21ST CENTURY SCHOOL BUILDINGS PROGRAM

2023

ANNUAL REPORT

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

JANUARY 17, 2024





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

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

EXECUTIVE SUMMARY

In 2023, progress on the 21st Century School Buildings Program (Program) continued in an extremely successful manner by the Maryland Stadium Authority (MSA) and Baltimore City Public Schools (City Schools), who are jointly responsible for the effective delivery of this complex program.

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

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

To date, 27 school buildings designed to serve 31 schools have been completed, with two currently in the design phase. Regarding local hiring, 1.528 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 \$1.18 billion has been contracted to date, with \$388 million of MBE contracts equating to 32.77 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. In 2023, MSA extended the OCIP plan to cover the Commodore John Rodgers and Frederick Douglass Building projects. Based on verified contractor credits as of June 2023, the OCIP has achieved a savings of \$8.3 million on construction contracts since 2018, as well as generating a greater pool of eligible trade contractors and safer project sites.

INTRODUCTION

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

PROGRAM UPDATE

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

PLAN YEAR 1 SCHOOLS: PROGRESS UPDATE

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

TABLE 1. PLAN YEAR 1 PROGRAM SUMMARY

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

PLAN YEAR 1 PROJECT BUDGET STATUS DETAILS

The summary for the program is provided as **Exhibit 1** and includes project budget and bid information details for the Plan Year 1 schools in the program.

PLAN YEAR 1 SCHOOLS: PROJECT UPDATES

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



Photo credit: Alain Jaramillo; Frederick exterior and classroom

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





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

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

occupy the building.





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

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





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

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





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

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





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

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





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

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





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

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





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

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





Photos courtesy of Santec Architecture; Photo credit: Jerry Marinsel Jr; Patterson HS exterior and production studio

PLAN YEAR 2 AND 3 SCHOOLS: PROGRESS UPDATE

The original 17 Plan Year 2 projects include one PK-2 school, one grade 3-8 school, seven PK-5 schools, seven PK-8 schools, and one high school program, as shown in Table 2. Additionally, one PK-8 and one PK-5 special education program will be co-located at two of the 17 buildings. Plan Year 2 projects progressed significantly during 2023. 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. One school, completed in December 2023 opened on January 4, 2024, leaving one of the original Plan Year 2 schools to be completed. The order of Plan Year 2 Schools, originally established in 2014, was changed to respond to changing school enrollments and facility conditions as well as uncertain market conditions. Current schedules are provided in Exhibit 2.

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

TABLE 2. PLAN YEAR 2 AND 3 PROGRAM SUMMARY

PLAN YEAR 2 AND 3 PROGRAM SUMMARY			
SCHOOL	PROJECT TYPE	PROGRAM PHASE	EXPECTED PHASE COMPLETION
The Lake Clifton Park Building	Renovation & Addition	Occupied summer 2019	N/A
(Formerly Fairmount-Harford Building)			
John Ruhrah	Renovation & Addition	Occupied winter 2019	N/A
Bay-Brook	Replacement	Occupied winter 2019	N/A
Calvin M. Rodwell	Replacement	Occupied winter 2019	N/A
Mary E. Rodman	Renovation & Addition	Occupied summer 2020	N/A
Medfield Heights	Replacement	Occupied winter 2020	N/A
Walter P. Carter Building	Replacement	Occupied winter 2020	N/A
Katherine Johnson Global Academy (Formerly Calverton)	Replacement	Occupied summer 2021	N/A
Govans	Replacement	Occupied summer 2021	N/A
Billie Holiday (Formerly James Mosher)	Renovation & Addition	Occupied summer 2021	N/A
Harford Heights Building	Renovation & Addition	Occupied summer 2021	N/A
Robert W. Coleman	Renovation	Occupied summer 2021	N/A
Northwood	Replacement	Occupied winter 2021	N/A
Montebello	Renovation	Occupied winter 2022	N/A
Highlandtown (#237)	Minor Renovation & Additions	Occupied winter 2022	N/A
Cross Country	Replacement	Occupied winter 2023	N/A
Commodore John Rodgers	Replacement	Design	May 2024
Frederick Douglass Building (Year 3)	Renovation & Addition	Design	April 2024

PLAN YEAR 2 AND 3: PROJECT BUDGET STATUS DETAILS

The summary for the program is provided as **Exhibit 1** and includes project budget and bid information details for the Plan Year 2 schools in the program.

PLAN YEAR 2 AND 3 SCHOOLS: PROJECT UPDATES

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





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

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





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

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





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

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





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

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





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

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





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

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 art classroom

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 cafetorium

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 primary classroom

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 gymnasium

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 cafetorium

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





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

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





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

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





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

Cross Country Elementary/Middle School (PK-8) – This 94,239 sq. ft. replacement project, necessitated by enrollment considerations in North Baltimore, started demolition of the existing building in November 2021 and construction of the new building in March 2022. The school was substantially complete in late November 2022 and opened for students on January 4, 2024. The ribbon cutting ceremony was held on December 13, 2023.





Photos courtesy of Baltimore City Mayor's Office; Photo Credit: JJ McQueen (left); KSB Photography (right)

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 June 2024 with early package construction beginning in February 2024. Students relocated to temporary swing space at the Southeast Middle Building in June 2023. The school is scheduled to open for students in August 2026.





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

Frederick Douglass Building (Year 3) — This 254,416 sq. ft. replacement project will co-locate two school programs, Frederick Douglass High School, a traditional 9-12 school, and the Joseph C. Briscoe Academy, a separate 6 to 12 public day school, and is currently in the Design Phase. The design is expected to be completed in late April 2024 with early package construction beginning in July 2024. Douglass students will relocate to temporary swing space at the Northwestern Building in June 2024. Briscoe students will remain in their current building until summer 2026 at which time they will relocate to the Frederick Douglass site. The school is scheduled to open for students in August 2026.



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

SWING SPACE

The 21st Century Logistics Team relocated Commodore John Rodgers #27 to their swing space at The Southeast Building in June 2023. Commodore John Rodgers #27 was ready to welcome students to the swing space in August 2023 to start the 2023-2024 school year. The Logistics Team worked throughout 2023 to prepare Cross Country Elementary/Middle #247 to relocate from the swing space at the Northwestern Building to the new Cross Country Building during the winter break. The relocation will occur from December 26 through December 29, 2024. The students returned to the new Cross Country Building from winter break on January 4, 2024.

Logistics has also started the planning for the Frederick Douglass High School #450 relocation. Currently, we are working with leadership to develop plans for relocating the school to the Northwestern Building during the summer of 2024. A site visit of the Northwestern Building was conducted on December 15, 2023, by MSA and City Schools to determine what the scope of work will be in the building prior to Frederick Douglass #450 being relocated into the building. City Schools leadership will review the work requests for the Northwestern Building that the principal of Frederick Douglass #450 has requested and will provide feedback once the final scope of work and budget for the repairs in the swing building have been completed. Joseph Briscoe will also be relocating into the newly renovated Frederick Douglass/Joseph Briscoe building once the construction has been completed.

Looking ahead, the Program will continue to work with Frederick Douglass #450 to prepare for the relocation in summer of 2024. Joseph C. Briscoe Academy will remain in its current location through construction. Both Joseph C. Briscoe Academy and Frederick Douglass High School will move into the Douglass Building summer 2026.

Please see Exhibit 8 for more information.

21ST CENTURY ACADEMIC PLANNING

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

The academic focus areas that have been fully identified as of December 2023 are indicated in the Table below.

TABLE 3. ACADEMIC FOCUS 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
Claremont Middle/High School	The focus of this separate public day school is to address the needs of each student as indicated on their Individualized Education Plan.
Robert Coleman Elementary School	Project Based Learning
Harford Heights 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)
Northwood Elementary School	Arts Integration
Highlandtown Elementary/Middle School	Blended Learning
Montebello Elementary/Middle School	International Baccalaureate Primary Years Program
Cross Country Elementary/Middle School	Blended Learning

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

- Achievement Unit courses focused on instructional technology best practices were offered in the spring, summer, and fall of 2023 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 2023 for instructional staff from Cross Country as well as participants from previously opened schools. One hundred fifty-eight teachers and paraeducators attended this two-day virtual conference style event. Participants had the opportunity to choose from twenty-five unique sessions focused on various instructional technology tools, platforms, and practices. A follow up half-day virtual conference was held in October 2023 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 Cross Country EMS as well as any currently open 21st Century Schools. 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 Highlandtown Elementary Middle and Montebello
 Elementary Middle in January 2023. This training included how to use the sound system, AV
 lights, document camera, and interactive projection system. Refresher sessions on how to use
 this technology were held at several previously opened schools.
- Blended Learning professional development was held at REACH Partnership High School in September 2023 to support the continued implementation of this academic approach at the school. The session used a blended approach to learning to highlight how instructional technology can be used as part of a station rotation model to support student choice of path and pace.
- Job-embedded learning opportunities led by teaching artists to support arts integration were held at Billie Holiday Elementary and at Dorothy I Height in the Spring of 2023.
- An intensive professional learning series on clay technique and kiln use was held for art teachers in Spring 2023 and in Fall 2023. Teachers that attended the learning series received materials to implement their learning in the classroom and also received one-on-one coaching support from the teaching artist on kiln use at their school.
- A hands-on interactive professional development series was held for teachers around the use of Media Production Studios in 21st Century Schools in the Spring of 2023. Participants from five schools participated in an 8-session course to understand the fundamentals of video production, student use of studios and video broadcast in schools.
- Monthly professional learning sessions were held in Spring and Fall 2023 for school-based tech
 leads from 21st Century Schools. These sessions focused on best practices for the management
 and utilization of technology to further support school programming.

TEN-YEAR ENROLLMENT PROJECTIONS

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

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

Declining birth counts and birth rates have made projecting kindergarten (K) enrollment challenging. This has prompted City Schools to evolve its methodology utilizing Baltimore City population data to develop K projections. Pre-kindergarten (PK) enrollments at the program level are projected based on a four-year rolling average.

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

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

UTILIZATION RATES/SURPLUS BUILDINGS

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

The official enrollment for SY 2023-24 is 75,811, a decrease of 0.2% from the official enrollment of 75,955 in SY 2022-23. The anticipated SY 2023-24 utilization based on official enrollment for September 30, 2023 is 87%. This is a one percentage point increase from the official 2022-23 utilization of 86% due to a relatively small decrease in enrollment and the surplus of two buildings. In 2026, at the end of Phase I of the 21st Century Program, the projected utilization is 82%, per current Board approved decisions (this does not include Phase II, Frederick Douglass Campus).

On January 11 and 25, 2022, the Board of School Commissioners approved the following school closures of three programs in the summer of 2023:

- Steuart Hill Elementary (programmatic closure and building surplus Summer 2023)
- Eutaw-Marshburn Elementary (programmatic closure and building surplus Summer 2023)
- New Era High (programmatic closure and potential building surplus pending the outcome of an EOI)

The Board approved three additional changes on February 14, 2023:

Building #170 Thurgood Marshall Middle surplus date was changed from 2025 to 2027. The
space is needed for Furley Elementary School and Vanguard Middle School. Permanent facilities
for each school will be completed before this building is surplused.

- Building #255 Southeast Building surplus date was changed from 2024 to 2025. The space is needed as a swing space for Commodore John Rodgers EMS.
- Building #401 Northwestern High surplus date was changed from 2025 to 2028. The space is needed as a swing space for the High School Plan.

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.¹

ANNUAL REVIEW RECOMMENDATIONS AND 21ST CENTURY SCHOOL BUILDINGS PROGRAM AMENDMENTS

City Schools reviews and modifies the 21st Century Buildings plan yearly to reflect any necessary updates as part of its annual portfolio review process now called Annual Review of Schools (Annual Review). These changes and any updates to the 21st Century Schools Buildings Program are then reflected in the 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 on reimagining and deepening academic programming in school communities.

The table below shows the Annual Review Recommendations for traditional schools and any proposed amendments to the 21st Century School Buildings Program. These were shared at the November 14, 2023, meeting of the Baltimore City Board of School Commissioners (BCBSC) and are pending Board approval at the January 23, 2024 BCBSC meeting.

¹ This will be updated once Annual Review recommendations are presented/approved.

TABLE 4. 21st CENTURY SCHOOL BUILDINGS PROGRAM AMMENDMENTS

SCHOOL/BUILDING	PROGRAM RECOMMENDATION	BUILDING RECOMMENDATION		
SCHOOLS PROPOSED FOR COM	SCHOOLS PROPOSED FOR COMBINING AND CLOSURE			
Bluford Drew Jemison STEM Academy West	Close and combine with Augusta Fells Savage Institute of Visual Arts in summer 2024.	n/a		
Augusta Fells Savage Institute of Visual Arts	Combine high school program with Bluford Drew Jemison STEM Academy West in summer 2024.	n/a		
Charm City Virtual Program	Combine with PORT Virtual Program into one school serving grades 6-12 in summer 2024.	n/a		
PORT Virtual Program	Combine with Charm City Virtual Program into one school serving grades 6-12 in summer 2024.	n/a		
21 ST CENTURY BUILDING PLAN AMENDMENTS				
Southeast Middle building	n/a	Change surplus date from summer 2025 to summer 2026		

21ST CENTURY DISTRICT-WIDE UTILIZATION PLAN

As a requirement of the 21st Century School Buildings Program's MOU, City Schools worked jointly with the IAC to develop intermediate and final utilization rate targets. The targets allow the District and MOU partners to track the District's progress toward achieving its utilization goal through new construction and subsequent building closures and 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.

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

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 <u>Exhibit</u>
<u>6.</u>

Overall, the district is at 87% utilization for SY 2023-24. District-wide utilization challenges are also largely driven by specific building types and several large buildings in the portfolio. Elementary and elementary/middle buildings have 95% utilization in SY 2023-24 overall, compared to middle, high, and middle/high buildings which have 75% utilization. Excess seats in under-utilized buildings are concentrated in middle/high and high school buildings (anticipated >3,000 excess seats in SY 2023-24). 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 has an anticipated completion date of 2030 (e.g., #400 Edmondson, #403 Baltimore Polytechnic Institute, #407 Western, #450 Frederick Douglass, #480 City College, and #239 Ben Franklin)

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

IAC COMMENTARY

- The IAC supports the good progress made by City Schools in increasing its utilization from 83% in SY 2015-2016 to a projected 87% in SY 2023-2024 including the additional surplus of three buildings in the summer of 2023.
- 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 continue work with the City Schools in order to maintain the increase
 in utilization rates that they have already achieved and address the surplus of excess seats in the
 middle and high school portfolio that City Schools has reported.

PROGRAM MANAGEMENT

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

PROGRAM STAFFING UPDATE AND PROGRAM PROCEDURES

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

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

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

PROJECT CONTROL SOFTWARE

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

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

PROGRAM AUDIT AND OVERSIGHT

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

PROCUREMENT

As of December 31, 2023, there have been more than 350 procurements and task orders totaling \$1,183,850,975.60 in contract awards.² 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, 2023, total MBE participation is 32.77% or \$387,936,477.02.³

COMPLIANCE SYSTEMS

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

OWNER CONTROLLED INSURANCE PROGRAM (OCIP)

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

² Reference Exhibit <u>7a</u> for Procurements and MBE Participation and <u>7b</u> for the MBE Plan

³ Reference Exhibit <u>7a</u> for Procurements and MBE Participation and <u>7b</u> 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 2023 sessions were chaired by the IAC. The 2024 sessions will be chaired by City Schools.

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 2023 meeting minutes are available for review on the Executive Committee page of the 21st Century School Buildings Program website.⁴

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).

