na	2021	2021	2021		20,725	20	Surplused
West Baltimore	80	201 North Bend Road, 21229			2022	2022	Designated Swing Space	244,681	1,460	Bldg added to Exhibit 6 per the Jan 11, 2022 board vote to be surplused 2022.
Southeast Building	255	6820 Fait Avenue, 21224	2016		2024	2025	Temporary Swing Space	95,000	319	Surplus date changed from summer 2024 to summer 2025.
Thurgood Marshall	170	5001 Sinclair Lane, 21206		2020	2025	2027	Designated Swing Space	269,975	1,473	Surplus date changed from summer 2025 to summer 2027.
Northwestern High	401	6900 Park Heights Avenue, 21215	2017		2025	2028	Temporary Swing Space	307,200	1,535	Surplus date changed from summer 2025 to summer 2028.

Sq. Footage SRC

Total 2023 Exhibit 6

2,813,711 16,194

Shaded lines indicate buildings surplused as of the end of the current school year.

Black indicates a change from prior year

^{*}While Board votes may occur prior to the dates listed as building closures, effectives dates will align with Exhibit 6. This ensures building surplus process aligns with COMAR regulations for closing educational programs.

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 1 SCHOOLS 21st CENTURY SCHOOL BUILDINGS PRO	DGRAM									
221 CENTON SCHOOL BOILDINGS FIN	Julian									
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	29.009
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	11.189
BCS-024	Code Consultant - Year 1	3/24/2015	6/4/2015	Institute for Building Technology & Safety	\$ 924.934.73	10.00%	11.00%	S 101.742.82	\$ 101,742.82	11.009
BC3*024	Code Consulant - Tear 1	3/24/2013	0/4/2013	institute for building reciniology & safety	3 324,334.73	10.00%	11.00%	3 101,742.62	3 101,742.62	11.00%
BCS-049	Risk Management Consulting Services	9/22/2015	6/8/2016	Bickmore Corporation	\$ 672,954.00	0.00%	0.00%	\$ -	\$ -	0.009
BCS-057 ARUNGTON	OCIP - Insurance Brokerage and Administration Services	8/31/2016	10/31/2016	Alliant Insurance Services, Inc.	\$ 11,983,398.00	20% (fee only)	20% (fee only)	\$ 130,000.00	\$ 130,000.00	20.009
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		\$ 117,253.50	29.00%	29.43%	\$ 34,507.71	\$ 34,507.71	29.439
025-A1 BCS-058	Arlington GMP Amendment	8/23/2016	5/2/2018 11/9/2016		\$ 37,262,000.00 \$ 89,815,95	30.00% 10.00%	31.00% 14.00%	\$ 11,551,220.00 \$ 12,574.23	\$ 11,551,220.00 \$ 12,574.23	31.009
BCS-058 BCS-069	Commissioning Agent - Arlington Arlington T&I	8/23/2016 3/6/2018	6/6/2018		\$ 89,815.95 \$ 113,240.50	10.00%	14.00%	\$ 12,574.23 \$ 11.324.05	\$ 12,574.23 \$ 11.324.05	14.009
ARUNDEL		3/0/2010	0) 0) 2020		3 113,240.30	10.00%	10.00%	3 11,314.03	3 11,314.03	10.00%
BCS-020	A/E - Arundel	1/23/2015	4/17/2015		\$ 1,878,800.00	29.00%	29.00%			29.009
BCS-021	CM - Arundel Arundel GMP Amendment	1/23/2015	4/17/2015 7/27/2016	MCN Build/Southway Builders, LLC	\$ 85,274.00	29.00%	29.00%	\$ 24,729.46	\$ 24,729.46	29.00%
021-A1 BCS-029	Commissioning Agent - Arundel	6/23/2015	9/3/2015	MCN Build/Southway Builders, LLC RMF Engineering	\$ 36,859,523.00 \$ 110.942.00	30.00%	36.18% 18.00%	\$ 13,335,775.42 \$ 19,969.56	\$ 13,335,775.42 \$ 19,969.56	36.189 18.009
BCS-053	Arundel - T & I	5/26/2016	7/14/2016		\$ 69,906.00	10.00%	10.00%	\$ 6,990,60		10.009
	Bill of Materials - FFE - Arundel	6/10/2016	12/6/2017	School Specialty, Inc.	\$ 967,769.31	10.00%	15.00%	\$ 145,165.40		15.00%
CHERRY HILL										
BCS-018 BCS-019	A/E - Cherry Hill EM School	1/23/2015	8/21/2015 PO		\$ 1,930,840.00	29.00%	30.24%			
BCS-019 019-A1-A2	CM - Cherry Hill EM School Cherry Hill EM School GMP Amendment Total	1/23/2015	8/21/2015 PO 5/24/2017		\$ 107,661.10 \$ 42,085,788.00	29.00%	29.25% 33.55%	\$ 31,490.87 \$ 14.119.781.87	\$ 31,490.87 \$ 14.119.781.87	29.259
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	100.009
BCS-050	Swing Space Reno Cherry Hill	5/26/2016	6/24/2016		\$ 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		\$ 89,197.50	0.00%	0.00%	\$ -	\$ -	0.009
BCS-060	Cherry Hill EM School- T & I	10/28/2016	2/14/2017		\$ 126,845.00 \$ 1,235,971.36	10.00%	10.00%	\$ 12,684.50 \$ 185,395.70	\$ 12,684.50 \$ 185,395.70	10.009
FOREST PARK	Bill of Materials - FFE - Cherry Hill	6/10/2016	5/2/2018	School Specialty, Inc.	\$ 1,235,971.36	10.00%	15.00%	\$ 185,395.70	\$ 185,395.70	
BCS-022	A/E -Forest Park HS	3/2/2015	8/7/2015 PO	Smolen Emr Ilkovitch (SEI) Architects	\$ 2,638,274.00	29.00%	29.01%	\$ 765,363.29	\$ 765,363.29	29.019
BCS-023	CM -Forest Park HS	1/23/2015	7/15/2015		\$ 112,991.80	29.00%	29.11%	\$ 32,891.91	\$ 32,891.91	29.119
023-A1	Forest Park HS GMP Amendment		1/11/2017		\$ 56,193,983.00	30.00%	33.79%	\$ 18,987,946.86	\$ 18,987,946.86	33.799
BCS-031 BCS-052	Commissioning Agent - Forest Park	8/31/2015 5/26/2016	3/24/2016 6/24/2016	Advanced Building Performance (ABP)**	\$ 100,288.65	10.00%	10.00%	\$ 10,028.87	\$ 100,288.65	100.009
BCS-047	Swing Space Reno Forest Park Moving & Relocation Svcs Forest Park	4/13/2016	6/8/2016		\$ 724,120.00 \$ 114,306.15	0.00%	0.00%	s -	\$ 724,120.00 \$ 114,306.15	100.009
BCS-061	Forest Park HS- T & I	10/28/2016	2/14/2017		\$ 86,526,00	10.00%	10.00%	\$ 8,652,60		10.009
	Bill of Materials - FFE - Forest Park	6/10/2016	2/7/2018	Douron, Inc.	\$ 1,102,150.82	10.00%	10.00%	\$ 110,215.08	\$ 110,215.08	
FREDERICK	*** * 1.11*	7/4 /2004	0.00.0004			20.000	24.000	470 470 00	470 270 00	24.000
BCS-004 BCS-008	A/E - Frederick Elementary CM Services - Preconstruction - Frederick	7/1/2014 9/11/2014	9/17/2014 1/5/2015	USA Architects Planners + Interior Designers (USA) Gilbane Building Company	\$ 1,527,000.00 \$ 118,323.00	29.00% 29.00%	31.00%	\$ 473,370.00 \$ 34,313.67	\$ 473,370.00 \$ 34,313.67	31.009
8LS-008 004-A1-A2	Frederick GMP Amendment Total	3/11/2014	4/6/2016		\$ 25.135.322.00	32.00%	29.00%	\$ 8.010.627.12	\$ 8.010.627.12	29.009
BCS-007	Commissioning Agent - Frederick	10/14/2014	12/10/2014		\$ 68,383.00	10.00%	10.00%	\$ 6,838.30	\$ 6,838.30	10.009
BCS-032	Frederick - T & I	12/24/2015	2/11/2016		\$ 95,030.40	10.00%	12.00%	\$ 11,403.65	\$ 11,403.65	12.00%
	Frederick - Design, Furnish, and Install AV, Network, &									
BCS-062 BCS-065	Telecom Moving & Relocation Svcs Frederick	1/5/2017 3/3/2017	3/21/2017 4/11/2017	Plexus Installations, Inc. dba Plexus Group (SBR)** District Moving Companies, Inc.	\$ 1,965,356.87 \$ 26,411.00	15.00%	15.00%	\$ 294,803.53	\$ 1,965,356.87	100.009
00.5-00.5	Bill of Materials - FFE - Frederick	6/10/2016	3/8/2017	School Specialty, Inc.	\$ 857,558.87	10.00%	15.00%	\$ 128,633.83	\$ 128,633.83	15.009
FT WORTHINGTON										
BCS-003	A/E - Fort Worthington Elementary	6/30/2014	9/17/2014		\$ 1,941,357.00		52.14%			
BCS-006 006-A1-A2	CM Services - Ft. Worthington Fort Worthington GMP Total	9/11/2014	1/5/2015 3/26/2016		\$ 120,831.00 \$ 33,080,646.00	29.00% 32.00%	29.00% 31.95%	\$ 35,040.99 \$ 10.569.266.40		29.009
006-A1-A2 BCS-005	Commissioning Agent - Ft. Worthington	10/14/2014	12/10/2014		\$ 33,080,646.00 \$ 82,517.00	10.00%	10.00%	\$ 10,569,266.40		10.009
BCS-033	Fort Worthington - T & I	12/24/2015	2/11/2016		\$ 96,452.40	10.00%	12.00%	\$ 11,574.29		12.00%
	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-063 BCS-066	Moving & Relocation Sycs Ft. Worthington	3/3/2017	4/11/2017	District Moving Companies, Inc.	\$ 37,400.00	0.00%	0.00%			0.009

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)
DOROTHY I HEIGHT (formerly JOHN E 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%
BC3-012	CM - Preconstruction Services - John E. Howard	10/20/2014	1/30/2013	Cito Bellii Holback & Associates	3 1,319,446.00	29.00%	02.3070	3 547,630.41	3 1,315,440.00	100.00%
BCS-011	Elementary	10/20/2014	2/18/2015	J.Vinton Schafer & Sons, Inc. (JVS)	S 141.501.00	29.00%	29.00%	\$ 41.035.29	\$ 41.035.29	29.00%
011-A1	John E. Howard GMP Amendment	10/20/2014	7/27/2016	J.Vinton Schafer & Sons, Inc. (JVS)	\$ 28,359,808,00	30.00%	33.65%	\$ 9.543.075.39	\$ 9.543,075,39	33.65%
IT/AV Amendment	Joint E. Howard Givin Americanent		11/7/2017	2. VIII.OH SCHARET & SONS, III.C. (345)	\$ 1,943,509.00	30.00%	33.03%	3 3,343,073.33	3 7,343,073.33	33.03%
BCS-016	Commissioning Agent - John E. Howard	4/22/2015	8/12/2015	RMF Engineering	\$ 105.091.00	10.00%	11.00%	S 11.560.01	\$ 11.560.01	11.00%
BCS-041	Swing Space Reno John E. Howard	3/21/2016	4/22/2016	J.A.K. Construction	\$ 138,500.00	0.00%	0.00%	¢ 11,300.01	¢ 11,300.01	0.00%
BL3*041	Swing space Reno John E. Howard	3/21/2010	4/22/2010	J.A.K. CONSTRUCTION	3 138,300.00	0.00%	0.00%	,	, .	0.00%
BCS-045	Moving & Relocation Svcs. (Pre-Con) - John E. Howard	4/18/2016	5/5/2016	The Kane Company/Officer Movers, Inc.	\$ 67.613.10	0.00%	0.00%	e .		0.00%
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%
BC3*U30	Joill Eager Howard • 1 & 1	3/20/2016	7/14/2010	Hills-Carries Engineering Associates, Inc.	\$ 85,181.00	10.00%	10.00%	3 0,510.10	3 0,310.10	10.00%
BCS-067	Moving & Relocation Sycs. (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. **	\$ 45,804.55 \$ 17.176.00	0.00%	0.00%	s .	\$ 45,804.55	100.00%
DEJ-JETT-JUN								,		
	Bill of Materials - FFE - John E. Howard	6/10/2016	7/18/2017	Douron, Inc.	\$ 827,967.65	10.00%	10.00%	\$ 82,796.77	\$ 82,796.77	10.00%
WILDWOOD (formerly LYNDHURST)		40 000 0004	4 720 72045	400.4	4 400 000 00	20.000	22.000	4 470 004 00	470.004.00	22.000
BCS-009	A/E - Lyndhurst Elementary	10/20/2014	1/30/2015	STV, Inc.	\$ 1,432,800.00		33.00%			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/JLN	\$ 35,204,180.00	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	4/13/2016	5/5/2016	The Kane Company/Officer Movers, 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 - Lyndurst	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	6/10/2016	7/18/2017	School Specialty, Inc.	\$ 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	Stantec Architecture	\$ 2,799,892.00		52.00%			52.00%
BCS-037		2/23/2016	7/27/2016	Skanska USA Building	\$ 125,061.83	29.00%	29.00%	\$ 36,267.93	\$ 36,267.93	29.00%
037-A1	Patterson/Claremont GMP	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-039	Commissioning Agent - Patterson/Claremont	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	6/10/2016	3/2/2021	School Specialty, Inc.	\$ 2,003,486.48	10.00%	15.00%	\$ 300,522.97	\$ 300,522.97	15.00%
PIMLICO										
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	Brinjac 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 Movers, Inc	\$ 108,425.10	0.00%	0.00%	\$ -	\$ -	0.00%
BCS-059	Pimlico - Testing and Inspection	10/7/2016	11/9/2016	Hillis-Carnes Engineering Associates, Inc.	\$ 180,370.60	10.00%	10.00%	\$ 18,037.06	\$ 18,037.06	10.00%
	Bill of Materials - FFE - Pimlico	6/10/2016	12/6/2017	Douron, Inc.	\$ 985,729.23	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	JRS 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	\$ 31,579.80	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	\$ 353,500,00	0.00%	0.00%	Š -	\$ -	0.00%
BCS-043	Moving & Relocation Sycs Robert Poole	4/4/2016	5/5/2016	District Moving Companies, Inc.	\$ 78,477.00	0.00%	0.00%	\$.	ς .	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	6/10/2016	2/7/2018	School Specialty, Inc.	\$ 1.096.011.64	10.00%	15.00%	\$ 164.401.75	\$ 164 401 75	15.00%
TOTAL (YEAR 1)	and of materials 112 modere 100le	0/10/1010	2/1/2020	School Specialty, Inc.	\$ 528,496,110,16	20.00%	30.89%			32.80%