⁴ http://baltimore21stcenturyschools.org/committees/executive-committee

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

STAT COMMITTEE

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

COLLABORATIVE COMMITTEE

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

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

MINORITY BUSINESS ENTERPRISE

One important goal of the Program is to contribute to the pipeline of qualified, small, local, minority- and woman-owned contractors with the capacity to participate as prime contractors and subcontractors. With this goal in mind and pursuant to the terms of the MOU, the Collaborative and MWBD developed an outreach and inclusion plan ("MBE Plan")⁵ 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.

_

⁵ The plan is attached as Exhibit 7b

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, 2023, the Program achieved 32.77% in MBE participation.

The MBE Plan also envisions providing educational assistance to local, small, minority- and womenowned firms on methods of doing business on Program-related projects. Since the Program's inception, MSA has participated in over 79 state-wide business outreach events, 17 of which were organized by MSA to discuss specific potential outreach opportunities in the Program and provide technical assistance. MSA will continue to promote the objectives of the MBE Plan and to implement strategies to ensure that these objectives are met.

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 capable of housing 34 schools have completed construction. Three schools have fulfilled their workforce development requirements since our last report. These schools are Patterson High/Claremont School, Northwood Elementary School and Montebello Elementary/Middle School. The combined local hiring commitment for these three schools was 33 Baltimore City resident positions. The Construction Managers exceeded their individual commitments and hired a total of 175 positions. This brings the total Local (Baltimore City) Resident positions hired on all school to 1,528 to date.

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

TABLE 5. 2021 WORKFORCE DEVELOPMENT EFFORTS – HIRED LOCAL RESIDENTS

SCHOOL	HOURS (BCR*)	HIRES (BCR*)	HOURS (TOTAL SCHOOL)
	COMMITMENT		
Arlington Elementary/Middle	27,111	26	177,844
Arundel Elementary/Middle	43,100	38	135,849
Bay-Brook Elementary/Middle	10,310	9	133,910
Billie Holiday Elementary (Mosher)	20,561	15	111,716
Calvin M. Rodwell Elementary/Middle	51,782	23	158,125
Cherry Hill Elementary/Middle	33,508	26	197,888
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
Montebello Elementary/Middle	15,723	9	114,255
Northwood Elementary	7,276	15	218,733
Patterson/Claremont Middle	32,690	9	277,855
Pimlico Elementary/Middle	30,756	29	151,805
Robert Poole Building	28,167	25	188,305
Robert W. Coleman Elementary	19,225	16	75,030
Walter P. Carter Elementary/Middle	31,996	22	181,310
Wildwood Elementary/Middle (Lyndhurst)	22,685	47	168,048
TOTAL	655,736	558	3,923,237
	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	247,842
Lake Clifton Park Building	77,281	55	274,660
Mary E. Rodman Elementary	28,326	38	149,469
Medfield Heights Elementary	23,699	40	169,060
Montebello Elementary Middle	36,245	53	202,678
Northwood Elementary	26,799	39	218,049
Patterson High/Claremont Middle	70,110	83	505,225
Pimlico Elementary	36,341	85	227,530

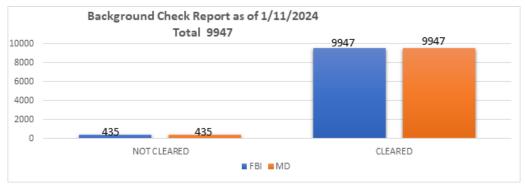
All decimal points dropped			
TOTAL	994,996	1,528	5,661,505
Wildwood Elementary/Middle (Lyndhurst)	40,050	66	240,870
Walter P. Carter Elementary/Middle	52,303	91	270,345
Robert W. Coleman Elementary	19,686	37	100,771
Robert Poole Building	57,574	95	281,920

^{*}BCR: Baltimore City Resident

Calendar year 2023 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 2024, City Schools' Human Capital Pre-Enrollment Office had processed 10,382 applications for individuals to work on 21st Century School Buildings Program projects. Of these, 435 individuals were not cleared.



As of January 2024, 12 applicants have completed the appeals process. 10 of the applicants received a reversal in their Not Clear status resulting in their ability to work on 21st Century school projects. 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 is finalized, CCR will prepare, recruit and support students for internships with 21st Century projects and pairing with site mentors.

PUBLIC RELATIONS

Over the past year, the Community Engagement Team continued to work with schools, communities, elected officials, and others to provide project updates and solicit project input and feedback. In the beginning of 2023, the engagement team worked to support Highlandtown Elementary/Middle School and Montebello Elementary/Middle School as both school communities returned to their original buildings. The team supported both schools as they made their transition back into their original neighborhood communities. The team supported Commodore John Rodgers Elementary/Middle School as they made their transition to their temporary swing location and assisted with swing space logistics once students returned for the 23/24 school year. Our team has also worked to gain stakeholders feedback on the high school feasibility studies as well as design feedback for Frederick Douglass High School. Examples of our engagement efforts include:

→ January 10, 2023, our team partnered with the Baltimore Orioles to donate special merchandise (swag) to our amazing principals who have endured their temporary swing space. Thank you, Principal Ashley at Highlandtown Elementary/Middle School #237 and Principal Mitchell at Montebello Elementary/Middle School.

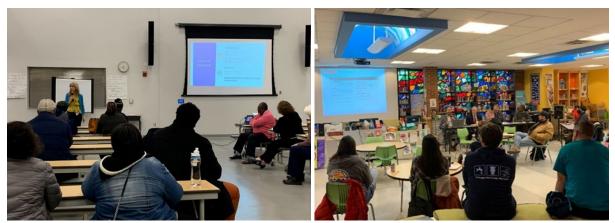




Photos courtesy of 21st Century School Buildings Program; (left) Principal Mitchell, (right)
Principal Ashley & Alicia Thomas, 2023

- → January 30, 2023, our team hosted a swing space tour for the school leadership team at City College High School.
- → February 3, 2023, our team hosted a swing space tour for the school leadership team at Frederick Douglass High School.
- → February 7, 2023, our team hosted a swing space tour for the school leadership team at Western High School.
- → February 9, 2023, our team presented an update on the Northwestern High School swing plans for Baltimore Polytechnic Institute at a meeting hosted by CHAI.

- → February 10, 2023, our team hosted a swing space tour for the school leadership team at Baltimore Polytechnic Institute.
- → February 13, 2023, the engagement team presented on the swing space plans for parents at Commodore John Rodgers Elementary/Middle School.
- → February 15, 2023, the engagement team presented on the swing space plans for staff at Commodore John Rodgers Elementary/Middle School.
- → February 21, 2023, the team hosted a construction update meeting for the stakeholders of Cross Country Elementary/Middle School.
- → February 22, 2023, the engagement team partnered with the Lake Clifton/Reach Partnership School Alumni and current athletes and coaches to host a community update meeting on the status of the football and track stadium.



Photos courtesy of 21st Century School Buildings Program; Lake Clifton Community Meeting (left), Commodore John Rodgers Elementary/Middle School (right), 2023

- → March 9, 2023, our team hosted an in-person design update meeting for the Commodore John Rodgers Elementary/Middle stakeholders.
- → March 10, 2023, the engagement team hosted a meeting with the leaders surrounding the Garrison swing space building to plan the first community conversation meeting for the stakeholders impacted by the temporary use of the Garrison building.
- → March 22, 2023, our team hosted hybrid status update meeting for the Western High School stakeholders.
- → March 23, 2023, our team hosted a hybrid status update meeting for the Frederick Douglass High School stakeholders.
- → March 29, 2023, our team hosted a hybrid status update meeting for the City College High School stakeholders.

→ March 30, 2023, our team hosted a hybrid status update meeting for the Baltimore Polytechnic Institute stakeholders.





Photos courtesy of 21st Century School Buildings Program; (left) Frederick Douglass Community Meeting, (right)

City College Community Meeting, 2023

- → March 31, 2023, our team hosted a table for the Western High School Alumni reunion luncheon at Martin's West.
- → April 18, 2023, the engagement teams partnered with the City Schools office of Pupil Transportation to host a swing space student transportation meeting for families at Commodore John Rodgers Elementary/Middle School temporarily relocating to the Southeast building during construction.
- → April 26, 2023, our team hosted the first community conversation meeting for the Garrison swing space building at Forest Park High School. Attendees included Delegate Sandy Rosenberg, Councilwoman Sharon Middleton Green, and many of the community association presidents and neighborhood leaders surrounding the Garrison building.





Photos courtesy of 21st Century School Buildings Program; (left) Commodore John Rodgers Community Meeting, (right) Garrison Community Meeting, 2023

→ April 27, 2023, our team presented status updates on Lake Clifton/Reach Partnership School Football and Track Stadium at a meeting hosted by Councilwoman Odette Ramos.

- → May 11, 2023, the engagement team supported the Highlandtown #237 end of school year International Day event with amazing food and refreshments from Terra Café. This celebration was designed to celebrate the return of staff, students, and families to the newly renovated building.
- → May 12, 2023, the engagement team supported the Montebello Elementary/Middle School end of school year STEAM Carnival Celebration. This celebration was designed to celebrate the return of staff, students, and families to the modernized school building.
- → May 12, 2023, our team supported Commodore John Rodgers Teacher Appreciation Events hosted by Principal Martin. This celebration thanked teachers and staff for their continued dedication to the school and students as they transitioned to the temporary swing space location.





Photos courtesy of 21st Century School Buildings Program; (left) Montebello Elementary/Middle School Carnival, (right) Commodore John Rodgers Elementary/Middle School Teacher Appreciation, 2023

- → June 1, 2023, the engagement teams hosted a virtual project update meeting for Cross Country Elementary/Middle School stakeholders to review the status of construction for the project.
- → June 12, 2023, Cross Country Elementary/Middle School celebrated their end of the year with a school wide fun day supported by the engagement team. This is the last event held in the temporary swing locations as stakeholders prepare to move back in their newly renovated building this coming Winter.
- → June 15, 2023, the engagement team supported the Commodore John Rodgers Elementary/Middle School end of school farewell event. This celebration was designed to honor the memory and legacy of the old CJR building and welcome the temporary swing space transition for staff and students.





Photos courtesy of 21st Century School Buildings Program; (left) Lake Clifton Community Meeting, (right) Commodore John Rodgers Elementary/Middle School celebration, 2023

- → July 5, 2023, the engagement team hosted the official design kick-off virtual community meeting for the Frederick Douglass/Joseph C. Briscoe Modernization Project.
- → August 9, 2023, the engagement team hosted the first design workgroup meeting for the Frederick Douglass/Joseph C. Briscoe Modernization Project. This workgroup is composed of several different stakeholder groups including parents, staff, alumnae, and community partners.
- → On August 15, 2023, the team hosted a project status update meeting for the Western High School stakeholders. During this meeting, our team presented the current swing space plans as well as the project timeline.
- → On August 15, 2023, the hosted a project status update meeting for the Baltimore Polytechnic Institute Alumnae. During this meeting the alumni were updated on the current status of the project, including the timeline and swing options. Attendees included Del. Samuel Rosenberg as well as Delegate Luke Clippinger.
- → September 18, 2023, the engagement team hosted a building tour of the newly built Cross Country Elementary/Middle School for Principal Stanfield and her leadership team as well as the leaders of the Cross Country Improvement Association.
- → September 25, 2023, the Baltimore City Community Engagement Team hosted a follow up meeting for the community leader surrounding Forest Park High School and the Garrison Middle School swing space building. This meeting was to address their community concerns highlighted during the previous Frederick Douglass swing space meeting.
- → October 2, 2023, the engagement team presented project status during the Western High School: School Family Council Meeting.
- → October 5, 2023, the engagement team hosted an in-person design progress meeting for Commodore John Rodgers Elementary/Middle School stakeholders.
- → October 9, 2023, the teams hosted a final design review meeting for the leadership team at Frederick Douglass High School.





Photos courtesy of 21st Century School Buildings Program; (left) Cross Country Elementary/Middle School tour, (right) Douglass Building Design Meeting, 2023

- → October 10, 2023, the teams hosted a final design review meeting for the leadership team at Joseph C. Briscoe Academy.
- → October 11, 2023, the engagement team hosted the final design workgroup meeting for the Frederick Douglass/Joseph C. Briscoe Academy modernization project.
- → October 16, 2023, the engagement team hosted a Frederick Douglass/Joseph C. Briscoe status update meeting for; Sen. Antonio Hayes, Del. Marlon Amprey, and Del. Melissa Wells.
- → October 25, 2023, the team hosted a design update community meeting for the Frederick Douglass High School and Joseph C. Briscoe Academy stakeholders.
- → November 8, 2023, the engagement team hosted a yellow bus transportation update meeting for the Cross Country Elementary/Middle School stakeholders. This meeting also included updates from MTA and DOT on the additional traffic calming supports being put in place as well as the changes to the neighboring MTA routes that will now support Cross Country students.
- → November 9, 2023, the team hosted a project status update meeting for the Western High School and Baltimore Polytechnic Institute school leadership team. During this meeting, our team presented an updated swing space plan as well as the updated project timeline.
- → November 9, 2023, the team hosted a project status update meeting for the Douglass High School leadership team. During this meeting the alumni were updated on the current status of the project, including the updated timeline and new proposed swing space plan.
- → November 15, 2023, the engagement team hosted a joint meeting for Western High School and Baltimore Polytechnic Institute stakeholders. City Schools CEO Dr. Santelises as well as the Operations Leadership Team updated stakeholders on the new swing space plans and the project timelines.
- → December 7, 2023, the engagement team is planning to host the first design workgroup meeting for the Commodore John Rodgers Stakeholders.



Photos courtesy of 21st Century School Buildings Program; Poly/Western Project update Meeting, 2023

- → December 21, 2023, the engagement team worked with Councilwoman Odette Ramos to provide a project update on the REACH/Lake Clifton Stadium project to the community stakeholders.
- → December 22, 2023, the engagement team coordinated a site walk of the City College Annex building for JRS Architects, MSA, and the CHM community.

INSPIRE

INSPIRE (Investing in Neighborhoods and Schools to Promote Improvement, Revitalization, and Excellence) is an effort led by the Baltimore City Department of Planning (DOP) to leverage the extraordinary investment through the 21st Century School Buildings Program. The program expands the impact of 21st Century Schools by improving neighborhood conditions and supporting children's learning.

This past year, DOP planners and partner agency staff supported the adoption of three new area plans. In partnership with BCRP, DOT, and other agencies, the program supported tree plantings for three school areas and planned improvements along two additional school walking routes.

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

NEW INSPIRE PLANS ADOPTED IN 2023

This year, the Baltimore City Planning Commission adopted three new INSPIRE Plans: John Ruhrah Elementary/Middle in June, REACH! Partnership and the Harford Heights Building in September, and Govans Elementary in December. Thanks to District Planners Matt DeSantis, Imani Jasper, and Marie Anderson for their contributions along with scores of community and agency partners who provided input and feedback on these plans.

Staff supported initial outreach and engagement activities for school and neighborhood communities around Cross Country Elementary/Middle, Medfield Heights Elementary, Highlandtown Elementary/Middle #237, Commodore John Rodgers and Northwood Elementary. Highlights of the team's outreach and engagement for in progress plans have included community walks with the Cross Country Community Association and the Medfield Community Association; well-attended back-to-school night events at Cross Country, Medfield Heights, and Walter P. Carter; and a community meeting held at Medfield Heights Elementary School.

Presentation materials and more information on the status of each plan can be found on the Department of Planning website.

For the adopted plans, implementation is also an ongoing process that has drawn support from both Baltimore City agencies and community partners. For example, concurrent with the Govans plan development in 2023, Lortz Lane has been slated for transformation into a pedestrian byway connecting Govans Elementary to the local Enoch Pratt Library branch.