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 PR										
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%
		1,20,2021				20.007	20.00.1			20,000
BCS-02-110-ESP	Instructional Technology & Telecommunication Design	8/30/2017	11/7/2017	Educational Systems Planning	\$ 1,500,000.00	0.00%	0.00%	٠.	s -	0.009
BCS-02-110-JMT BCS-02-110-MGAC	Consultant	3,23,222		Johnson, Mirmiran & Thompson (JMT) Mark G. Anderson Consultants (MGAC)					*	
BCS-02-115-DMCI				District Moving Companies, Inc. (DMCI)						
BCS-02-115-HMS	Moving & Relocation Services	1/23/2018	3/7/2018	Hoffberger Moving Services, LLC (HMS) **	\$ 1,400,000.00	0.00%	0.00%	\$ 1,253,987.26	\$ 1,253,987.26	89.57%
BCS-02-115-WRI				Walters Relocations, Inc. (WRI)**						
BCS-02-120-GCI BCS-02-120-SALUT				Global Consulting, Inc. (GCI) Soil and Land Use Technology, Inc. (SALUT) **						
BCS-02-120-IEI	Water Testing Services	3/19/2018	7/12/2018	Inspection Experts, Inc. (IEI)	\$ 1,200,000.00	0.00%	0.00%	\$ 79,472.71	\$ 79,472,71	6.62%
BCS-02-120-BATTA				BATTA Environmental Associates, Inc. (BATTA) **						
BCS-02-120-PSI				Professional Service Industries, Inc. (PSI)						
FEASIBILITY STUDIES										
BCS-201 BCS-202	FS - Medfield Heights Elementary School FS - Cross Country	5/1/2015 5/1/2015	7/15/2015 7/15/2015	Mimar McKissack** Design Collective (DCI)	\$ 40,477.00 \$ 47,500.00	29.00% 29.00%	40.47%	\$ 16,381.04 \$ 17,005.00	\$ 40,477.00 \$ 17,005.00	100.00%
BCS-203	PS - John Ruhrah	5/1/2015	7/15/2015	Design Collective (DCI)	\$ 47,500.00 \$ 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 - Govans	7/2/2015	11/3/2015	Crabtree, Rorbaugh & 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	\$ 57,000.00	100.00%
BCS-207 BCS-208	FS - Calverton	7/2/2015 7/2/2015	11/3/2015	JRS Architects** Penza Bailey/Newman IV	\$ 57,000.00 \$ 53,349.46	29.00%	31.50% 51.40%	\$ 17,955.00 \$ 27,421.62	\$ 57,000.00 \$ 27,421.62	100.00%
BCS-208 BCS-209	FS- Walter P. Carter FS-Harford Heights Elementary School	1/8/2016	11/3/2015 4/5/2016	Grimm + Parker Architects	\$ 53,349.46	29.00%	39.94%	\$ 25,021,73	\$ 25,021.73	39.94%
BCS-210	FS -Montebello	1/8/2016	4/5/2016	Thomas, Marks Architects**	\$ 58,830,53	29.00%	49.20%	S 28,944,62	\$ 58.830.53	100.00%
BCS-211	FS - Mary Rodman	1/8/2016	4/5/2016	Stantec Architecture	\$ 54,793.60	29.00%	52.00%	\$ 28,492.67	\$ 28,492.67	52.00%
BCS-214	FS - James Mosher	2/6/2017	7/12/2017	Colimore Architects, Inc.	\$ 66,555.00	29.00%	44.00%	\$ 29,284.20	\$ 29,284.20	44.00%
BCS-212	FS - Northwood	2/6/2017	5/3/2017	RRMM Architects, PC	\$ 70,881.80	29.00%	36.00%	\$ 25,517.45	\$ 25,517.45	36.00%
BCS-213 BCS-215	FS - Robert W. Coleman FS - Highlandtown Elementary/Middle	2/6/2017 9/11/2017	8/27/2017 11/7/2017		\$ 62,242.60 \$ 62,358.00	29.00% 29.00%	32.00% 34.60%	\$ 19,917.63 \$ 21.575.87	\$ 19,917.63 \$ 21,575.87	32.00% 34.60%
BCS-216	PS - Commodore John Rodgers Elementary/Middle	9/11/2017	11/7/2017	GWWO, 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%	29.00%	\$ 24,236.53	\$ 83,574.24	100.00%
BCS-219	FS - Baltimore Polytechnic & Western High	9/8/2020	12/1/2020	Cannon 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, Rohrbaugh & 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		\$ 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		\$ 39,009,088.00	30.00%	41.00%	\$ 15,993,726.08		41.00%
BCS-02-004-CX	CX -Bay-Brook E/M	11/8/2017	2/12/2017		\$ 89,697.50	10.00%	10.00%	\$ 8,969.75		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 Bill of Materials - FFE - Bay-Brook E/M	7/5/2018 6/10/2016	9/5/2018	ECS Mid-Atlantic, LLC	\$ 122,450.00 \$ 1,000,323.05	10.00%	10.00%	\$ 12,245.00 \$ 100.032.31	\$ 12,245.00 \$ 100.032.31	10.00%
CALVIN M. RODWELL ELEMENTARY/M		6/10/2016	3/1/2019	boardii, iiic.	\$ 1,000,525.05	10.00%	10.00%	\$ 100,032.51	3 100,032.31	10.00%
BCS-02-003-AE	AE - Calvin M. Rodwell E/M	5/25/2017	8/16/2017	Design Collective, Inc. + Samaha 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 BCS-02-003-SS	CX - Calvin M. Rodwell E/M SSR - Calvin M. Rodwell E/M	11/8/2017 4/27/2018	2/12/2017 6/6/2018	Setty & Associates Intl.** Centennial Contractors Enterprises, Inc.	\$ 89,697.50 \$ 126.783.00	10.00%	10.00%	\$ 8,969.75	\$ 89,697.50	100.00%
BCS-02-003-33	T&I - Calvin M. Rodwell E/M	7/10/2018	9/5/2018	DIW Group, Inc. t/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	Douron, Inc.	\$ 965,455.13	10.00%	10.00%	\$ 96,545.51	\$ 96,545.51	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%			
BCS-02-005-CM	CM - Pre-Construction - Calverton E/M	5/17/2018	9/27/2018	The Whiting-Turner Contracting Company	\$ 190,627.03 \$ 6.189.280.09	29.00%	29.00%	\$ 55,281.84 \$ 1.835,740.47		29.00%
BCS-02-005-GMP1 BCS-02-005-GMP2	GMP 1 - Calverton E/M GMP 2 - Calverton E/M	N/A N/A	10/31/2019 4/1/2020	The Whiting-Turner Contracting Company The Whiting-Turner Contracting Company	\$ 6,189,280.09 \$ 32,279,199.00	30.00%	29.66%	\$ 1,835,740.47 \$ 10.652.135.67		29.66%
BCS-02-005-GMP2 BCS-02-005-GMP3	GMP 2 - Calverton E/M GMP 3 - Calverton E/M	N/A N/A	7/22/2020	The Whiting-Turner Contracting Company The Whiting-Turner Contracting Company	\$ 32,279,199.00	30.00%	34.00%	\$ 10,652,135.67		34.00%
BCS-02-005-CX	CX - Calverton E/M	11/5/2018	1/8/2019		\$ 96,425.00	10.00%	35.00%	\$ 33,748.75		35.00%
BCS-02-005-TI	T&I - Calverton E/M	12/23/2019	3/3/2020	ATC Group Services, LLC	\$ 118,561.00	10.00%	10.00%	\$ 11,856.10		10.00%
	Bill of Materials - FFE - Calverton E/M	6/10/2016	3/2/2021	Douron, Inc.	\$ 1,092,648.24	10.00%	10.00%	\$ 109,264.82	\$ 109,264.82	10.00%
COMMODORE JOHN RODGERS BCS-02-006-AE	AE - Cmdr. John Rodgers E/M	5/10/2022	9/14/2022	Crabtree, Rohrbaugh & Associates	\$ 2.108.680.20	31.00%	33.94%	\$ 1.042.027.13	\$ 2.026.501.61	100.00%
BCS-02-006-CX	CX - Cmdr. John Rodgers E/M	9/28/2022	12/6/2022		\$ 2,108,680.20	31.00%	33.94% 10.00%			100.00%
CROSS COUNTRY ELEMENTARY/MIDDI		-,,2022	, -, 2022	anguneating, may to	130,143.74	10.00%	10.00%	÷ 13,014.37	- 13,014.37	10.00%

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-AE	AE - Cross Country E/M	6/26/2018	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	\$ 147,728.00	29.00%	29.80%	\$ 44,022.94	\$ 44,022.94	29.80%
BCS-02-007-GMP1	GMP 1 - Cross Country E/M	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		\$ 90,850.00	10.00%	10.00%	\$ 9,085.00		10.00%
BCS-02-007-TI	T&I - Cross Country E/M	1/10/2022	3/1/2022		\$ 126,070.00	10.00%	10.00%	\$ 12,607.00		10.00%
BCS-02-007-SS	SS - Cross Country E/M	4/26/2019	6/18/2019	Tito Contractors, Inc.**	\$ 141,231.25	0.00%	0.00%	\$ -	\$ 141,231.25	100.00%
FAIRMOUNT HARFORD BUILDING										
BCS-02-002-DB	Design Build - Fairmount Harford Bldg.	5/23/2017	8/16/2017		\$ 192,743.00	20.00%	37.00%			37.00%
BCS-02-002-GMP	Fairmount Harford GMP	N/A	4/26/2018		\$ 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		\$ 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	5/7/2019	School Specialty, Inc.	\$ 1,187,038.86	10.00%	15.00%	\$ 178,055.83	\$ 178,055.83	15.00%
GOVANS ES										
BCS-02-008-AE	AE - Govans ES	12/15/2017	3/21/2018		\$ 1,657,139.17	31.00%	36.30%	\$ 601,541.52		36.30%
BCS-02-008-CM BCS-02-008-GMP1	CM - Preconstruction - Govans ES GMP 1 - Govans ES	12/15/2017 N/A	3/21/2018 4/22/2020		\$ 152,150.00 \$ 24.101.768.26	29.00%	29.00%	\$ 44,123.50 \$ 6,618.345.56	\$ 44,123.50 \$ 6,618.345.56	29.00% 27.46%
BCS-02-008-GMP1 BCS-02-008-CX	GMP 1 - Govans ES CX - Govans ES	N/A 8/10/2018			\$ 24,101,768.26 \$ 94,980.00	30.00%	27.46%	\$ 6,618,345.56 \$ 9,498.00	\$ 6,618,345.56 \$ 9.498.00	27.46%
			10/3/2018							
BCS-02-008-TI BCS-02-008-SS	T&I - Govans ES SS - Govans ES	10/1/2019 5/2/2019	2/4/2020 6/18/2019	ATC Group Services, LLC Tito Contractors, Inc.**	\$ 131,105.00 \$ 238,960.00	10.00%	10.00%	\$ 13,110.50	\$ 13,110.50 \$ 238.960.00	10.00% 100.00%
BCS-02-008-SS	SS - Govans ES Rill of Materials - FFF - Govans ES	5/2/2019 6/10/2016	6/18/2019	Tito Contractors, Inc.**	\$ 238,960.00	0.00%	10.00%	5 78,000,97	\$ 238,960.00	100.00%
HARFORD HEIGHTS/SHARP-LEADENHAL		0/10/2016	3/2/2021	Dodroll, Ilic.	3 780,009.03	10.00%	10.00%	\$ 78,000.97	\$ 78,000.97	10.00%
BCS-02-009-AF	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		\$ 1,978,686.64	29.00%	29.00%	\$ 49.293.04	\$ 49,293,04	29.00%
BCS-02-009-CM BCS-02-009-GMP	GMP - Harford Heights ES	3/1/2016 N/A	4/1/2020		\$ 44,636,933.00	30.00%	30.00%	\$ 13.391.079.90	\$ 13.391.079.90	30.00%
BCS-02-009-GMF BCS-02-009-CX	CX - Harford Heights ES	9/19/2018	11/8/2018		\$ 98,515.00	10.00%	10.00%	\$ 9.851.50	\$ 9.851.50	10.00%
BCS-02-009-CX	TI - Harford Heights ES	7/25/2019	10/8/2019		\$ 107.304.00	10.00%	10.00%	\$ 10.730.40		10.00%
DC3-02-003-11	Rill of Materials - FFF - Harford Heights FS	6/10/2016	2/2/2021	School Specialty Inc	\$ 1 224 255 97	10.00%	15.00%	C 192.652.29	\$ 183,653,38	15.00%
HIGHLANDTOWN ELEMENTARY/MIDDL		0/10/1010	3/1/2011	School Specialty, Inc.	1,214,333.07	10.00%	13.00%	203,033.30	2 103,033.30	13.00%
BCS-02-010-AE	AE - Highlandtown EMS	1/31/2020	4/22/2020	IRS 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		\$ 154,312.00	29.00%	29.00%	\$ 44,750,48	\$ 44,750.48	29.00%
BCS-02-010-GMP	GMP - Highlandtown EMS	1/31/2020	8/11/2021		\$ 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	7/27/2020	10/7/2020		\$ 52,620.00	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	3/2/2021	School Specialty, Inc.	\$ 1.077.394.98	10.00%	15.00%	\$ 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.	\$ 169,007,00	29.00%	29.00%	\$ 49,012,03	\$ 49.012.03	29.00%
BCS-02-011-GMP	GMP - James Mosher ES	N/A	4/1/2020	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	3/2/2021	Douron, Inc.	\$ 616,311.53	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%	52.14%			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	9/27/2018	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	4/30/2018	6/6/2018	Tito Contractors, Inc.**	\$ 263,967.00	0.00%	0.00%	\$ -	\$ 263,967.00	100.00%
BC-02-001-TI	TI - John Ruhrah E/M	8/15/2018	10/3/2018	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		\$ 1,307,998.00	12.00%	12.00%	\$ 156,959.76	\$ 156,959.76	12.00%
MARY E. RODMAN ELEMENTARY/MIDD	Bill of Materials - FFE - John Ruhrah E/M	6/10/2016	5/7/2019	School Specialty, Inc.	\$ 1,424,034.25	10.00%	15.00%	\$ 213,605.14	\$ 213,605.14	15.00%
BCS-02-012-AE	AE - Mary E. Rodman	10/11/2017	1/24/2018	Smolen Emr Ilkovitch (SEI) Architects	\$ 1.317.364.34	31.00%	31.01%	\$ 408.514.68	\$ 408.514.68	31.01%
BCS-02-012-AE BCS-02-012-CM	CM - Preconstruction - Mary E. Rodman	10/11/2017	1/24/2018		\$ 1,317,364.34 \$ 49.728.00	31.00%	29.00%	\$ 408,514.68 \$ 14.421.12	\$ 408,514.68 \$ 14.421.12	29.00%
BCS-02-012-CMP	GMP - Mary E. Rodman	N/A	7/9/2019		\$ 25.533.719.00	30.00%	30.10%	\$ 7.685.649.42	\$ 7.685.649.42	30.10%
BCS-02-012-GMP BCS-02-012-CX	CX - Mary E. Rodman	N/A 5/16/2018	7/9/2019		\$ 25,533,719.00	10.00%	28.00%	\$ 7,685,649.42	\$ 7,685,649.42	28.00%
BCS-02-012-CX	TI - Mary E. Rodman	5/30/2019	7/9/2019	ATC Group Services, LLC	\$ 93,731.00	10.00%	10.00%	\$ 8,249,20	\$ 8,249,20	10.00%
	Rill of Materials - FFF - Mary F, Rodman FS	6/10/2016	5/7/2019		\$ 698 271 12	10.00%	10.00%	\$ 69.827.11	\$ 69.827.11	10.00%
MEDFIELD ELEMENTARY/SCHOOL	and the state of t	0,11/1010	-,.,1015	and the second	030,171.11	10.00%	10.00%	05,017.11	05,017.11	10.00%
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		\$ 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		\$ 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		\$ 95.751.00	10.00%	33.00%	\$ 31,597.83	\$ 31,597.83	33.00%