Photos courtesy of INSPIRE; (left) Eastern District Planner Imani Jasper planning walking route at Commodore John Rodgers EMS, January 12, 202, (right) Northern District Planner Marie Anderson at Lortz Lane outreach event

PLANTING TREES AND BUILDING SIDEWALKS NEAR 21ST CENTURY SCHOOLS

Thanks to the team at BCRP Forestry, including Sam Seo, Jahmilla Wilson, Shannon Eagan, and others, Baltimore City supported new tree plantings at 160 locations at Highlandtown Elementary/Middle School #237, Billie Holiday Elementary School/Katherine Johnson Global Academy, and Montebello Elementary/Middle School. We expect additional tree planting to continue in the spring along with sidewalk improvements for the area around Cross Country Elementary/Middle School and Commodore John Rodgers Elementary/Middle School.



Image 3: INSPIRE Planner Eli Pousson at a Play Street pilot event at the No Boundaries Block Party, 2023 June 10

Traffic safety improvements also remained a program focus. Near Billie Holliday Elementary School the INSPIRE program funded DOT staff and contractors to install new crosswalks at 5 intersections and refresh existing crosswalks at 6 intersections. In partnership with DOT, the No Boundaries Coalition, and the Greater Baybrook Alliance, the INSPIRE Program helped to organize a small-scale Play Streets pilot program that staff hope to expand in future years.

To improve road safety near Northwood ES, DOT reduced speeding on Loch Raven Boulevard through the installation of an automated speed camera and lowering the posted speed limit to a safer speed. At Medfield Heights ES, sidewalk improvements are also planned to better connect the school with the nearby Medfield Recreation Center.

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 ongoing partnership with the Baltimore Office for Promotion of the Arts, INSPIRE is working to support the installation of a new mural in the Robert W. Coleman Elementary INSPIRE area and, together with DOT staff, support safety improvements near the Cherry Hill Town Center.

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





Photos courtesy of INSPIRE; (left) Lortz Lane in August 2023 during the planning of the pedestrian byway update (right) Medfield Heights Community Walk, March 2023

PROGRAM COMMUNICATIONS

EVENTS

Cross Country Elementary/Middle School, located in the Park Heights community, received a replacement to the original building – including three new play spaces, a multisport court, an outdoor classroom, collaborative learning spaces, science and technology classrooms, as well as visual arts and music classrooms. The building was designed with emphasis on community space, built to maximize daylight into instructional areas and provide clear sightlines of adjacent spaces. On December 13, 2023, over 250 community leaders, students, and staff gathered at Cross Country Elementary/Middle School to commemorate the reopening of the school and receive tours of the new construction. With several students and families identifying as English learners, 21st Century School Buildings Program and City Schools were able to provide Spanish translation during the program as well as on tours.



Photo courtesy of Baltimore City Office of the Mayor; Photo Credit: J.J. McQueen To view the ribbon cutting ceremony visit: https://rebrand.ly/s7wfl90

The program opened with remarks from Dr. Sonja Santelises, City Schools CEO, followed by LaShella Stanfield, Cross Country Elementary/Middle School Principal, Ahmad Holloway, 8th grade student, Maria Jose Nino, 5th grade student, Craig Thompson, Chairman, Maryland Stadium Authority, Alex Donahue, Executive Director, Interagency Commission on School Construction, Brandon Scott, Baltimore City Mayor, Sandy Rosenberg, Maryland State Delegate, Isaac "Yitzy" Schliefer, Councilman, Nick Mosby, Baltimore City Council President, Ronald S. McFadden, Board Chair, Baltimore City Board of Commissioners, and a performance by 40 students from the Cross Country Elementary/Middle School band led by instructor, Anthony Thompson-Shaw.

HIGH SCHOOL COMMUNITY MEETINGS

The communications team has been busy supporting Community Meetings with Frederick Douglass High School and Joseph C. Briscoe High School, Western High School, Baltimore Polytechnical Institute, and Baltimore City College High School (pictured right). These community meetings focused on providing updates about the swing space and responding to questions and concerns from students, parents, faculty, and staff. The presentations and follow-up Q&A can be found under High School Feasibility at baltimore21stcenturyschools.org.

In addition, we were able to support a *Community Conversation* regarding Fredrick Douglass at the Garrison Building April 26, 2024, at Forest Park High



Photo courtesy of 21st Century School Buildings Program; City College High School

School. Members from the Garrison community were invited to discuss concerns and offer solutions to any issues surrounding students from Frederick Douglass High School swinging to the Garrison Building located less than a mile from Forest Park High School. Issues of noise, trash, truancy, transportation, and violence were discussed. Students had the opportunity to respond via an online survey that received over 250 responses.

This fall, spring communications were followed up with a swing space update meeting for Poly and Western High Schools. We also hosted two design engagement focus groups and a community meeting at Frederick Douglass High School to gain feedback regarding the designs of the new buildings.

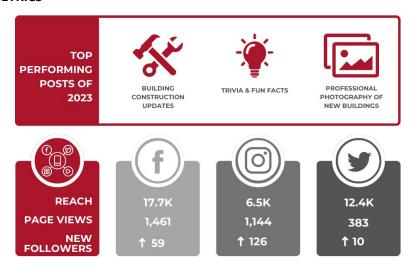
EXTERNAL COMMUNICATIONS

133 Robo calls & emails were made from January 1, 2023, to August 17, 2023, to inform the community and stakeholders of construction notices and meeting. The system software changed in August to a new program, Thrillshare, which now serves as the new robo call system. 30 additional robo call communications were made from September through December 2023.

3 NEWSLETTERS PUBLISHED

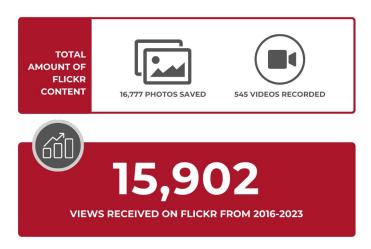
A winter, spring, and summer newsletter were published this year with over 30% open rate for each newsletter. To learn more, check out the newsletter archive for 2023: https://rebrand.ly/2023newsletters

SOCIAL MEDIA METRICS



PHOTOGRAPHY & VIDEO

Flickr's ability to host large numbers of photos and videos continues to strengthen our ever-growing bridge of communication with stakeholders. It allows us to organize different phases of construction, event photography, time capsule materials, and much more. In 2023, we reached **15,902** views on the 21st Century School Buildings Program page since our first upload in 2016. To view school albums, visit: https://www.flickr.com/photos/21stcsbaltimore/albums



OTHER ACTIVITIES

The communications team organized and covered several activities this past year. With a focus on 21st Century Learning and professional development for teacher, the communications team visited multiple 21st Century Schools to highlight incredible work they continue to do at 21st Century School Buildings even after schools have opened.

Feature stories covered included a 12-week Media Production professional development course for 21st Century School teachers, 3D Modeling AU Course with Chris Patterson, Clay Mural Series with Amanda Pellerin, Indi Robot Challenge at Dorothy I Height, and FutureMakers STEAM kit tutorial at Medfield Heights Elementary School.





Photo courtesy of 21st Century School Buildings Program; Indi Robots at Dorothy I Height Elementary School (left), FutureMakers at Medfield Heights Elementary School (right)



During summer 2023, featured stories included a focus on summer learning and professional development for teachers. We shared with our followers photos videos from the Fine Arts Camp and Camp Curiosity at John Ruhrah Elementary/Middle School as well as A2A: Access to Algebra at Fort Worthington Elementary/Middle School.

In addition, the 21st Century Learning team provided professional development opportunities for teachers focused on technology in the classroom. Teachers from 21st Century Schools participated in a two-day Kindergarten iPad Blended Learning course, led by Stacey Davis and Dawn Shirey as well as a STEM Gear Summer Training with Rob Glotfelty.

(left) Access to Algebra at For Worthington; Photos courtesy of 21st Century School Buildings Program

PROGRAM FINANCIAL SUPPORT

Attached is the Statement of Revenues and Expenditures for FY 2023 related to the activities for the Baltimore City Public Schools 21st Century School Buildings Program. Please reference Exhibit 3 for detailed information.

REVENUES

Revenues were approximately \$15.1 million greater than budgeted, primarily due to investment income exceeding budgeted amounts by \$18.5 million and receipt of \$1.4 million in Video Lottery Terminal (VLT) rent and \$0.9 million in BGE rebates. Bottle tax proceeds from the City of Baltimore were \$5.0 million less than budgeted based on the use of funds held in reserve from prior period overpayments.

EXPENDITURES

Overall, expenses through June 2023 were \$55.4 million under budget. Below are some of the major variances:

Contractual Services

This category was under budget by \$38.9 million. The budget for construction was aggressive for the fiscal year.

Fixed Charges

This category is under budget by \$19.1 million for the year. Interest payments on bonds issued for construction were less than budgeted due to the refunding of debt from the issuance of Series 2022C.

COMPREHENSIVE MAINTENANCE PLAN UPDATE

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

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

- 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;
- Evaluate the degree to which the LEA is planning the activities that should maintain its facilities in a condition that will ensure that the LEA obtains the appropriate facilities' longevity and value from the local and State investments made to date; and
- 3. Evaluate and compare each LEA's maintenance planning, both over time and across the State, to support the identification of best practices that the IAC can then share with all LEAs.

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

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

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

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

in operations and utility expenditures. Most importantly, these combined investments will positively affect the health and well-being of building occupants.

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

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

COMPUTERIZED MAINTENANCE MANAGEMENT SYSTEM (CMMS) IMPLEMENTATION

The Computerized Maintenance Management System (CMMS), SchoolDude, 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. The CMMS team manages the system that the Executive Director oversees for Operations. The CMMS team currently consists of 3 analysts and a manager. In Winter 2023, the CMMS team will be expanding to support reviewing, monitoring, and keeping clean data by placing four work order administrators in departments to guide and assist centralized maintenance staff in properly using the CMMS. The team is dedicated to the ongoing management, implementation, and training of the SchoolDude application. The FM&O department and school-based users are held accountable through sound data analysis that promotes continuous improvement of the department's goals and allows for data reporting to City Schools leadership to aid in data-driven decision-making. 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, chillers, 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.

TABLE 6

CATEGORIES	SUB-CATEGORIES	RESPONSIBLE DEPT.	FREQUENCY	AUTO GENERATED	PM TITLE		
Roadways, Parking	Paved Surfaces	Grounds	Every 90 days	Yes	Grounds Assessment		
Lots & Walkways	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 System	Grounds	Every 90 days	Yes	Grounds Assessment		
Drainage Away From Structure(s)	Drainage System	Grounds	Every 90 days	Yes	Grounds Assessment		
Playground,	Playground	Grounds	Every 90 days	Yes	Grounds Assessment		
Equipment & Fields	Bleacher	Contract Maintenance	Annually	Yes	Bleacher PM		
	Stadiums, Press Boxes and Stands	Grounds	Every 90 days	Yes	Grounds Assessment		
Exterior Structure &	Exterior Structure	Repair Shop	Every 45 days	Yes	Repair Blitz		
Finishes	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,	Interior Doors	Repair Shop	Every 45 days	Yes	Repair Blitz		
Walls, Partitions & Finishes	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 Custodian	Custodians are not under Operations, but perform cleanliness assessments, provide guidance and training				
Interior Cleanliness & Appearance	Custodial Tasks	Custodians	how to perform daily tasks				

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

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.

CORRECTIVE MAINTENANCE PROGRAM

As a result of our funding and necessity to be innovative with structure for delivery of service, the Repair Regions perform blitz assessments of the interior of our buildings on a 45-day basis and the expectation is that work orders identified as part of the blitz assessment along with work orders submitted by school-based staff will be prioritized. Additionally, work orders are expected to be closed within 150 days (3 blitz cycles).

FM&O perform grounds assessments of the exterior of our buildings on a 90-day basis and the expectation is that work orders identified as part of the grounds assessment along with work orders submitted by the school-based staff will be prioritized and that work orders will be completed with 180 days (2 grounds cycles).

Lastly, preventive maintenance work orders for a specific asset are typically generated at one time for the entire district at the frequency provided above. They are then assigned to a contractor to be completed within that PM season (e.g. a contractor may have 90 days to complete all of their PM work orders for that specific asset). These limitations are a result of not having a 1:1 staffing and to address issues as they arise.

STAFFING MODEL

The COO has general oversight of the FMO department, with full operational oversight managed under the Executive Director of Facilities, Maintenance and Operations. With a budget of \$40,221,334 and 254 positions, the FM&O Director and Assistant Directors are responsible for the maintenance programs for 138 educational facilities and administrative buildings, and 36 portable classroom buildings.

TABLE 7. STAFFING AGAINST INDUSTRY STANDARD (APPA)

METRIC	INDUSTRY STANDARD	PREVIOUS FY BUDGETED (FY23)	PREVIOUS FY ACTUAL (FY23)	CURRENT FY BUDGETED (FY24)			
Maintenance Staffing (FTEs for Total GSF)	APPA Level 2 (Comprehensive Stewardship):315 FTEs for 16,516,590 Total GSF*	254	177	315			
Maintenance Load (GSF per FTE)	APPA Level 2 (Comprehensive Stewardship): 67,456 GSF per FTE	127,051	127,051	81,765			
Percent of Maint. Staff	N/A	51%	73%	64%			
delivering bldg. services**		(130 of 254)	(130 of 177)	(202 of 315)			
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 2024, City Schools increased its FM&O budget by approximately \$4.4 million to \$43.4 million. The IAC acknowledges and strongly supports this added level of investment by City Schools in its school facilities.

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

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

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 again that City Schools take the following actions:

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

In addition, the IAC recommends that City Schools take the following actions:

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

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

LIST OF EXHIBITS

EXHIBIT 1: SUMMARY TABLE	61
EXHIBIT 2: SCHEDULES	62
EXHIBIT 3: STATEMENT OF REVENUES AND EXPENSES	64
EXHIBIT 4: CHANGE ORDERS WITH CONTRACT AMOUNT	67
EXHIBIT 5: MAP OF PLAN YEAR 1 THROUGH PLAN YEAR 3	70
EXHIBIT 6: LIST OF SURPLUS SCHOOL FACILITIES	71
EXHIBIT 7A: PROCUREMENT	72
EXHIBIT 7B: MBE OUTREACH INCLUSION PLAN AND COMMITMENTS	75
EXHIBIT 7C: LOCAL HIRING COMMITMENTS FOR NEW HIRES (YEAR 1 SCHOOLS)	79
EXHIBIT 7C: LOCAL HIRING COMMITMENTS FOR NEW HIRES (YEAR 2 SCHOOLS)	80
EXHIBIT 8: SWING SPACE SCHOOLS	81
EXHIBIT 9: BUILDING ENGAGEMENT PROCESS	82
EXHIBIT 10: FEASIBILITY STUDY PROCESS MAP	83