Last Revised 12.8.2

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-02-013-TI	TI - Medfield ES	4/12/2019	6/18/2019	ATC Group Services, LLC	S 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.**	\$ 193,773.00	0.00%	0.00%	ŝ -	\$ 193,773.00	100.00%
	Bill of Materials - FFE - Medfield Heights ES	6/10/2016	5/7/2019	Douron, Inc.	\$ 765,608,61	10.00%	10.00%	\$ 76,560,86	\$ 76,560,86	10.00%
MONTEBELLO ELEMENTARY/MIDDLE S	CHOOL									
BCS-02-014-AE	AE - Montebello EMS	8/22/2019	11/21/2019	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%
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	30.00%
BCS-02-014-CX	CX - Montebello EMS	2/28/2020	5/5/2020	Kibart, Inc.	\$ 79.652.00	10.00%	10.00%	\$ 7,965,20	\$ 7,965,20	10.00%
BCS-02-014-SS	SS - Montehello FMS	5/5/2020	7/7/2020	Tito Contractors, Inc.**	\$ 267.885.00	0.00%	0.00%	٠ .	\$ 267.885.00	100.00%
BCS-02-014-TI	TI - Montebello EMS	2/8/2021	4/6/2021	DIW Group, Inc. t/a Specialized Engineering	\$ 88,770.00	10.00%	10.00%			
	Bill of Materials - FFE - Montebello ES	6/10/2016	5/7/2019	Douron, Inc.	\$ 831,968.35	10.00%	10.00%			10.00%
NORTHWOOD ELEMENTARY SCHOOL										
BCS-02-015-AF	AF- Northwood FS	1/2/2019	4/4/2019	Smolen Emr (Ikovitch (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 Corportation	\$ 179,216.00	29.00%	29.00%			29.00%
BCS-02-015-GMP1	GMP 1 - Northwood FS	N/A	7/22/2020	James G. Davis Construction Corportation	\$ 27.840.394.00	30.00%	30.00%			30.00%
BCS-02-015-GMP2	GMP 2 - Northwood ES	N/A	12/16/2020	James G. Davis Construction Corportation	\$ 17.854.228.00	30.00%	30.00%			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	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%			10.00%
	Bill of Materials - FFE - Northwood ES	6/10/2016	8/24/2021	Douron, Inc.	\$ 875,046,40	10.00%	10.00%			10.00%
ROBERT W. COLEMAN ELEMENTARY SO	CHOOL					20.00.	-			-
BCS-02-016-AE	AE - Robert W. Coleman ES	10/1/2018	1/24/2019	RRMM Architects, PC dba RRMM Lukmkire 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	\$ 17,917,118.00	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	Decon Engineering, Inc. dba DEI 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	Hillis-Carnes Engineering Associates, Inc.	S 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%	ś -	ś -	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 EL	LEMENTARY/MIDDLE									
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	4/3/2019	Whiting Turner Contracting Co.	\$ 54,923,438.00	30.00%	31.24%	\$ 17,158,082.03	\$ 17,158,082.03	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%	Ś -	\$ 218,741.00	100.00%
	Bill of Materials - FFE - Walter P. Carter E/M	6/10/2016	5/7/2019	School Specialty, Inc.	\$ 1,187,790.39	10.00%	15.00%	\$ 178,168,56	\$ 178,168,56	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	15.00%
TOTAL (YEAR 2)					\$ 651,602,025.75		32.00%	\$ 208,536,715.50	\$ 213,501,036.24	32.77%
TOTAL (YR 1 & YR 2)					\$ 1.180.098.135.91		31.50%	\$ 371,776,893,96	\$ 386 828 357 68	32.78%

** MBE Prime

*** MDOT MBE Certified at Time of Award

City Schools Procurement/Contract

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 RESPONSIBL	ACHIEVEMENT TO DATE
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.	MSA 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/team interaction and MBE advocates in the outreaches.	MSA 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.	MSA 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.	MSA City Schools MWBD	
	C. Identify and market contracting opportunities to minority and women-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 women-owned businesses to become State-certified MBEs for increased opportunities in the Projects.	MSA City Schools MWBD Supplier Diversity Sub-group	

OBJECTIVES	STRATEGIES	WHO'S RESPONSIBL	ACHIEVEME NT 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	A. Request that MSA and City Schools be included in any outreach efforts conducted by MWBD and Advocacy Partners.	MWBD Supplier Diversity Sub- group MWB	
MBEs on the methods of doing business on the Projects.	B. MWBD, MSA, City Schools, and the Governor's Office of Minority Affairs (GOMA) will work collaboratively to hold targeted outreaches for MBEs.	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	

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	ACHIEVEN EN T TO DATE
Reporting. A reporting of transactions will be performed to monitor the success of efforts to increase	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	
participation of Local MBEs.	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	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	
report to the Executive Committee on its status.	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 womenowned 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 Subgroup 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 Hire

Arlington	
Contractors	Local New Hires
P&J Contracting Company	
Interior Specialist	
P&J Contracting Company	
Priority Concrete	
Williams T King, Inc	
Sody Concrete	
Foundation and Shoring Solution	
Karon Masonry	
SA Halac Ironworkers	
Dustin Contraction. Inc	
Eastcoast Exteriors	
Allstate Floors	
Solara Flooring	
Mastercare Flooring	
W.G. Tomko	
BoMark Electric	2
Total	26
	Contraction, Contraction, Company Phi Contracting, Company Interfer Specialist Phi Contracting, Company Priority, Contracting, Company Priority, Contracting, Company Priority, Contracting Solid Contracting Machinery Solid Contracting Machinery Solid Contracting So

Arundel		
Trade	Contractors	Local New Hires
02A - Demolition/Hazmat	Engineered Demolition	
o3A - Concrete	Premier Concrete	
0.4A - Masonry	Karon Masonry	5
05A - Structural Steel	Strait Steel	3
06A - Gen Trades/Rough Carp.	Engineered Demolition	
o7B - Roofing	Chu Contracting	
o8C - Glass and Glazing	Glass Industries	
ogA - Painting	JA Argetakis Contracting	
ogC - Flooring	Allstate Floors	,
23A - Plumbing and HVAC	Pro-Air	6
26A - Electrical	Freestate Electric	2
31A - Earthwork & Utilities	Cotton Construction	1
	Total	38
	Varified/Final	

Cherry Hill			
Trade	Contractors	Local New Hires	
02A- Selective Demolition	ISI	1	
o3A-Concrete	Canyon	2	
04A-Masonry	Karon	3	
o5A-Metals	Stewart Amos	4	
o6A - Carpentry & General Trades	JP Construction	(Incl'd in 9A)	
o7A - Roofing	IronsShore	1	
07C - Fiber Cement Panels & Siding	CHU	2	
o8C - Curtainwall And Storefronts	Glass Industries	1	
ogA - Drywall & Acoustics	JP Construction	5	
22A - Mechanical & Plumbing	Heffron	4	
26A - Electrical	Action Electric	2	
31A - Earthwork & Utilities	Stella May	1	
	Total	26	
	Varified/Final	~	