EXHIBIT 1: SUMMARY TABLE

Building Name	Enrollment Projection*	SRC	Square Feet	SQFT/ SRC Student	E	EAP Estimates	Co	onstruction Cost Estimate	Ca	onstruction Bids**	Con	struction Savings		\$/SF struction
Arlington#234	469	472	102,300	217	\$	41,260,642	\$	36,885,343	\$	36,022,200	\$	(863,143)	\$	35:
Arundel #164	419	706	113,647	161	\$	44,253,516	\$	37,800,000	\$	36,859,523	\$	(940,477)	\$	32
Cherry Hill #159	676	853	129,509	152	\$	48,281,839	\$	42,000,000	\$	42,085,788	\$	85,788	\$	32
Forest Park #406	754	993	199,785	201	\$	70,122,898	\$	60,400,000	\$	56,193,983	\$	(4,206,017)	\$	28
Fort Worthington #085	736	622	103,351	166	\$	42,187,379	\$	34,300,000	\$	33,080,646	\$	(1,219,354)	\$	32
Frederick#260	349	491	84,961	173	\$	30,855,997	\$	25,100,000	\$	25,135,322	\$	35,322	\$	29
Dorothy I. Height #061 (John Eager Howard)	339	479	91,346	191	\$	33,539,978	\$	28,600,000	\$	28,359,808	\$	(240,192)	\$	31
Wildwood #088 (Lyndhurst)	734	704	110,355	157	\$	39,938,364	\$	35,300,000	\$	35,204,180	\$	(95,820)	\$	31
Patterson Bldg. #307/#405	1,434	1,475	242,019	164	\$	111,505,288	\$	92,518,782	\$	88,473,818	\$	(4,044,964)	\$	36
Pimlico #223	737	688	119,015	173	\$	45,279,387	\$	38,700,000	\$	37,836,910	\$	(863,090)	\$	33
Robert Poole Bldg. #333/#427	926	985	135,896	138	\$	55,056,540	\$	45,200,000	\$	38,507,745	\$	(6,692,255)	\$	28
Plan Year 1 Schools	7,573	8,468	1,432,184	169	\$	562,281,828	\$	476,804,125	\$	457,759,923	\$	(19,044,202)	\$	32
John Ruhrah #228	930	888	143,613	162	\$	45,103,798	\$	41,681,687	\$	41,459,429	\$	(222,258)		28
Calvin M. Rodwell #256	843	725	111,694	154	\$	39,832,554		35,586,762		35,577,365	\$	(9,397)		30
Bay-Brook #124	712	709	115,945	164	\$	45,765,213			\$	37,692,328	\$	(350,380)	\$	32
Walter P. Canter Bldg #134#313	801 391	807 324	149,953	186 252	Ś	59,502,105	-	55,800,000 24,160,000	Ś	54,923,438 25,533,719	\$	(876,562) 1,373,719	\$	30
Mary E. Rodman #204 Fairment Harford #341	708	831	81,496 165,314	199	\$	27,017,126	_		\$	47,796,622	\$		Y	2
Govans #213	390	370	88,380	239	\$	52,235,466 37,291,776	Ś	49,214,677 35,200,000	Ś	34,676,222	\$	(1,418,055) (523,778)	\$	39
Medield Heights #249	440	367	79,690	217	\$	34,916,396		32,310,000		32,320,710	S	10,710	\$	40
Commodore John Rodgers #27	920	1.029	117.800	114	Ś	66.230.917	-	-	,	-	<u> </u>	10,710		N/A
Highlandlown #237	608	914	45,704	N/A	Š	20,928,384	S	24,163,539	S	22,354,170	s	(1,809,369)		N/A
Harford Heights Bldg. #37/#314	465	571	144,290	253	\$	49,923,768	Ś	46,200,000	Ś	44,636,933	Ś	(1,563,067)	Ś	30
Katherine Johnson Global Academy #75 (Calverton)	674	653	122,525	188	\$	52,642,955	\$	49,000,000	\$	49,724,681	\$	724,681	\$	40
Billie Holiday #144 (Mosher)	259	366	75,611	207	\$	25,897,675	\$	26,000,000	\$	26,139,160	\$	139,160	\$	34
Montebello #44	424	525	93,876	179	\$	34,349,212		32,194,211	\$	32,092,251	\$	(101,960)	\$	34
Cross Country #247	628	692	94,279	136	\$	42,239,840	\$	46,044,803	\$	50,383,287	\$	4,338,484	\$	5
Northwood #242	514	675	100,213	148	\$	58,782,750	_	47,000,000	_	45,694,622	\$	(1,305,378)		4:
Robert W. Coleman #142	230	311	50,973	164	\$	18,149,962	\$	19,650,000	\$	19,610,734	\$	(39,266)	\$	38
Plan Year 2 Schools	9,937	10,757	1,781,356	166	\$	710,809,897	5	602,248,387	\$	600,615,671	5	(1,632,716)	\$	3
Frederick Douglass Building #345/#450	947	1,214	254,416	210	\$	120,055,488		-		-		-		-
Plan Year 3 School	947	1,214	254,416	210	\$	120,055,488		-		-		-		N/A
							Ļ						_	
Total - All Schools to Date	18,457	20,439	3,467,956	170	5	1,393,147,213	5	1,079,052,512	5	1,058,375,594	\$	(20,676,918)	5	3

UTILIZATION

yr 1 util

yr 2 util

yr 3 util

vg combined 89.43% 92.38% 78.01% 90.30%

KEY (RED entries denote changes from the 2022 report)
Projections shown 3 years after actual or projected opening date based on July
2023 or earlier year CHAPS as applicable.

²⁰²³ or earlier year CEHM*s as applicable.

** n' 2 projects include AV/IT costs as part of construction hids

(1) Under construction

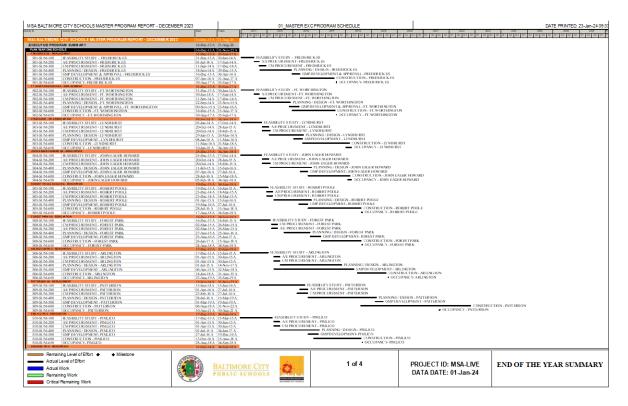
(2) In desayn

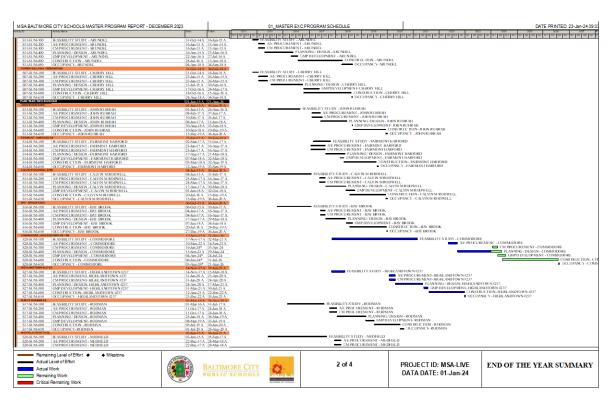
(3) in procurement

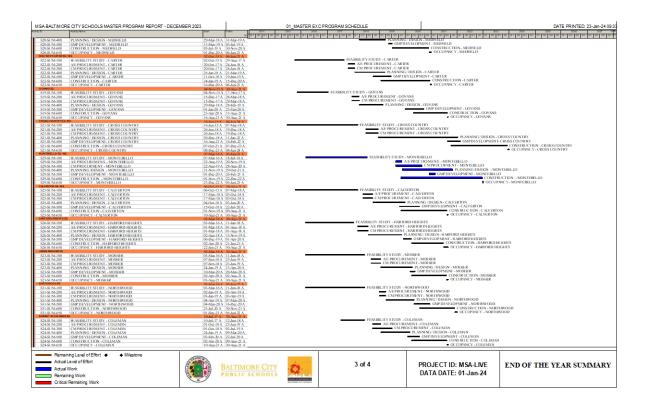
(4) covid escolation and supply chain impacts

(5) added limit ed renovation scope for easting building

EXHIBIT 2: SCHEDULES







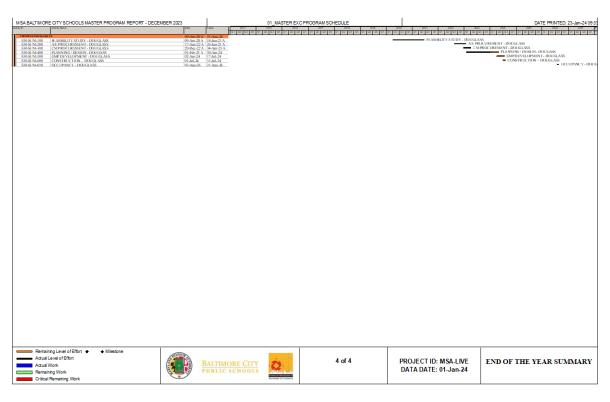


EXHIBIT 3: STATEMENT OF REVENUES AND EXPENSES

Maryla of Stafford Authority Baltimo re City Public Schools Statement of Revenues and Expenses 12 Periods Embed 06/30/2023 Manualit cell

	QUA KTEK	NUDGET QUARTER	CURRENT YIB	NUDGET YID	ANNIAL BURKET
REVENUES:					
Total Revenues	\$29,710,959	\$23,508,333	\$75,801,587	\$60,700,000	\$60,700,000
EXPENSES:					
Subtotal-Salaries, Wages & Fringe Benefits (Object .01)	\$1,032,408	\$644,814	\$4,136,306	\$2,794,193	\$2,794,193
Subtotal-Technical and Special Fees (Object .02)	so	so	\$0	\$0	\$0
Subtotal-Communications (Object .03)	\$5,204	\$1,652	\$21,750	\$6,609	\$6,609
Subtotal-Travel (Object .04)	\$2,862	\$2,847	\$6,862	\$7,677	\$7,677
Subtotal-Contractual Services (Object .08)	\$19,079,959	\$26,126,313	\$65,811,962	\$104,748,892	\$104,748,892
Subtotal-Supplies and Materials (Object .09)	\$1,469	\$10,326	\$5,126	\$41,305	\$41,305
Subtotal-Grants and Subsidies (Object .12)	\$4,005,749	\$1,253,220	\$5,125,514	\$3,753,220	\$3,753,220
Subtotal-Fixed Charges (Object .13)	\$25,984,508	\$45,139,594	\$52,537,830	\$71,666,980	\$71,666,980
Subtotal-Land and Structures (Object .14)	SO	\$0	\$0	\$0	\$0
Total Expenses	\$50,112,158	\$73,178,766	\$127,645,350	\$183,018,876	\$183,018,876

Maryla of Stadium Authority Baltimore City Poldic Schools Program Sevennes and Expend itures not Paid for July Bond Proceeds 12 Periods Ended 06/38/2023

	Fiscal Year 2014-2020	Fiscal Year 2021	Fiscal Year 2022	Fiscal Year 2023	Tetals
Beginning Cash Balance	so	\$53,562,686	\$50,189,051	\$39,740,817	so
Revenues					
BaltimoreCity	\$154,550,890	\$25,248,050	\$25,636,952	\$25,423,678	\$230,859,570
Investment Income/Misc (includes bond interest income)	\$28,718,939	\$2,781,619	\$788,069	\$19,446,153	\$51,734,780
Lottery	\$100,000,000	\$20,000,000	\$20,000,000	\$20,000,000	\$160,000,000
Baltimore City Public Schools	\$80,000,000	\$20,000,000	\$20,000,000	\$10,000,000	\$130,000,000
Miscellaneous	\$389,620	\$209,968	\$877,858	\$931,756	\$2,409,202
Total Revenues	\$363,659,449	\$68,239,637	\$67,302,879	\$75,801,587	\$575,003,552
Less (Held for Baltimore City Reserve)	-\$17,500,000	-\$2,500,000	ŞO	\$0	-\$20,000,000
Available Funds	\$346,159,449	\$65,739,637	\$67,302,879	\$75,801,587	\$555,003,552
Expenditures					
Debt Service (net of excrow account)	\$156,868,316	-\$59,957,070	-\$59,456,077	-\$48,111,268	\$324,392,731
Operating Expenses	-\$135,728,447	-\$9,156,202	-\$18,295,036	-\$20,056,458	-\$183,236,143
Total Expenditures	-\$292,596,763	-\$69,113,272	-\$77,751,113	-\$68,167,726	-\$507,628,874
Ending Cash Balance	\$53,562,686	\$50,189,051	\$39,740,817	\$47,374,678	\$47,374,678

Maryland Stafford Authority Baltimo re City Public Schools Breakdown on Revenues

Baltimore City Beverage Tax	\$10,000,000
FY 2022 True-up Beverage Tax	\$2,172,800
Baltimore City Retirees Health Insurance	\$10,000,000
Transfer from Facilities Fund BRFA	SO.
Baltimore City VII. Facility Rental Fee	\$1,400,000
Baltimore City Table Game Revenues	\$1,850,878
Baltimore City Public Schools	\$10,000,000
Maryland State Lottery	\$20,000,000
Investment Income State Tressurer	\$1,139,002
Investment Income Bond Proceeds	\$18,307,151
Energy Rebates	\$931,756
	CTT ODE FOR

Maryla of Stallium Authority Baltimo re Gry Public Schools Series 2016 Summary 12 Periods Emled 06/30/2023

Series 2016 proceeds for construction		\$385,158,803.24
Arlington Elementary/Middle School	\$21,089,577.67	
Arundel Bementary/Middle	\$39,518,514.83	
Cherry Hill Bernentary/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 Bementary/Middle	\$39,210,210.42	
Patterson High School	\$2,366,751.72	
Pirnlico Bementary/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 06/30/2023

Series 2018 A proceeds for construction		\$495,693,704.72
Arlington Elementary/MiddleSchool	\$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/MiddleSchool	\$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/MiddleSchool	\$519,364.55	
Robert Coleman Elementary School	\$5,554,118.48	
Robert E. Poole	\$9,034,234.89	
Walter P. Carter Elementary/MiddleSchool	\$53,575,085.15	
Total Expenditures		-\$516,110,287.19
	-	-\$20,416,582.47
Plus investment income		\$20,416,582.47
Remaining proceeds		\$0.00
	=	

Maryland Stadium Authority Baltimore City Public Schools Series 2020A Summary 12 Periods Ended 06/30/2023

Series 2020 A proceeds for construction		\$291,930,845.45
Arlington Elementary/MiddleSchool	\$181,725.13	
Arundel Elementary School	\$21,240.02	
Bay Brook Elementary/MiddleSchool	\$170,442.90	
Calverton Elementary/Middle School	\$12,432,555.95	
Calvin Rodwell Elementary/MiddleSchool	\$213,627.91	
Cherry Hill Elementary/MiddleSchool	\$0.00	
Commodore Lohn Rodgers Elementary/Middle School	\$546,428.24	
Cross Country Elementary/Middle School	\$37,749,384.44	
Fairmount-Harford Building	\$146,470.54	
Forest Park High School	\$19,355.00	
Fort Worthington Elementary School	\$14,832.93	
Frederick Douglass Building	\$281,972.42	
Frederick Elementary School	\$48,102.00	
Govans Elementary School	\$10,411,203.70	
Harford Heights/Sharp Leadenhall Elementary School	\$11,664,348.90	
Highlandtown Elementary/Middle School	\$22,083,432.34	
James Mosher Elementary School	\$4,490,873.05	
John E. Howard Elementary/Middle School	\$0.00	
John Ruhrah Elementary/Middle School	\$2,606,387.27	
Mary E. Rodman Elementary School	\$4,377,845.53	
Medfield Heights Elementary School	\$160,675.30	
Montebello Elementary/Middle School	\$31,416,357.10	
Northwood Elementary School	\$0.00	
Patterson-Claremont School	\$23,527,925.08	
Robert W. Coleman Elementary School	\$5,365,991.95	
Robert Poole Elementary School	\$26,372.00	
Walter P. Carter/Lois T. Murray Elementary/MiddleSchool	\$3,614,785.29	
Total Expenditures		-\$171,572,334.99
	_	\$120,358,510.46
Plus investment income		\$5,483,193.03
Remaining proceeds	-	\$125,841,703.49

Maryland Stadium Authority Baltimore CityPublic Schools Series2020B Summary 12 Periods Ended 06/30/2023

Series 2020B proceeds for construction

\$50,001,591.07

Northwood

\$42,497,630.55 \$7,503,960.52 \$367,655.27 \$7,871,615.79

Plus investment income Remaining proceeds

Baltimore CityPublic Schools Series 2016, Series 2018A, Series 2020A & Series 2020B Summary 12 Periods Ended 06/30/2023

	2016	2018A	2020A	2020B	Total
Arlington Elementary/Middle School	\$21,089,577.67	\$16,870,905.28	\$181,725.13	\$0.00	\$38,142,208.08
Arundel Elementary/Middle	\$39,518,514.83	\$178,215.24	\$21,240.02	\$0.00	\$39,717,970.09
Bay Brook Elementary/Middle School	\$0.00	\$40,053,867.67	\$170,442.90	\$0.00	\$40,224,310.57
Calverton Elementary/Middle School	\$0.00	\$30,360,210.98	\$12,432,555.95	\$0.00	\$42,792,766.93
Calvin Rodwell Elementary/Middle School	\$0.00	\$37,818,856.76	\$213,627.91	\$0.00	\$38,032,484.67
Cherry Hill Elementary/Middle	\$44,954,604.53	\$1,906,767.43	\$0.00	\$0.00	\$46,861,371.96
Cross Country Elementary/Middle School	\$0.00	\$907,053.01	\$546,428.24	\$0.00	\$1,453,481.25
Fairmount Harford Building	\$0.00	\$50,874,701.88	\$37,749,384.44	\$0.00	\$88,624,086.32
Forest Park High School	\$61,765,815.65	\$819,818.44	\$146,470.54	\$0.00	\$62,732,104.63
Fort Worthington Elementary School	\$34,893,762.58	\$7,000.00	\$19,355.00	\$0.00	\$34,920,117.58
Frederick Douglass Building	\$0.00	\$0.00	\$14,832.93	\$0.00	\$14,832.93
Frederick Elementary School	\$26,843,260.02	\$6,481.00	\$281,972.42	\$0.00	\$27,131,713.44
Govans Elementary School	\$0.00	\$19,020,609.38	\$48,102.00	\$0.00	\$19,068,711.38
Harford Heights / Sharp Leadenhall Elementary School	\$0.00	\$38,071,028.77	\$10,411,203.70	\$0.00	\$48,482,232.47
Highlandtown Elementary\Middle School	\$0.00	\$3,124,358.25	\$11,664,348.90	\$0.00	\$14,788,707.15
James Mosher Elementary School	\$0.00	\$23,768,970.84	\$22,083,432.34	\$0.00	\$45,852,403.18
John E. Howard Elementary School	\$32,240,342.33	\$1,614,753.44	\$4,490,873.05	\$0.00	\$38,345,968.82
John Ruhrah Elementary/Middle School	\$0.00	\$45,528,032.78	\$0.00	\$0.00	\$45,528,032.78
Lyndhurst Elementary/Middle	\$39,210,210.42	\$1,824,271.32	\$2,606,387.27	\$0.00	\$43,640,869.01
Mary E. Rodman Elementary School	\$0.00	\$25,113,670.98	\$4,377,845.53	\$0.00	\$29,491,516.51
Medfield Heights Elementary School	\$0.00	\$31,347,608.31	\$160,675.30	\$0.00	\$31,508,283.61
Montebello Elementary/Middle School	\$0.00	\$8,782,372.16	\$31,416,357.10	\$0.00	\$40,198,729.26
Northwood Elementary School	\$0.00	\$8,668,503.54	\$0.00	\$42,497,630.55	\$51,166,134.09
Patterson High School	\$2,366,751.72	\$60,759,426.66	\$23,527,925.08	\$0.00	\$86,654,103.46
Pimlico Elementary/Middle School	\$41,188,195.10	\$519,364.55	\$5,365,991.95	\$0.00	\$47,073,551.60
Robert Coleman Elementary School	\$0.00	\$5,554,118.48	\$26,372.00	\$0.00	\$5,580,490.48
Robert E. Poole	\$44,412,778.50	\$9,034,234.89	\$3,614,785.29	\$0.00	\$57,061,798.68
Walter P. Carter Elementary/Middle School	\$0.00	\$53,575,085.15	\$0.00	\$0.00	\$53,575,085.15
	\$388,483,813.35	\$516,110,287.19	\$171,572,334.99	\$42,497,630.55	\$1,118,664,066.08

EXHIBIT 4: CHANGE ORDERS WITH CONTRACT AMOUNT

n Cosh	Company Name	Contract Title		Number of Change Orders	Total Amount of Changes Contract In	
	Afficial Interviente Servicine, Inc. RETTA Frankresstell Senricialise Inc.	Alliast Innurance Brokerage and Administration Services_OCP	\$42/04/3000	4	DAN, NA.	\$25,250
	BATTA Environmental Association, Inc. BATTA Environmental Association Inc.	Colonne Weler Tealing Halle Serimentald Northwood Weler Tealing Halle Serimentald	26,255.01 26,255.01	2	\$391.91 (\$234.90)	34 34
	BATTA Sericonnellal Associatas, luc.	Pintico Water Tealing Balls Environmental	\$0,751.53	- :	(30025) (50075)	30
	BATTA Ferrimentalisi Associates les.	Policial White Testing BelleCommentable	\$4,046.7B	2	\$1,025.08 (\$400.50)	30
	Broughton Confraction	BPS KI alaskilation Broughton Continution Armsthi PK-2	291,30002	1	(PERMIN)	
	Cily Schools Parlesra	City School Perfesse Program Management Contract	SA,RV,RMID	- 4	\$20,046,776.40	\$26,800
	District Moving Conymitte, Inc.	ACCE Febru Pools Building District Moving Company Move	\$45/96000	1	(EZ,3E21E3)	23
	District Moving Companies, Inc.	Artiaglos/Harmathry School District Moving Companies, Inc., Move to	20,000	2	\$26,005.76	100
	District Moving Composine, Inc.	Artiagica Clairick Moving Company, Move Out	\$40,7000	3	\$27,90 Hz	100
	District Moving/Composite, Inc.	Hay Herok District Moving Interactive Heard Move	\$3,63000	1	\$4.400.00	p
	District Moving Companies, Inc.	Calvaring Alexandry Heart Box District Moving Move	\$17,394ED	1	(puns na	\$10
	District Moving Composite, Inc.	Calvarina District Moving Chranpay Micro la	\$46,75500	1	(Surturas)	123
	District Moving Composite, Inc. District Moving Composite, Inc.	Crean Country District Moving Services (Mrs o(NW)) Crean Country District Moving Services (Mrs o In	Bari sazas Bari sazan	- 1	(EL, MILE)	213 240
	Dishrict Moving Composins, Inc.	Forat Park Dishict Moving Company Move	\$64,2000	2	MARIE	50
	District Moving Companies, Inc.	Fort Workington District Moves	27,4000	- ;	(27,340,00)	
	District Movies Concesses, Inc.	Fradhrick District Movers Move	\$26,411.00	1	gs,791.03	
	District Moving Companies, Inc.	Govern District Moving Companies, Inc.	\$94,95000	1	(942,63783)	2
	District Moving Companies, Inc.	Govern District Moving Courpesy Micro la	pm;rvub	1	(SE-CHROTE)	12
	District Moving Companies, les.	Highlandcom District Moving Sanarthearth	\$25,43,0000	1	\$40,101.00	31
	District Moving Companies, Inc.	John Pohrah Elementery Middle School Diablet Moving Companies, Inc., Move to	21/04/0	1	(Se/201749)	P
	District Moving/Composites, Inc.	John Robroth District Moving Company, Move Cut	\$400,00000	7	PRIM.X	20
	District Moving Composine, Inc. District Moving Composine, Inc.	Mary E. Rollman District Miving Company. Move in Mary E. Rollman District Miving Company. Move Cet	200,0000 200,0000		\$6.000 (\$2.000)	=
		Electrical Unionic District Moving Companies, Move Cint Electrical Heights District Moving Companies, Inc	\$84,75000	- 1	(5400)	21
	District Moving Composite, Inc. District Moving Composite, Inc.	Montain Program Courses serving Companies, and Montain District Moving Move Out	\$47,5800	- :	(Service)	22
	Downs, lac.	Artistica Diseas Fernina Properties	\$554,12710		(325,035.40)	504
	Drumma, lac.	Hay Recok Deveta Fernilara Procurantasi	promovens:	1	(\$80,091.09)	100
	Norma, lac.	Calvia Rodradi, Dource Familiare Procurement	\$26,465	1	(\$67,111.00)	500
	Downs, Isc.	Fortet Park - Dource les_Fertiliere	\$1,400,46060	1	(SM/MPH)	\$4.00
	Downe, lec.	Pt Worthington - Dowron Femiliana Procumental	2004/6700	1	(\$612,105.40)	\$86
	Deures, lac.	Govern Dource Funding Procuranted	\$540 mon.	1	(\$22,580-16)	\$24
	Disertin, Inc.	John E Hoverd Downs let Femiliere Protestents	\$107,007.66	1	(PRI,ESY.47)	\$27
	Deurcia, lac.	Ulary ERollman Dource Fundant Procurement	\$400,271-02	1	(hv-en-m)	20
	Deuron, lac. Deuron, lac.	Lindfield Downs Fernillet-Procurement Plantico Downs Fernillets-Procurement	\$295,000.01	2	(ba/ma/m) (ba/ma/m)	22
	Diserce, lac. Educational Systems Pleasing (RSP)	Plantico_Downer Fundame Procurement Calvin Forbrell ESP Secondary AMT Design AMT	\$000_/2025 \$41,0000	1	(Marine)	20
	Efficational Systems (Manage (MSP)	Column ISP Secondary ASH Design ASH Column ISP Secondary ASH Design ASH	\$61,4620	1	54-02/00 (Secure)	2
	Educational Systems Pleasing (RSP)	Contain ES ESP Secondry ASH Danign ANT	\$41,7000	- 1	94.00m	
	Educational Systems Pleasing (ESP)	Mary Robins ESP Secondary AST Design AST	\$40,50000 \$40,1000	i	(Samus)	
	Clobal Cosmiling lac.	Calvarica Water Tealing (Schol Counting)	Mason	3	SWATE	
	Clinhal Crannelling Inc.	Charry Hil Wrater Tenting Circles Connecting	\$6,814.00	1	\$284.70	
	Clobal Counting lac.	FeirencetHerford Water Testing (Gobal Cost elling)	\$1,205.20	4	9.7H.40	
	Clichal Counting Inc.	Highboolcove_Water Teeling_Global Counting	\$7,211.62	1	\$4,000.13	
	Clinial Counting lac.	Medicald Phigain Weller Tealing (Strhal Creamling)	MORNE	2	12,140.M	
	Hollberger like ing Services LLC	Armathi Heliberger, Mens	\$34,6850	1	(\$45,755,26)	
	Hollberger Maying Services U.C. Hollberger Maying Services U.C.	Bay Brook Hollbarger Maying Services Move	\$22/39400	1	(\$1,791.40)	2
	Hollberger Moving Services (LLC) Hollberger Moving Services (LC)	Bay Brook Carlin Bay Hollberger Moving Services Micro Bay Brook Hollberger Moving Services Move Clet	20/1/2000 20/1/2000	- 1	(battarus) Britszesi	
	Hollanger Moving Services LLC	Carlor G Wheshess Hellingartileving Services Move	\$16,7 EED		(PE2-1600)	
	Hollberger Moving Services U.C.	Chary Hill Hollbarray Movies Services Move	\$34,72200	2	5044.76	
	Hollberger Moving Services LLC	Commotive-John Rodgers Hollbarger Moving Services Move	\$10,707.63	4	20,40H	
	Hollberger Moving Services U.C.	FeirensetHerford HS. Holberger Moving Saw isse	\$46/448030	1	(betternis)	
	Hollberger Moving Services LLC	Highlandrana Hollbarger Ultring Services Libro la	paparas	2	ga, consus	2
	Hollberger Moving Services LLC	James Mather Hamestery School Hollberger Moving Services	\$2,4540	1	(\$20,250.E)	
	Hollbarger Moving Services U.C	James Maker, Hollberger Moving, Move In	\$40/MXHD	3	(\$42,644,26)	,
	Hollberger Moving Services LLC	John E Hosend Hollberger Slove	Sections	1	gar,essa.70)	
	Hollberger Moving Services LLC	Lyadhan L Hollbarger_Move	\$54,78586	1	(pm;xx;ms)	,
	Hollbarger like ing Sarvican LLC	Madfald Highle Hollburger Moving Services Move to Northwood Hollburger Moving Services Move	\$20,1646 BS.0770	- 1	(35/38/15)	
	Hollberger Moving Services LLC Hollberger Moving Services LLC	Robert Columns Hollberger Moving Services Move	\$25,004.00	•	(524'548'48) (545'387'25)	
	Hollarge Moving Services LLC	Robert Colemna Hollberger Moving Move to	30/3040	,	(beloum)	
	Hollbarger Moving Services LLC	Proceed Heights Hollberger Sibwies Silone	90,6500	- 1	GA NO DO	
	Hollberger Moving Services LLC	Waller P. Carler, Guilland, Hollberger Moving Move	\$20,4500	1	(\$42/D6248)	
	Inspections Experte, Inc. (IEI)	Bay Brook Waler Teeling Inspection Experts	20,000.00	2	\$1,1000	
	lespecimes Experie, Inc. (IH)	Forest Park Water Teeling Inspection Experts	\$40000	1	\$4,290H	
	lespeciose Esperie, lec. (IEI)	Govern Water Tealing Inspection Experts	\$40,40000	1	(\$545 HD)	
	Inspections Experts, Inc. (IEI)	Moster Water Testing Inspection Experts	\$6,29430	2	5,0916	
	haddalo for Hadding Tacharings and Salaly	BITS_Third Party Code Controllant	\$220(129173	1	\$16,763.00	
	halandak-PSI	Artington Water Tending Intertals (PSI	18/mem	3	\$7,E91.26	
	ladartak PSS ladartak PSS	Pallaraca Waler Taoling Jahrink PSI Rodinan Waler Taoling Jahrink PSI	14,000 14,000	4 2	\$4,400.00 \$6,011.04	
	halantak. PSS halantak. PSS	Roderan Water Tealing Interface PSS Interface Copolis Roof Investigation	Manual Manual	2	(Second)	
	Interface PSS Interface L. Streethaugh	Interfals: Copode Roof Investigation Januarille L. Streeburgh, Jet Approximal Year 1 and Year 2	\$/0000 \$/0000	- ;	\$12,0000 (\$6000)	
	Johnson, Mireri eta & Thompson, Inc. (JMT)	Haybrook JET Secondary AST Design AST	\$2,734.00	- 1	(Santa)	- :
	Johnson, Minri em & Thompson, Inc. (JMT)	Pellance, MIT Secondary AST Review and Dange, AST	PES,/2640	i	(bc/un-mi	
	Johnson, Miretime & Thompson, Inc. (JMT)	Calvarion_BAT_RAFIT Secondary Design_RAFI	payerm	1	(gennin)	
	Lones Perfeceships LLC	Lone Perleanship LLC	\$205,35600	2	\$1,522,406.72	12/
	MCAC, Inc.	Artington MESIC ASSIT Daniga Ravisso ASSIT	\$2,000	1	(PL/PSHI)	
	MGAC, Inc.	Artington MISAC Secondary/RMT Design /RMT	22,200	1	(ES,306.01)	
	MCAC, Inc.	Cross County MCMC_ANT Design Review Cross County MCMC_ANT Security Padesse	\$2,435,00	1	SAUDE	
	MESAC, No.	Cross Country MGAC JRATT Secondary Package Januar Musher PS, MCAC JRATT Design Project JRATT	90,2000 BANOD	3	(2,400	
	MGAC, Inc. MGAC, Inc.	James Mahrie ES_MGAC_ASST Design Review_ASST John Pohrsh MGAC_ASST Design Review_ASST	17,7000 17,7000	1	(2:00.40) (26.00)	
	MGAC, Mc.	Madiates MCAC AST Daing Review AST	92,500	1	(byros)	
	MCAC No.	Underly FUS MICH. Sprager Part Paris Sur	415,31000 A15,31000		firth regis	
	LIGAC, Inc.	MGAC_ECS.AST DesignSteathrib_AST	OLE (ALC	1	(2452.70)	
	MGAC, No.	MGAC_ECS.AST Steakuth Associ Uphilo	be/mmm	2	25,005.30 (Appr.10)	
	Place	Please ASIT Fort Worthington	\$2,497,19026	1	(3962/402/49)	\$4.
	Places	Please PART Fredhrick	\$4 DATASAS.	1	(State/Dec 100)	\$1.
	School Spacially, lac.	Armettel _ Stated Specially Fundants Procurement	\$2007,790291	1	(\$46,940.20)	
	School Specially, Inc.	Charry Hil. School Specially Fernillers Procurement	\$1,296,021.36	1	(\$E.377.00)	\$1.
	School Spacially, Inc.	Feirmout/Herland School Specially les Fernium Procumental	\$1,167,03686	3	(90%, 107.42)	\$U
	School Specially, Inc.	Fredbrick - School Specially Furnillum Procurement	Sec. Here	1	(\$66,116,869)	
	School Specially, lec. School Specially, lec.	John Pohnth, School Specially Femilians Procurement Lyadhan t School Specially Femilians Procurement	\$1,00,000	1	(MD4,255,84)	\$1.
	School Specially, Inc. School Specially, Inc.	Lyadhan L School Spacially Fundant Procurement Pallaratus School Spacially Fundant Procurement	\$1,000,00000 \$2,000,0000	1	(PUNV 25) SH(72602	\$1. \$2.
	School Spacially, Inc. School Spacially, Inc.	Politication Science Specially Fundame Productionals Robert Porte Science Specially Fundame Productionals	\$2,000,400-40	2	(9022,304.00)	2.
	School Spacially, Inc. School Spacially, Inc.	Potent Pode_School Specially Funding Procurament Waller P. Carter Lois T. Marrier School Specially Funding Petersonals	PR.HOJ.000.FG	2	(9022,304.94)	2
	School Spacially, Inc.	Walter P. Carter School Specially Fernilus Procurament	\$1,467,76030	1	\$55,000.77	90
	Soil and Lead Use Technology, Inc. (SelLUT)	Calvin Rodrall Waler Tealing SaLUT	\$1,008-00	2	\$467.00	
	Scil and Land Use Technology, Inc. (Salt UT)	Create Country HES Water Yearing	97,6256	2	\$5,900.00	
	Soil and Land Use Technology, Inc. (SaLUT)	Harford Heighle Water Tenling SALUT	12,000D	3	SARRE	
	Soil suff Leaf Use Technology, bc. (Set LVT)	Perhart Ports Wester Teasing Sal LUI	38,14131	2	268.60	
	Soil and Leaf Use Technology, Sc. (Sel LIT)	Weller PCorlor Weler Tesling Sell/IT	\$6,W131 \$14,76216	î	65'XX 08	
	Tito Contraction, Inc.	BRS_KI absolutione_TitoContractors_Freethrick ES	\$24,22200	1	(herma)	
	Tilo Cosimolos, Isc.	IRS Kintelelisine TileCodrectors FRWoftington EUS	\$25,238.00	- 1	(pr.ms.pr)	
	Tito Contracton, Inc.	Tito Contrations_GC Service for Water Intilliation Testing	\$6,02200	i	Brianni Brianni	
	Wallara Rainzalinea, lec.	Calvin Rodonii Wallara Ratecalica, Mova	\$40,72110	1	(2,07.10)	
	Wallare Reinzelines, Inc.	Calvin Rothell Wallers Relocations Move Cat	\$10,6000	2	22,800 M	
	Wellers Reinzelines, lec.	Herford Heighle Sharp Leedhahell Wellers Relocation Move to	DAY-CORD	1	(D/LOUED)	
					(SE, DOS. HO)	
	Wallers Relocations, Inc.	Herford Heighle Welfers Relocation	\$42,4530	1	Behavani	
	Wallara Palecalinas, lac. Wallara Palecalinas, lac.	Harford Heighle Wellers Relocation les Ellovein	PER 79410	1	(DE,744.ED)	
	Whitere Policolicus, luc. Whitere Policolicus, luc. Whitere Policolicus, luc.	Herford Heighle Wellers Hebrasine les Blovele Highlandone Wellers Polication Blove Club	\$45,7500 \$45,7500	1	(\$0.36) (\$0.744.150)	-
	Whilliam Policcalinae, lac. William Policcalinae, lac. William Policcalinae, lac. William Policcalinae, lac.	Henford Heighle Wellers Helcrafice inc. Microbia Highlandrane Wellers Relocation Move. Curl Pallarene Wellers Relocation Move in	26725700 26725700 26725700	1 1 2	(\$20.35) (\$20.35) (\$41.44.10)	
	Mfallare Robiccalines, lec. Mfallare Robiccalines, lec. Mfallare Robiccalines, lec.	Herford Heighle Wellers Hebrasine les Blovele Highlandone Wellers Polication Blove Club	\$45,7500 \$45,7500	1 1 2 1	(\$0.36) (\$0.744.150)	D 30 30 30 30 30 30 30 30 30 30 30 30 30