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	Rellance	1	
16A- Electrical	Grounded	2	
	Total	18	
•	Verified/Final	68	

Forest Park		
Trade	Contractors	Local New Hires
orA-Concrete	Sody	
04A- Masonry	KaRon Masonry	3
osA- Metals	Halac	
ogA- Drysull & Acoustics	Finishes Inc.	1
ogB-Tiling	Tito	5
09G-Paintings & Coatings	Argos	3
12E- Fixed Audience Seating	Dynamic	2
22A-Mechanical & Plumbing	Denver-Elek	3
31A- Earthwork	P&J	,
	Total	22

		As by December 2020
Fort Worthington		
Trade	Contractors	Local New Hires
2A - Demolition/Hazmat	Ritter & Paratore Contracting Inc	2
2B - Earthwork & Utilities	P&J Contracting Company Inc.	1
2C - Sitework & Utilities	P&J Contracting Company Inc.	,
2E - Landscaping	Warren H. Boyer, 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
gA - Drywall & Ceilings	Cindell Construction, Inc.	2
gC - 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	Kalkrueth 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 Mile	Allstate	1	
22 Flooring	Allstate Flooring	1	
26 Plumbing/HVAC/Controls	Heffron Company	10	
38 Telecom, Security, AV&Proj Screen	Commerical Cabling & Sound	1	
	Total	47.	
	Verified/ Final	66	

	Pimlico	
Trade	Contractors	Local New Hires
CM Allowance	Dustin Construction	
D1A- Demolition & Abatement	Ritter & Paratore	
22A-Earthwork	P&J	
02B-Demolition-Phase 2	Interior Specialists	
02C-Site Utilities	P&J Contracting	
n2D-Site Concrete	P&J	
ngA-Building Concrete	Dance Brothers	
03B-Helical Piles	Foundations and Shoring	
n4A-Masonry	Karon	
n5A-Steel	SA Halac Iron	
n6A- General Trades	Dustin Construction	
p7A-Roofing	Cole Roofing	
09A-Drywall	Finishes, Inc	
ngB-Tiling	L&R Floors	
poC-Resilient Flooring	Solara Flooring	
09F-Paintings & Coatings	SCCP	
15A- Mechincal	Towson Mechanical	
15B- Sprinkler	Fire-Mark Inc	
	Total	24
		1

Robert Poole		
Trade	Contractors	Local New Hires
21A - Fire Protection	Judd Fire Protection	
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
gA - Drywall & Acoustical	Avena Contracting	5
31A - Earthwork, Paving, Utilities	Comer Construction	
qF - Resinous Flooring	Durex Coverings	2
oG - Painting	Elite Painting	2
	Total	25
	Varified/ Final	

Total Commitment

283

Exhibit 7c: Local Hiring Commitments for New Hires (Year 2 Schools)