	Whitere Reincelinus, lec.	Weller P. Carler Wellers Relocation Move	\$25,645.40	1 (22,578-0)	tolsom
21st Century Program Costs	Whiten Palecalicus, Inc.	Williar P. Carlar William Ratecation Meso	\$49,459,879.97	2 (3H,4555.8D) 184 \$38,547,299.31	\$18,288,380.31
Arlagica PISG	Daniga Cellactiva	Dasign Cellective Inc. All: Dasign Services	\$1,791,091.00	16 \$400,300.73	Management (Management (Manage
	Disalis Construction les. Disalis Construction les.	Dadia CM - GMP 4-28-10 Dadia Contraction let: Pre-Contraction CM Services	200,000,000 200,000,000	3 (\$1,465,159.76) 1 (\$16,659.46)	SACHINE Extraction
Arlington PK-S	Mbort Counting Signature, Inc.	KhitCX	\$10,0636	2 (\$20,391.00)	\$77,940.00
Arington PK-S Armshi PK-2	CNAMO lac.	CMMO AESarvicas	\$35,201,053.45 \$4,828,880.00	22 (\$1,506,650.39) 8 (\$25,240.00	\$39,361,063.04 \$91,085,069.00
	MCN Haid/Scalinsty MCN Haid/Scalinsty	IDCN HuistStuttung Construction IDCN HuistStuttung Pro-ConstructionServices	\$26,000,625.00 \$26,256.00	3 PLDE, WILLIA 1 (PHLDESID)	27,84 E
	REF Engineering Inc.	RMF Contributing Services	\$10,000 m	1 (%,002.00)	\$40,000m
Arundel PK-2	Specialized Engineering	Specialized TEI Services	\$29,004,445.00	2 pm; max m 13 \$1,191,992.06	\$10,503,301.00
Rep Street Photosicryll School	CMB ContinuctionCompany, Inc. Crathree, Robritansh & Associates	CMI Pre-Creatratine Services CRI, DesignServices	\$2,024(1) 22,024(1)	2 (1944,e40.00) 2 50.00	120,539 EE
	ES HEANINE, ILC	HCS_Tealingend Inspection Services	\$08,450.00	2 (\$89,454.34)	\$91,259.63
	Shifly B. Paneciates international, PLLC Tillo Contractore, Inc.	Safly Commissioning Services Tito Sering Space Repair	\$10°20°10 \$10°40\10	1 (\$7,472.10) 1 (\$7,796.10)	\$165,500 to
Bay-Brook Elementary/Middle School	ATC Group Services LLC	ATC Group Shrvicas	\$2,607,410.50 DOM: FBH CD	8 (\$112,272.39)	\$2,797,336.48 \$00,140.78
0	JPS Architecte, Inc.	JPS-JAE Services	S/m/m/w	1 (35,1300,20)	\$2,017\$21.50
	White Counting Engineers, Inc. Whiting-Turner Controlling Company	Kibnt - CX Shreinn Whileg Turatr - Pro-Controllen	\$400,000 to	1 (\$16,000.00) 1 (\$10,000.40)	Startigues Serveres
Calverton 3-8 Calvin Rodonii Homester-Willielle Schrol	Challesaid Coalredore Falenciese, lac.	Cadassist Crahecton Fateryrises, Inc. Soring Space Contractor Services	\$2,432,114.64 DOM, 783.00	4 (\$80,094.93) 1 (\$20,000,000,000)	\$2,352,019.71 \$201,000,00
,,	Daniga Cellactive	DCI AE Sanicas	\$1,650,673.00	1 (\$200,-174.03)	DIVENDED AN
	Stranton Specialized Engineering	Steadon_CMPvacractorvicas Specializad_EM Servicas	\$16,680.00 \$26,680.00	1 (340,672.60)	\$44,00.76 \$77,987.60
Camn Rodwell Elementary/Middle School Clarry Hill 3-8	Manager State Control of the Control	Advanced Radifice Padroments Commissioning Services	\$2,000,842.63 \$100,046.26	4 (\$262,637.32)	\$1,718,005.31
,	Clatrict Mitwing Companies, Inc.	District Moving LMR Services	\$10,407.130	1 (20,007.50)	bataon
	BCS Mid-Meule, ILC Hase Contraction	ECSIENTATE: Here Construction - Construction Services	\$125,945.00 \$42,015,785.00	1 (\$95,000,00) 1 \$2,107,004,40	\$40,000,000 et \$40,000,000 et
	JPS Architecto, inc. Tilo Contractore, Inc.	JPS_AE Services Tilo String Space Services	\$4,000,000.00	14 \$250,250,72 1 \$250,250,72	2.4526.E
Cherry HIII 3-8			\$45,091,976.75	19 \$2,385,366.03	\$47,479,488.66
Cross Country Florostery/Liddle School	ATC Group Services LLC Colimons/rehillech, lee.	ATC Group Streicas ILC Colonora Achillacia, na ATI Compina	PORTONIO PORTONIO	1 \$45,240.76 2 \$4,040,604.04	SHCMING HCMCH-SE
	Tito Contractore, Inc.	TiloCostradore_Soving SpaceRepaire	\$141,291.26	1 \$15,405.00	\$100,000 M
	Tierater Continuation Company Tierater Continuation Company	Tuestr Continuition (SEP Services Tuestr Pro-Continuition Services	\$10,700,700 ID	1 \$250,386.00 2 \$150,004.00	\$53403.10 \$10'04'632'00
	Wright Commissioning	Wright Commissioning Services	200,000	1 \$0,000.00	SERVICE CO.
Cross Country Elementary/Middle School Feiercont Herford HS	ASS Floring Systems, Inc.	ASSFIcoringSystems, Inc. 600 Entiment-w-Bellimons, MD 2005	\$51,839,772.65 \$486,630.00	8 \$1,420,125.58 1 \$20,774.46	\$53,404,968.23 \$200,901.46
	Bright Engineering Mr. HTS Mid-Mode, U.C.	CX - Briejec Feginnalog - Contrinsinsing Services	107,730.00	1 (325,441.40)	Statistics and
	MCN BuildStathony	ECS-TAI Sevices BUILDING CONSTRUCTION SERVICE	PARAME PRE-POSE	2 \$2,504.00	\$24/00.72 \$24/00.02
Fairmount Harford HS	MCN BuildScallady	MCNScalling DR GMP	\$49,581,097,20	4 PLMS,DS7.33 10 \$1,624,656.95	\$31,396,576.77
Formal Park High School	Plane Construction	MESS_CAPControline Services	\$49,581,097.20 \$28,400,000.00	1 \$7,526,556.55	\$51,356,556.57 \$FR/NEW,148.EM
	Hasa Contraction Hills-Cores Engineering Associates	Hass Pre-Contraction Services Hitte-Corner Tentings Inspection Services	\$19,001.00 \$19,001.00	1 \$11,294.00 3 \$15,002.00	\$100,000.00 \$100,000.00
	SS Architecte	Service For MovichArchitech AF Services	2,63,74.0	D \$185,735,810	\$2,887,08 M
	Wilo Coalmations, Inc. Whittens Retocations, Inc.	Tito String Space Services Welfer's Petroelicus BERR Services	\$734, COLUM \$114,506.16	2 SYNEATHE 2	84#/m/m 24#/m/m
Forest Park High School Forest Park High School	Frontiers Roberton Inc.	Frenkling and Recharters	\$59,870,200.95	18 \$2,556,598.79 S (pag.200.10)	\$62,426,799.74
riman canany.	Calterna Realifing Contracts	Calhana Crashuclina Services	\$26,45,292.00	4 (DER, EV.H)	\$26,300,040.00
	Gibnas Building Company Reyards Building Schulicus	Gibass Pro-Creatration Services Reyardin Commissioning Services	\$46'262'00	7 \$78,000.00 1 (\$7,40.31)	Sections as
Frederick Elementary School	LRA Architecto	USA Architecto AAE Structura	\$158,000 \$25,941,058,40	D 334, 1993, 18 24 (\$97,082.81)	\$1,764/HX100 \$27,166,832,65
FR Withflington Florosolary School	Frenkling& Robertson, Inc.	FBR_Svi Parly Testing and Inspection	325,452.40	1 (96,123.00)	\$46,746.00
	Gibean Halding Company Gibean Halding Company	Gibno ControlicaCoulest Gibno Pro-Controlica Saviena	Activities in	1 (\$230,000.00) 4 \$99,000.00	\$20,011,776.36
	Grinner & Planteer Fityer I Medicage Scholinger	Grimm + Pedar Alexarvicas Reyardili Chararinainaing Sarvicas	\$10,017.00 \$4,017.00	5 \$40,040.74 1 (\$6,000.00)	States in Science in
Ft Worthington Elementary School			\$35,321,803.40	12 (\$488,475.80)	\$34,842,921.86
Gouss Hartsday Stace	Hitler Contractional Inneganite Winglit Commissioning	Kaller_Pro-Crashrucine Services Wright Connelesioning Services	Design	1 (\$6,000.0)	\$77,40.00 \$70,00.00
Governs Elementary School			\$152,150.00	2 (\$30,000.00)	\$157,130.00
Highlandicond CSV ES	CNM ContinuctionCompany, les CNM ContinutionCompany, les	CAMI Controlline CMPracos Services CAMI - CM Services	\$12,302.00 \$22,304.170.00	1 (\$75,016.30) 1 \$1,765,266.00	\$100,000.70 \$30,907,306.00
	JPS Architecto, lec.	JRS_AE Services	\$1,000,304 Hr \$1,154,703,55	2 949,940.00 4 \$1,922,196.76	\$1,409001Hi \$25,431070.31
Highlandtown #237 ES	Dualin Continucting lac.	Dudie Pre-Creshedice Services	PAO'UN UI	1 \$1,522,156.76 1 gets mg	\$25,4310/0.31 \$MIL FATER
	Hillin-Ceruse Engineering Associates Tilo Contraction, Inc.	Hite-Conten Till Services Tilo Contendore Series Space	Section to	1 (\$97,005.00) 1 (\$97,000.00)	Santan za Santan za
	Whithe Stuffo Architecte Highes Group Architecte (JA)	Widdha Shelio Architecto Hughes Group Architech Design Services	\$100,055.20	1 (\$26,753.63)	\$245,201.65
James Mosher Elementary School John Engar Howard Elementary School	Cho Hanni-Inthack & Associates (Cuino Event)	ChoRene Helback_AEE Services	\$1,367,642.28 \$1,048,448.00	4 (\$129,301.30) 15 (\$20,618.76	\$1,238,340.58 \$4,748,708.00
	Hillia-Corona Enginearing Associates J. Visitra/Scheller	Hilla-Carean TSI Sarvican J. Velto Scheller CBI Servican GBIP	\$10,404.00 \$26,70,800.00	2 22-00,000.00 25-00,000.00	\$121,600 M \$31,494,6626
	J Velneticheler	J. Velne Scheler_Pre-Construction Services	\$MACHINE.	2 \$27,401.94	\$173,144.72
	JAK ContractionCo, Inc. PBF Engineering Inc.	JAKConstruction_Suring Space-Contractor RUF Engineering, Cx Agent	Seaferner Seaferner	2 (\$1,18.60 1 (\$1,491.00)	PERFECT SERVICE
John Eager Howard Elementary School	The Kees Company Office Movers, Inc.	The Knas Company Olice Movers_MRR Services	\$30,421,140.50	1 (34,604,00) 32 \$3,426,804,47	200,000
John Rehreh/Harnestry/Liddle School	Hillia-Corona Engineering Associates	Hills-Caress_T22 Services	POLADO	1 (\$30,467.50)	\$10,000,000 FC
	Mhart Counting Engineers, Inc. MCN Huild/Scullanty	Short, Cx Saveicas IBCN Sculhaty_CBI Pro Con Shrvicas	promise promise	1 (35,744.40) 1 (35,147.20)	\$4645 EE
	LICN Hubble Chains, Inc.	ISCN Scalleng, Controlles Streices Modeler Carins, Portable Clearocon Lesse	POWERE PLANTERED	1 \$1,25,00.05 2 \$6,25.16	bitedam.n be/metern
	Tilo Cosinacione, Iac.	TiloCosinatore_SS Recvelines	2006/000.00	1 (\$24,950.29)	\$200,67.76
John Ruhrah Elementary/Middle School Lyatherst PKB	Hillin-Cerona Engineering Associates	Hills-Career Tealings Inspection Services	\$44,608,951.60 \$28,114.00	7 \$1,256,051.76 1 (\$4.28)	\$45,880,669.36 \$20 ,480 ,76
	OT. Maight & Son, Inc. Sile & Associates Interestinal PLIC	O.T. Neight#S Son, let: Edition Repoining & Waterproving Sully & Associates Relifing Commissioning Services	122,750E	1 90,000	PERSONAL PROPERTY OF THE PERSONAL PROPERTY OF
	SIVIAL	STVIncorporated Alexansican	\$1,62,800	7 918,4930	presidenta
	The Keen-Company/Ullice Movers, Inc. Tile Contractors, Inc.	The Keen Company Clice Mover, Moving and PhilocolicuServices Tile Contradors, Saving Space Penervalines for What Bellimors Building	\$10,754.00 \$10,754.00	1 \$500.00	POMES PARTITO
	Terretr Continuation Company Terretr Continuation Company	Tenno/EN (GIP Contraction Services Tennor Pro-Contraction Services	PERMINE	5 \$1,000,000.00 2 \$1,000.00	DAYANE DAYANE
	Terror Legislica, LLC	Tours Legisles LLC Direct Perchase Black & Rec Equipment	225,000 E	7 \$99,791.03	P.W/MIR
Lyndhuret PK-8	Wine, Jenney, Helmer Associates, Inc. (W.S.)	Wist, Januay, Halan Associates, Inc. White Lealings Investigation	\$7,600.00 \$39,534,480.00	1 (p-em.24) 27 \$1,392,062.88	\$2,300 AS \$40,976,254.00
May E Rodran PIGS	MC Group Services LLC Wheel Countiling Engineers, Inc.	ACT_II Services Mart CX Services	\$10,400 EE	1 (\$45,641.00) 1 (\$40,656.40)	SWINIE SWINE
	MCN Heit/Scothasty	MCNSouthesty_Construction GMP	\$26,626,740.00	2 2,66,36,46	\$28, 122,004,74
Mary E. Rodman PK-S	MCN BuiltStellarly	IACN Scullenty Precessive Services	\$25,761,690.00	1 (38,240.FX) 5 \$2,555,789.09	\$28,317,479.09
Medical Heights Harmatory States	AIC Group Services LLC	ATC Group Services Short - Commissioning Services	\$100,000 CE	1 (96,672.0)	\$75/HLD
	Hhart Counting Engineers, Inc. Tillo Confractions, Inc.	TioCovindore	\$100,775.00 \$100,775.00	1 (\$45,000.00)	Section to
	Terrater Construction Company Terrater Construction Company	Teatr Controlin - GBP Teatr Pre-Controlin	\$10,700,700.00 \$100,700.00	1 (\$2,36,673.76) 1 (\$30,601.25)	\$20,054,096.22 \$20,054,096.22
Medfield Heights Elementary School			\$32,845,428.00	5 (\$2,398,631.31)	\$30,446,796.69
Lindshallo Hamaday/Liddle School	CMI ContrationCompay, Inc. CMI ContrationCompay, Inc.	Can Contesting GMP- CM Services Pro-Con Con Controlling CM	20,000,004.00 \$20,000,004.00	2 \$1,50,4600 1 (\$7,410)	20125.04 2274-872000
	Crahless, Robritough & Associates	Craffine Pohrangh & Associates Design Services	\$1,391,638.63 \$85,770.00	1 \$6,750.00	\$1,07,286.0
	Spacialized Engineering Tile Contractors, Inc.	Specialized Figuresing - TEI TiloContradore, Sering Speca	per,esco	1 (\$15,145.00) 1 (\$25,046.0)	\$227,048.00
Montebello Elementary/Middle School	FESTIVATE IIC	HIS TH Savien	\$33,825,588.53	6 \$1,275,355.89	\$35,189714.42 DEDGE-TE
/ · · · · · · · · · · · · · · · · · · ·	Hayber Station Authority	Desia Construction Pre-ConStructor	P100,216.00	1 (500,000.00)	\$400246.00
Northwood Elementary School Pellarace HS	Streetin	Streets Pre-Creatration Services	\$274,393.00 \$106,091.05	2 (\$55,225.00) 1 \$18,800.62	\$219,168.00 \$789,868.60
	Stealer	Stades AFServices	12,700,000 m	Б разоданца	\$2,400XXX