THE RESIDENCE OF THE PERSON NAMED IN COLUMN 1	tay-Brook			John S
TRADE	CONTRACTORS	LOCAL NEW HIRES	١	TRANS
pax Demolition is Abstracest next Manney	Interior Specialists Karon Manney			cost Describios & Alutement
s 63 Openings	ALligum	i		DAN Marcory
	NLP Painting Compodata System	4		out Manney Retrostion on A General Trades
	Total Xerifiel/Final			orth Reading and Minimpersiful
	Calverton			Age Machanisch & Mombing
TRADE ou Saleting Conditions (Demolition, Abutement)	CONTRACTORS	LOCAL NEW HIRES		and Electrical
	Berg Corporation			
g Concarde 4 Missoury	Premier Concrete Kalton Manney			
	S.A. Holes Cole Reofing	-		Mary E (
a&s.Openings	Quality Walls & Windows			total Demolition is Abstracest
ogs Finishes ogs VCT & Carpet Tile	JBG Group Carpet for Pennies			OAA Cart in place Concerts OAA Manney
ogECessoicTile	Link Exterprises			DEA General Trades
as Retrical	Ation Rockie			ont broad & Assetial
	Carter Site Service Total	4		cof Redirect & The
Į	Norified/Final		l	and Mumbins & HVAC
Calvi	is M. Rodwell			na Enthonic
TRACK	CONTRACTORS	LOCAL NEW HIRSE		
	Karon Manonty Maney			
	Proofs List Specialist Team Insufficer Contracting			Medicia
ogA Dypeall, ACT & Insulation	Dynamic Contracting	13		to Manager & Secretal Secretarion
	N.G. Tomke Inc Bobbark Electric			or Milhook & Casmook sa Roofing
pall Site Concrete	Chen Chase Phil Contracting Co.			as Droycell, ACT & Rough Cargestry as Painting & Wall Correlege
33A Site USBries	PMJ Contracting Co.			16/19 October West Hoosing
	Total Verified/Final	*3		23 Planthing/HEAC/Controls 24 Electrical
	nos Country			35 Telecom & Security
TRADE	CONTRACTORS	LOCAL NEW HIRES		pititle Valides
s General Regulements	Ald Refine Clery Chare			
4 Mesony	Kalton Masonty	ì		Mont
C Thermal and Maisture Protection	Haterer Iron Works Rabinore Waterproofing			TRAIN.
og Enishes 31 Karthevek	Presiden.			pall Manory 26A Electrical
32 Raterior Improvements	ERAM			27ATT Data Secondary Package 28A DAN System
	Total			186 Date System 186 Earthrook Paring & Utilities
TRAPS	CONTRACTORS	LOCAL NEW HIRES		
DAA Demolition & Abstracest	Saterior Specialists	4		North
25A Cast in Blace Countrie 26A General Trades	Premier Concrete, Lto: MCN/ SRLIV	5		Og Masonry
178 Reeling and Waterproofing	CHU Contracting, Inc. Business Flooring			os Metals os Openings
	Business Flooring Freeduce Electrical			26 Electrical 31 Earthwork (Demolition)
	Total Verified/Final			3s Karthwork (Demolition) 3s Karthwork
				S. AMSERIAL
TRACK	CONTRACTORS	LOCALNEW HIRSE		
eat Earthroik	PMJ Contraction Company			Patri
	Hid Contracting Company Sody Concrete			TRADE.
DAN Mason	S.A. Hales (Instructor)			04A Masony 07R Raofing, Metals Panels, Louves, Grilles & Mechanical Screen Wall
SSA Steel SSA Steeral Trades	S.A. Halas (Innesoria) Duela			ogli Painting
gC Hard Tile	SMT Creamics			314. Kartlevor, Kile Demo
154 Mechanical	W.G. Tomko			gas Dilites nat Ambelt Perios, Markines
ast Electrical	Ation Section Total			
	Verified/Final	31		Robert
Harford Heigh	hts/Sharp Leadenhall			TRADE nat Descrition is Abstraces
TRADE DAA Demolition is Abstended	CONTRACTORS Rath, Inc.	LOCAL NEW HIRES		OSA Cast-le-place Concerts OSA Maximus
est Cast in Hore Concrete on Minnery	Rath, Inc. Prenier Concrete, Inc. Karon Masonry			Dall Mesony
	MCK/SRI			Drift General Trades DDC Resilient & Tile
acit Reeling and Waterproofing	CHU Contracting Line.	-		osil Painting
sec Glazing	Regional Contracting Quality Walls and Windows			and Humbing & HVAC
	District Descript	-		34A Kartlevork
235 Mechanical and Humbins 265 Electrical	Sleer Buthers Boblack			
2 M Medanical and Mussbins	Shee Basthees Boblack Boblack			Walter
24A Mehaniral and Plumbine 26A Destrical 22A Plane 2 - TSD Parkage	Sleer Buthers Boblack	, ,		Walter I
3AA Mechanical and Plumbine 26A Electrical 22A Plume 2 - TSE Package Ing	Store Reathers Initial Initial Initial Exactly of the Initial Exactl			TRADE OLA Demolition & Abstracest OSA Building Counter
200 Mechanical and Ploubline 260 Electrical 250 Plante 2 - TSO Package	Sout Enthers Edderk Edderk Edderk Edderk Edderk Edderk Edderk ONTERCTORS	IOCM NEW HIRES		TRADE ORA Demolition & Automoret ORA Reading Concrete ORA Maconsy
3 th Machanical and Phanbhine ASA Destricted 2-20 Phane 2 - 7300 Problem 1869 1994 Concentre TRADE	Shor Ractions Rolfark Rolfark Total Venified/Navi CONTRACTORS Donc Rothen	SO. SON HERE		TEADE OOA Demolities is Automated OOA Residing Concerte SAA Mission OOA Observice Trades
U.A. Machanical and Planshine And Electrical CAS Plane 2 - TSIO Perkage 1869 1994 Concentre TRAPE	Sout Enthers Edderk Edderk Edderk Edderk Edderk Edderk Edderk ONTERCTORS	RO.		TRADE DIA Desolition & Automost DA Rubling Counte Manney DA Mitchin
A M. Merkolani and Phoshine A M. Merkolani and Phoshine A M. Hardini a Life Phose a - Till D. Pulkane E Malil Egyl Concentre E Malil Col Thomas and Minimum Protestion A Phoshine A Phoshine Col Thomas and Minimum Protestion	Shor Ractions Rolfark Rolfark Total Venified/Navi CONTRACTORS Donc Rothen	LOCAL NEW HEIST		T Rabel DAN A Demolition in A Advantument DAN A Robbinson A DAN A Robbinson DAN A ROBBI
A M. Merkolani and Phoshine A M. Merkolani and Phoshine A M. Hardini a Life Phose a - Till D. Pulkane E Malil Egyl Concentre E Malil Col Thomas and Minimum Protestion A Phoshine A Phoshine Col Thomas and Minimum Protestion	Short Burkers Boldark Boldark Total Confined (Mana) Shinastorous CONTRACTORS Dates Borders As Hales Shinastorous OS Tennil	BO NOW HEED		T RANK TOTAL TOTAL COLOR AND
A M. Merkolani and Phoshine A M. Merkolani and Phoshine A M. Hardini a Life Phose a - Till D. Pulkane E Malil Egyl Concentre E Malil Col Thomas and Minimum Protestion A Phoshine A Phoshine Col Thomas and Minimum Protestion	Short Burkers Boldark Boldark Total Confined (Mana) Shinastorous CONTRACTORS Dates Borders As Hales Shinastorous OS Tennil	LOCAL NOW HEER		T Rabel SEA Primit Electric B. Allesterent SEA Philipse Contract SEA Philipse Contract SEA Philipse SEA Phili
A M. Merkolani and Phoshine A M. Merkolani and Phoshine A M. Hardini a Life Phose a - Till D. Pulkane E Malil Egyl Concentre E Malil Col Thomas and Minimum Protestion A Phoshine A Phoshine Col Thomas and Minimum Protestion	Short Burkers Boldark Boldark Total Confined (Mana) Shinastorous CONTRACTORS Dates Borders As Hales Shinastorous OS Tennil	LOCAL NION HEERS		T Rabel SEA Primit Electric B. Allesterent SEA Philipse Contract SEA Philipse Contract SEA Philipse SEA Phili
AN And And And APP Problems AND STORM AT THE AND	Short Burkers Boldark Boldark Total Confined (Mana) Shinastorous CONTRACTORS Dates Borders As Hales Shinastorous OS Tennil	LOCAL NEW HIRES		T Rabel SEA Primit Electric B. Allesterent SEA Philipse Contract SEA Philipse Contract SEA Philipse SEA Phili
AN Absoluted of Antonios Allaholited (Allaholited of Allaholited o	Market Ma	LOCAL STOP HERDS		T Rabel SEA Primit Electric B. Allesterent SEA Philipse Contract SEA Philipse Contract SEA Philipse SEA Phili
AN Marchinel and Phroliton AND Stroke CAS Plant 2: 300 Pockage March 2: 100 Pockage M	Nov Berlan. Metals.	LOCAL NOVIEWS		T Rabel DAN A Demolition in A Advantument DAN A Robbinson A DAN A Robbinson DAN A ROBBI
With Americal of Afficiation (Additional of Afficiation	Market Ma	AND AND THE PARTY OF THE PARTY		Takahili stak Domolificia da Administrat stak Domolificia da Administrat stak Dollamore stak Dollamore stak Domolificia stak Manany stak Mandali stak Manany stak Mandali stak
AND	New Yorkson Metterla	LOCAL SIDE STREET		Takahili stak Domolificia da Administrat stak Domolificia da Administrat stak Dollamore stak Dollamore stak Domolificia stak Manany stak Mandali stak Manany stak Mandali stak
And Andread and Andread Section 2015 Market 2015 Marke	Her Actions Address Ad	MONTH AND THERE		Takahili stak Domolificia da Administrat stak Domolificia da Administrat stak Dollamore stak Dollamore stak Domolificia stak Manany stak Mandali stak Manany stak Mandali stak
And Andread and Andread Section 2015 Market 2015 Marke	Her Actions Allerin,	ACCULATE AND		T Rabel DAN A Demolition in A Advantument DAN A Robbinson A DAN A Robbinson DAN A ROBBI