atterson HS			\$2,924,953.83	6	\$1,017,185.67	\$3,942,139.
atico PK-8	Daniga Collactivo	Daniga Cellactiva lac AM: Daniga Sarvicas	\$1,620,0000	16	pat, reco	\$4m/14m
	Desile Constructing lec.	Dealin Coat loc GMP4	2,40,4240	Б	\$26,267,867-10	\$200004,0001
	Dualin Construction, Inc.	Duelle Continucionales, Pre-Continucion CM Services	\$10,36360	1	(promorp)	\$H1,403.
	Hillia-Carusa Engineering Associates	Hillia Coresa - Tasling& Inspection	\$100,5000	1	(Backeria)	\$100,900.
	The Kese Company Office Movers, I sc.	TheKnee CompanyOffice Movers_MER Services	\$108,42610	1	PURMED	\$115,289
	TiloCoulmations, lac.	TiloConstruction - Christon Storing Synca Contract	\$496,752.40	1	(\$28,006.20)	\$850,521
milco PK-8			\$5,414,274.00	24	\$36,261,966.82	\$42,879,937.
chart Prois Huilding	CAMI Construction Company, Inc.	CAM Contraction_CM Services GMP	\$28,639,74620	В	\$4,967,480,00	POME NO.
	CAMI Controlles Company, Inc.	CAMI Continuine Pre-Continuine Streices	\$105,26500	1	(3/1,6/4,00)	\$P\$\$\$ (100)
	Dishick Mirwing Composins, Inc.	Diablet Moving Conymina_MSR Services	\$28,477.00	1	b/mo.o	\$85,377
	JAK ConstructionCo., Inc.	JAK Crustruction Stoing Space Contractor	242/HDD	2	P07,530.11	\$25,000
	JPS:Architecto, Inc.	JRS AE Services	\$2,466,69000	20	\$457,625.40	\$566,073
	RMF Engineering, Inc.	RSSF Engineering Cx-Agent	\$25,156.520	1	Marinem	\$10,570.
	Specialized Fagineering	Specialized Engineering, TSI Services	\$127,54920	1	(SHCMCSID)	\$P#46,3055
obert Poole Building			\$41,736,971.00	34	\$4,327,571.70	\$46,065,142
ntart W. Crisense Herneslery School	Caubasial Crainschus Falorprissa, lac.	Caulousial String Space Contractor	\$200,750,00	-1	(\$10,2-00.DH)	\$256,048.0
	DEI Counting	DELCs Services	\$94,04021	1	(\$6.400.74)	\$75,740
	Hillia Carona Fregissaring Associates	Hillio-Carean Täl Sherican	946,79430	- 1	(321,028,29)	\$34,706
	MOH Build Scotlane	MCN Build Sculbarte Pra-Con Services	91(3,691,00	1	(24)490.00	SDLD'T
	MON HabitScallante	MCN Build Sculbore Construction Services GMP	PERFECTAND	1	(3570,577.40)	PR/32 18
	RPSMI stonina Architecta PC	RRIMI Latonina AleSarvicas	SPECIFIC	7	21428	SD17,484.
tobert W. Coleman Elementary School	100000000000000000000000000000000000000	TO COMPANY OF THE PARTY OF THE	\$1,395,870,83	12	(\$943.240.87)	\$20,073,246
Helior P Cortor - PIGR	Advanced Reibling Performance	ASP CX Services	20,490	- 1	(20,30,00	SPR-1483
I Cara - Hoo	FCSU64-Mode ILC	ES Tesion and herenicon	5707.5161.0	4	E2204749	200, HAL
	Pasta Bailes Architecta (a studio of FRIBE AE Group Inc.) / Nanonas Architecta (JV)	Paste Belley / Neurones Denigs San icas	24000		(DEASE A)	ESHLEH:
	TileContractors, Inc.	TiloContractors Series Scace	\$28,741ED	- 1	(NZ)02.00	2004,000
	Whites Terrar Contracting Company	White-Tuner Precessination Services	SHREAM		(25,78.39	\$222 MG
Atitar P. Carter - PK-8	wang-ram contant corton	William Processor Co.	\$3,276,11873		(\$224.647.43)	\$3,054,659,8
tor 2 Feesbilly Studies	Casana Daniga	Let'S PrintWestern High Schrein Cheura Daniga Fennihille Slede	246,650	3	ERADO	2005 7061
m 2 ranking Small	Colimore Architecta, Inc.	Lot 4 Januar Montar RS Colingra Architecture Fearbille Stude	SWIFFEED	1	(Manage	Series.
	Cratifree, Polarhaugh & Association	Lot 2 Govern ES. Centime Robringh Fennihilly Study	\$91,782000	1	(DADEH 198	\$20,770.
	Daniga Cellactiva	Let 1 Crean County ESAES Danigo Collective Inc. Feasibility Shelly	\$0,000	3	PROGRESS N	\$87,086
	Daniga Collective	Let'l Fredhrick Deughan HS, Daniga Collective, Feesibilly Study	204-esco	1	(ber-esrud	\$20,000
	Grinn & Parter	Lot 3 Herford Heighte Grimmit Perter_Feesibility Study	\$155,646730	1	(8/5/00)	207,5VB
	CWWO loc.	Lot 3 Commothre-John PodgereFSAIS	\$49,7E4ED	2	\$44.4E-D	\$127,044
	GNAMO lac.	Lot 3 HighlandCovedESF	\$69,39600	2	\$267.00	\$70,186
	JPS:Avchilecte, lec.	Let 2 Bay Breek JRS Architecta Foundably Study	93,000	2	(promm)	рала
	JRSJ/rebiteds, lec.	Let 2 Calvaries ESAIS JRS Architeda Fassibility Study	97,000	1	(\$7,600.00)	pen,ion
	JPS:Architecto, Inc.	Let 2 City Cellago JFS Architecto Fassibility Study	\$50,634.34	2	\$40,220.00	\$127,344
	Heria Thrones irrelitacia	Let'S Mediaballo Maria Thomas Achiliada Fassibility Sado	58 6063	2	(\$6,600.00)	98.80
	Parta Bailes Architela (a shido of PRIME AE Gross Inc.)	Let 2 Weller P Carler Pages Balloubhouses Architeda Fassibillo Sudo	203,34946	1	PR-EDID	\$21,440
	RRIAN I planine Architecte PC	Lot A Northwood ES, FRIGHT Architecto PC, Feesthille Study	SZORMANO		(340/22/19)	590364
	RREMI Lutanira Architecta, PC	Let 4 Rebort W Celanon RRSIIII Architecto Fonoibilly Shely	\$62,36290	1	(\$40,667.49)	\$50,000
	Street	Lot 3 Many E Postman ES Stenias Architecture Feesibility Study May 2016	\$291,782900	1	(\$40,402.29)	\$64,304.
ear 2 Feasibility Studies			\$1,100,18453	25	\$71,310.02	\$1,213,581.6
verall - Calculated			\$669,168,196,11	529	\$95.021.874.23	\$811,076,650.0

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

Project	Company Name	Contract Title	Total Amount of Changes
Arouthi PS-2	IJCH BuildSculiney	MCN BuildScullarty_Continution	\$1,404,34000
Charry Hill 3-8	Hass Construction	Hasa Cossimution - Cossimution Services	\$2,177,364.44
Forest Park High School	Hase Cossinution	HESS GMP Controlina Services	\$2,604,16588
John Fegar Howard/Florosslery School	J. Valora Scheller	J. Vision Scholar CM Services CMP	\$/DG/HBBB
Partico PIC-8	Dualia Construction, Inc.	Dualin Coast los_GMF41	\$2,00,0026
Lyatharat PIC-8	Terrater ConstitutationsCompany	Terest/LN (SAP Obstruction Services	\$5,04,7000
Rotart Prote Heilding	CAMI Construction Company, Inc.	CAMI Continuing CM Services GMP	\$2,443,81620
Overall - Calculated			\$15,232,04267