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	Prposed School Opening Date
Swing Space to Occupancy									
West Baltimore Bldg.	201 North Bend Rd Baltimore, MD 21229	Frederick ES	2501 Frederick Ave Baltmiore, MD 21223					8/9/17 to 8/11/17	9/5/17
William C. March Building	2050 N. Wolfe St Baltimore, MD 21213	Ft. Worthington ES/Middle	2710 Hoffman St Baltimore, MD 21213					8/7/17 to 8/9/17	9/5/17
West Baltimore Building	201 North Bend Rd	Lyndhurst ES/Middle	621 Wildwood Pkwy	5/4/16	6/10/16	7/5/16 to 7/8/16	7/11/16	3/26/18 to	4/3/18
Lyndhurst Westside ES	Baltimore, MD 21229 2235 N. Fulton Ave Baltimore, MD 21217	Dorothy I Height ES	Baltimore, MD 21229 2011 Linden Ave Baltimore, MD 21217	6/22/16	7/24/16	7/5/16 to 7/7/16 7/27/16 to 7/29/16	8/1/16	3/28/18 3/26/18 to 3/28/18	4/3/18
Arundel ES	2400 Round Rd Baltimore, MD 21225	Arundel PK-2	2400 Round Rd Baltimore, MD 21225	N/A	N/A	N/A	7/1/16	6/20/18 to 6/22/18	9/4/18
Garrison Building	3910 Barrington Rd Baltimroe, MD 21207	Pimlico ES/Middle	4849 Pimlico Rd Baltimore, MD 21215	6/22/16	8/7/16	8/1/16 to 8/5/16	8/6/16	6/20/18 to 6/22/18	9/4/18
Lake Clifton HS	2801 Saint Lo Dr Balitmore, MD 21213	Robert Poole - ACCE HS	1300 W 36th St Baltimore, MD 21211	4/22/16	7/31/16	6/27/16 to 7/5/16	8/1/16	7/16/18 to 7/18/18	9/4/18
Lemmel Building	2801 N Dukeland St Baltimore, MD 21216	Robert Poole - Independence HS	1300 W 36th St Baltimore, MD 21211	4/25/16	7/31/16	6/27/16	8/1/16	7/16/18 to 7/18/18	9/4/18
Northwestern HS	6900 Park Heights Ave Baltimore, MD 21215	Forest Park HS	3701 Eldorado Ave Baltimore, MD 21207	6/27/16	7/29/16	8/1/16 to 8/5/16	12/1/16	7/23/18 to 7/25/18	9/4/18
Patapsco ES	844 Roundview Rd Baltimore, MD 21225	Cherry Hill Gr. 3 to 8	801 Bridgeview Rd Baltimore, MD 21225	6/27/16	7/29/16	8/1/16 to 8/5/16	12/1/16	8/13/18 to 8/15/18	9/4/18
Garrison Building	3910 Barrington Rd Baltimroe, MD 21207	Arlington ES	3705 W. Rogers Ave Baltimore, MD 21215	6/27/16	8/1/18	6/25/18 to 6/28/18	7/1/18	7/1/19 to 7/3/19	9/3/19
Fairmont Harford	2555 Harford Rd Baltimore, MD 21215	REACH/Lake Clifton HS	2815 St. Lo Dr Baltimore, MD 21213	N/A	N/A	8/12/19 to 8/16/19	5/1/18	8/5/19 to 8/9/19	9/3/19
Southeast Building	6820 Fait Ave Baltimore, MD 21224	John Ruhrah ES/Middle	701 Rappolla St Baltimore, MD 21224	4/1/18	6/29/18	7/2/18 to 7/5/18	7/6/18	12/23/19 to 12/26/19	1/2/20
Grove Park ES/Middle	5545 Kennison Ave Baltimore, MD 21215	Calvin Rodwell ES/Middle	3501 Hillsdale Rd Baltimore, MD 21207	6/27/18	7/2/18	7/16/18 to 7/18/18	7/19/18	12/26/19 to 12/30/19	1/2/20
Carter G. Woodson	2501 Seabury Rd Baltimore, MD 21225	Bay Brook ES/Middle	4301 10th St Baltimore, MD 21225	6/27/18	8/1/18	8/6/2018 to 8/8/8/18	8/9/18	12/23/19 to 12/26/19	1/2/20
West Baltimore Building	201 North Bend Rd Baltimore, MD 21229	Mary E. Rodman ES	3510 W Mulberry St Baltimore, MD 21229	6/27/18	8/9/18	8/6/18 to 8/8/18	8/9/18	7/20/20 to 7/24/20	9/8/20
Chinquapin Building	900 Woodbourne Ave Baltimore, MD 21212	Medfield Heights ES	4300 Buchanan Ave Baltimore, MD 21211	6/27/18	8/5/19	8/12/19 to 8/15/19	8/16/19	12/21/20 to 12/24/19	1/4/21
Winston Building	1101 Winston Ave. Baltimore, MD 21212	Walter P. Carter ES/Middle	820 E 43rd St Baltimore, MD 21212	6/27/18	7/1/19	7/1/19 to 7/4/19	7/8/19	12/21/20 to 12/24/20	1/4/21
William C. March Building	2050 N. Wolfe St Baltimore, MD 21213	Harford Heights ES	1919 N. Broadway Baltimore, MD 21213	Minor repair	5/1/19	6/24/19 to 6/28/19	7/1/19	6/21/21 to 6/25/21	9/30/21
Chinquapin Building	900 Woodbourne Ave Baltimore, MD 21212	Govans	5801 York Rd Baltimore, MD 21212	Minor repair	8/5/19	8/12/19 to 8/17/19	8/12/19	8/16/21 to 8/20/21	8/30/21
Harriet Tubman Building	1807 Harlem Ave Baltimore, MD	Robert Coleman ES	2400 Windsor Ave Baltimore, MD 21216	Minor repair	7/1/19	8/12/19 to 8/15/19	3/2/20	8/9/21 to 8/13/21	8/30/21
Garrison Building	3910 Barrington Ave Baltimore, MD 21207	James Mosher ES	2400 W Mosher St Baltimore, MD 21216	Minor repair	7/1/19	8/19/19 to 8/26/19	4/1/20	8/3/21 to 8/6/21	8/30/21
Sharp Leadenhall	150 W West St Balitmore, MD 21230	Sharp Leadenhall	1919 N. Broadway Baltimore, MD 21213	N/A	N/A	N/A	N/A	8/11/21 to 8/16/21	8/30/21
Patterson High School	N/A	Patterson High School	100 Kane St Balitmore, MD 21224	N/A	N/A	N/A	N/A	8/16/21 to 8/23/21	8/30/21
Claremont	5301 Erdman Ave Baltimore, MD 21205	Patterson High School	100 Kane St Balitmore, MD 21224	N/A	N/A	N/A	N/A	6/13/22 to 6/18/21	8/29/22
Southeast Building	6820 Fait Ave Baltimore, MD 21224	Highlandtown ES/Middle	213 S Eaton St Baltimore, MD 21224	Minor repair	7/24/20	7/27/20 to 7/31/20	8/3/20	12/27/22 to 12/30/22	1/3/23
PDC Building	2500 E Northern Pkwy Baltimore, MD 21214	Montebello ES/Middle	2040 E 32nd St Baltimore, MD 21218	Minor repair	8/7/20	8/10/20 to 8/14/20	10/1/20	12/27/22 to 12/30/22	1/3/23
Occupancy to Swing Space									
Northwestern Building	6900 Park Heights Ave Baltimore, MD 21215	Cross Country ES/Middle	6100 Cross Country Blvd. Baltimore, MD 21215	Minor repair	6/2/19	7/22/19 to 7/26/19	11/5/21	12/26/23 to 12/29/23	TBD
Southeast Bldg.	6820 Fait Ave Baltimore, MD 21224	Commodore John Rodgers ES/Middle	100 N. Chester Street Baltimore, MD 21231	Minor repair	TBD	6/19/23 to 6/23/23	7/1/23	6/23/25	TBD
Garrison Building	3910 Barrington Ave Baltimore, MD 21207	Frederick Douglass HS	2301 Gwynns Falls Pkwy Baltimore, MD 21217	TBD	TBD	TBD	TBD	TBD	TBD

Exhibit 9: Building Engagement Process

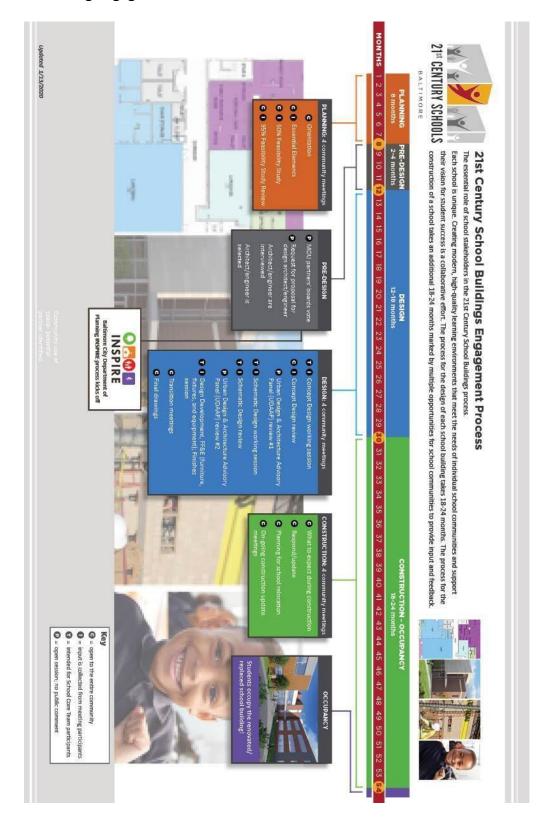


Exhibit 10: Feasibility Study Process Map