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

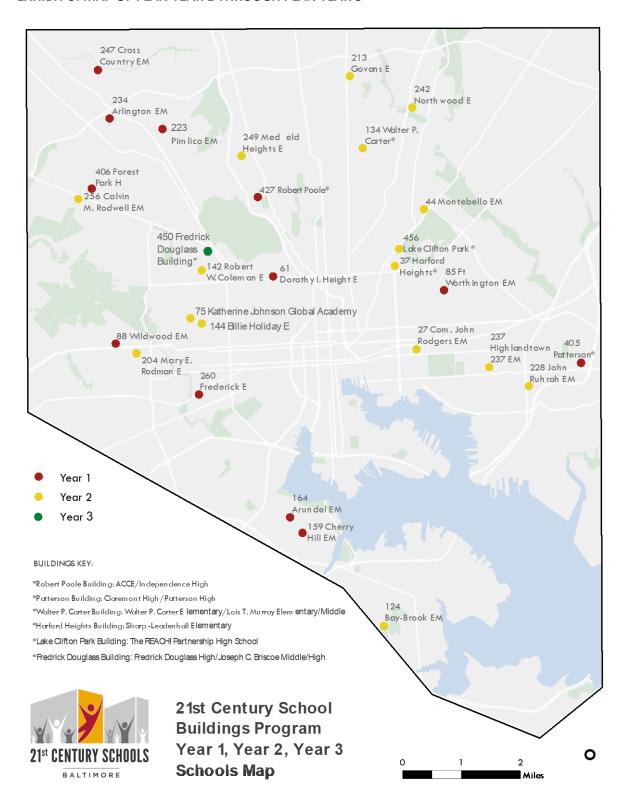


EXHIBIT 6: LIST OF SURPLUS SCHOOL FACILITIES

Bldg #	Building Name	Building Address	Surplus Year	Swing Space	Sq. Footage	SRC
457	Laurence G. Paquin MH	2200 Sinclair Lane, 21213	2013		57,850	425
115	Waverly Middle Bldg	701 E. 34th Street, 21218	2014		40,680	234
866	Corps Building	5000 Gwynn Oak Avenue, 21207	2014		10,206	
5	Langston Hughes E	5011 Arbutus Avenue, 21215	2015		40,920	305
25	Dr. Rayner Browne EM	1000 North Montford Avenue, 21205	2015		40,920	229
28	William Pinderhughes Bldg	1200 N. Fremont Avenue, 21217	2015		34,757	460
333	Independence Charter Modular	1250 W. 36th Street, 21211	2015		9,280	154
98	Samuel B. Morse E	424 S. Pulaski Street, 21223	2017		63,205	471
24	Westside Bldg	2235 N. Fulton Avenue, 21217	2018		73,740	541
89	Rognell Heights EM	4300 Sidehill Road, 21229	2018		78,988	359
163	Patapsco Bldg	844 Roundview Road, 21225	2018		73,620	433
40	Lake Clifton Bldg	2801 Saint Lo Drive, 21213	2019		485,622	2,540
82	Dr. Roland N. Patterson, Sr. Bldg	4701 Greenspring Ave, 21209	2019		347,800	2,540
107	Gilmor E	1311 N Gilmor St, 21217	2019		77,290	347
73	Sarah M. Roach E	3434 Old Frederick Road, 21229	2020		44,874	272
224	Grove Park EM	5545 Kennison Avenue, 21215	2020		58,589	331
254	Dr. Martin Luther King, Jr. EM	3750 Greenspring Ave, 21211	2020		100,100	419
37	William C. March Bldg	2050 N. Wolfe St., 21213	2021	Designated Swing Space	131,860	<i>75</i> 1
145	Alexander Hamilton E	800 Poplar Grove Street, 21216	2021		53,304	271
214	Guilford EM	4520 York Road, 21212	2021		65,851	346
313	Lois T. Murray Special Ed. E	1600 E. Arlington Avenue, 21239	2021		20,725	30
314	Sharp Leadenhall Special Ed. E	150 W West Street, 21230	2021		20,725	20
80	West Baltimore Middle Bldg	201 North Bend Road, 21229	2022	Designated Swing Space	244,681	1,460
255	Southeast Bldg	6820 Fait Avenue, 21224	2026	Temporary Swing Space	95,000	319
170	Thurgood Marshall Bldg	5001 Sinclair Lane, 21206	2027	Designated Swing Space	269,975	1,473
401	Northwestern High	6900 Park Heights Avenue, 21215	2028	Temporary Swing Space	307,200	1,535

EXHIBIT 7A: PROCUREMENT

Project Number & Contract Number	Project Name	Advertisement Date	Award Date	Vendor	O riginal Contract Amount	MBE Contract Goal	MBE Contract Commitment	MBE Contract Participation	MBE Total Participation (spend)	MBE Total Commitment (spen
EAR 1 SCHOOLS 1st CENTURY SCHOOL BUILDINGS PRO	GRAM									
CS-001	Program Manager Services		\$777014	Ony School Partners	\$ 6,257,R16.3D	79.00%	79.DOX	\$ 1,814,765.73	\$ 1,814,765.78	29.00
CS-002	LEED/Green Building Consulting Services	4/1/2014	1/13/2014	Loras Partners	\$ 905,358.00	10.00x	11.18%	\$ 101,219.02	\$ 101,219.12	11.11
3-(D4	Code Consultant - Year 1	3/34/2015	6A4/2045	Institute for Building Technology & Safety	S 924934.73	10.00M	1100%	S 101.742.12	S 101742.82	110
5-019	Risk Management Consulting Services	9/22/2015	6/8/2016	Bickmore Corporation	S 672994.00	0.00%	D.DOM.		s .	nn
	-			·						_
CS-US-7 PLINGTON	OCIP - Insurance Brokerage and Administration Services	1/31/2016	10/31/2016	Alliant Inturance Services, Inc.	\$ 11,933,398.00	ZUS (Retoriy)	Alls (fee only)	\$ BOLDOOLD	\$ managem	20.0
3-02s	A/E - Arlington	4/1/2015	R/17/2015 PO	Design Collective	\$ 1,711,984.00	29.D0%	79.71M			79.7
CS-02S	CM - Preconstruction - Arlington	4/1/2015	9/9/2015 PO	Duettin Construction	\$ 117,258.50	29.D0%	29.43%			294
075-4st CS-054	Arlington GMP Amendment Commissioning Agent - Arlington	8/29/2016	5/7/3038 11/9/3016	Dustin Construction Kibert, Inc.	\$ \$7,267,000.00 \$ \$9,815.95	30.00% 30.00%	31.00% 14.00%			31D
C-196	Commissioning Agent - Arlington Arlington TBJ	1/23/2016 3/6/2018	6/6/3036 11/9/3036	Froehling & Robertson, Inc.	\$ E9,615.95 \$ #11,740.90	10 00%	1000			100
RUNDEL	gan iai	NAME	dd ww	nuoneg a Autorium, sec.	, 113,0030	10,000	ши	3 113WIP	2 11,3,84.16	
TS-(20)	A/E- Anundel	1/73/2015	4/17/2015	GMANO, Inc. Sechimens	S 1,E7R,BID,ID	79,00%	29,00%	\$ 544,RS2.ID	\$ 544,R\$2.00	79.0
S-021	OH - Anndel	1/21/2015	4/17/2015	MCNBuild Southway Building LLC	\$ R5,274.00	29.00%				79.0
021-A1	Arundel GAIP Amendment		7/27/2006	MCN Build Southway Builders, LLC	\$ 36,659,523.00	30.00%	3618%			361
2-029	Commissioning Agent - Arundel	6/29/20LS	9/3/2015	RMF Engineering	\$ 110,942.00	20.00%	1RDOM			18.0
5-053	Anndel - T&I	S/26/2016	7/14/2016	Specialized Engineering	\$ 69,906.00	10.00%	10.00%			
	Bill of Materials - FFE - Arundel	6/10/2016	12/6/2017	School Specialty, Inc.	\$ 967,769.31	10.00%	15.00%	\$ 145,165.40	\$ 145,165.40	15.0
HERRY HILL S-OLB	A/E - Cherry Hill BM School	1/21/2015	8/21/2015P0	JKS Architects, Inc.	\$ 1,580,840,00	79,00%	30246	S SERVICE	\$ 1,580,840,00	100.0
Z-019	CM - Cherry Mill EM School	1/71/2015	R/21/2015PO	MESS Construction + Engineering	\$ 1,580,60.10 \$ 107,661.10	79.00%	79.79%	\$ 31,490.67		797
DIS-A1-A2	Cherry Hill EM School GMP Amendment Total	211/1123	5/24/2017	HESS Construction + Engineering	S 42.085.788.00	30,00%	33,596			33.5
2-010	Committioning Agent - Cherry Hill	8/11/2015	4/15/2016PO	Advanced Building Performance (ARP)	5 101,96.75	10,00%	inner			100.00
CS-050	Swing Space Reno Cherry Hill	\$/26/2016	6/24/2016	Tito Christattors, Inc. ***	\$ 757,361.00	D.DOM.	DOOM		\$ 757,361.00	100.0
S-048	Moving & Relocation Secs Cherry Hill	4/11/2016	6/8/2016	District fellowing Companies, Inc.	\$ 89,157.50	0.00%	0.00%		\$ -	D.D
TS-060	Cherry HILEM School- T.E.I	10/28/2016	7/14/2017	ECS Mid-Adamsic, LLC	\$ 125,R45.ID	MD.DOM.	Indox.	\$ 12,684.5D		100
	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	
OREST PARK	AÆ Forest Park HS	3/2/2015	B/7/2015PO	Satolin Eatr Blowitch (SEI) Architects	\$ 2,688,274.00	79.00%	7907%	5 753363.29	\$ 765363.29	790
TS-1071	AVE FOREST PARK HIS	1/71/7015	7/15/2015	MESS Construction + Engineering	\$ 2,688,274.00 \$ 217,991.00	79.00%	79175			791
028-A1	Forest Park HS GMP Amendment	Q DYMES	1/11/2017	HESS Construction + Engineering	\$ \$6,193,983.10	30.00%	33,796	\$ 28,987,946.86		33.7
TS-081	Commissioning Agent - Forest Park	8/31/2015	3/24/2016	Advanced Building Performance (ABP)***	5 E00788.65	10.00%	10.00%			100.00
CS-052	Swing Space Reno Forest Park	\$/26/2016	6/24/2016	Tito Contractors, Inc.""	\$ 724,120.00	D.DOM.	DOOM	\$.	\$ 724,120,00	#DOLD
CS-047	Missing & Relocation Secs Forest Park	4/13/2016	6/8/2016	Walters Relocations, Inc.	\$ 114,306.15	0.00%	0.00%	\$ -	\$ 114,306.15	100.0
CS-061	Forest Park HS-T & I	10/21/2016	7/14/2017	Hillio Carnes Engineering Associates, Inc.	\$ 86,526.ID	20.DOM	10.00%	\$ RASSEAD	\$ 8,652.80	100
	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	
REDERICK CS-ID4	A/E - Frederick Elementary	7/1/2014	9/17/2014	USA Architects Planners + Interior Designers (USA)	\$ 1,527,000,00	79.00%	3100%	\$ 473,370,00	\$ 473370.00	310
CS-008	OM Services - Preconstruction - Frederick	9/11/2014	1/5/2015	Gähare Building Charge ru	\$ 1,27,0000 \$ 118375.00	79,00%	29.00%			29.0
DD4-A1-A2	Frederick (SAP Amendment Total	3 11/2/184	4/6/2016	Galbare Building Company	\$ 75,85377.00	32.DOM	3127%	\$ RJMIQ677.17		318
DS-007	Commissioning Agent - Frederick	10/14/2014	12/10/2014	Reynolds Consulting Engineers	5 68383.00	10,00%	10,00%			100
CS-082	Frederick - T&I	17/24/2015	7/11/2016	Frackling & Robertson, Inc.	\$ 95,090.40	20.00%	12.00%	\$ 11,408.65	\$ 11408.65	12.D
	Frederick - Design, Furnish, and Install AV, Network, &									1
TS-062	Telecom	1/5/2017	3/21/2017	Plenus Installations, Inc. dbs Plenus Group (SBR)**	\$ 1,965,356.07	15.DOK	15.00%	\$ 794,608.53		100.0
CS-06S	Moving & Relocation Svcs Freebrick	3/3/2017	4/11/2017	District Missing Companies, Inc.	\$ 26,421.ID	D.DOM.	DDOM	\$ -	s -	0.0
T WORTHINGTON	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	15.0
S-03	A/E - Fort Worthington BestenDay	6/30/2014	9/17/2014	Grimm + Parker Arthitects (G+P)	\$ 1541357.00	79,00%	\$7166	\$ 1,017,779,54	\$ 1,017,778,54	571
2:006	CMServices - Pt. Worthington	9/11/2014	1/5/2015	Gallane Building Changery	5 170,831.00	79.00%	79.00%	\$ 35,040.50		790
D06-A1-A2	Fort Worthington GMP Total		3/26/2016	Gilbane Building Chaspany	S 33.080.646.00	32.00%	31.996	5 10.569.266.40		
rs-aus	Commissioning Agent - Pt. Worthington	ED/14/2014	17/10/70M	Reynold's Consulting Engineers	\$ 82,517.00	20.00%	10.00%	\$ 8,751.70		100
S-083	For Worthington - T & I Fr. Worth - Design, Furnish, and Install RV, Network, &	17/74/2015	7/11/2016	Frachling & Robertson, Inc.	\$ 96,452.40	10.00%	17.00%	\$ 11,524.29	\$ 11,574.29	17.0
CS-063	Telecom	1/5/2017	3/21/2017	Pleast Intrafacions, Inc. dha Pleast Group (SRR)"	\$ 2,897,130.26	15.DOM	15.00%	\$ 329,569.54	\$ 2,897,130.26	100.0
S-066	Mitwing & Relocation Secs Ft. Worthington	3/3/2017	4/11/2007	District Moving Companies, Inc.	S 37,400,00	0.00%	0.00%		S .	0.0
	Bill of Materials - FFE - Ft, Worthington	6/10/2016	3/8/2017	Douron, Inc.	5 986.857.92	10.00%		\$ 98,685,79	\$ 98,685,79	10.0

Project Number & Contract Number	Project Name	Advertisement Date	Award Date	Vendor	O riginal Contract Amount	MBE Contract Goal	MBE Contract	MBE Contract	MBE Total	MBE Total
1							Commitment	Participation	Participation (spend)	Commitment (spend
DOROTHY I HEIGHT (formerly JOHN E)	(OWARD)									
BCS-OLZ	A/E - John E. Howard Elementary	ID/2D/2DI4	1/10/2015	Cho Bern Hoback & Associates***	S 1.519446.00	79.00%	67.38%	S 947,830,41	\$ 1,519,446.ID	100,000
	CM - Preconstruction Services - John E. Howard									
BCS-DL1	Bewertary	ID/20/2014	7/18/2015	LVinton Schafer & Sons, Inc. (IVS)	\$ \$41,50L00	29,00%	29.00%			29.005
D21-A1	John E. Howard GMP Amendment		7/27/2016	LVinton Schafer & Sont, Inc. (IVS)	S TRANSPORTED	30.00%	33.69%	\$ 9,543,075.39	\$ 9,543,075.39	33.690
IT/SV Amendment			11/7/2017		\$ 1,543,509.00					
BCS-OL6	Commissioning Agent - John E. Howard	4/77/7015	R/HZ/2015	RMF Engineering	\$ IDS,D9ALID	ID.DOM	11.00%			1100
BCS-041	Swing Space Reno John E. Howard	3/21/2016	4/22/2016	JAK Construction	\$ 188,500.00	0.00%	0.00%	\$ -	s -	0.000
BCS-04S	Moving & Relocation Secs. (Pre-Chr.) - John E. Howard	4/18/2016	\$/\$/2016	The Kane Company/Officer Movers, Inc.	5 67.613.10	0.00%	0.00%	. .		D.D.CD
BCS-056	John Egger Howard - T.S.I	5/20/2016	7/M/2016	Hillio Carnes Engineering Associates, Inc.	5 101111.60	10.00%	10006		S R938.36	10.00
0.5100	Annicago noma o- i mi	ALCO WID	rymyziało	maranes presignations, in	> EQUALIED	10,000	1111/06	> 6,986.86	> 6,986.86	ALLIAGO
RCS-067	Nibring & Relocation Sets. (Post Con) - John E. Howard	4/3/2017	5/3/2007	Hoffberger Moving Companies***	S 45,804,56	0.00%	0.00%	ς .	S 45,804,56	100.00
BCS-EH-SBR	Building Renovation Services - John E. Howard	9/25/2029	11/11/2019	Tim Cherracture, Inc. **	\$ 17,176.00	0.00%	D.DOM.		\$ 17,176.00	100,000
	Bill of Materials - FFE - John E. Howard	6/10/2016	7/18/2017	Douron, Inc.	5 827,967,65	10.00%	10.00%	\$ 82,796,77	\$ 82,796,77	10.009
WILDWOOD (formerly LYNDHURST)	The family of th	4142010	.,,,	and the second	GE 7,507.00	10.00%	10,50%	02,750.77	02,730.57	10.00
BCS-ID9	A/E - Lyndhursz Elementary	10/20/2014	1/30/2015	STV, Inc.	\$ 1,487,RID.ID	79.D0M	33.00%	\$ 477,E34.ID	\$ 477,R24.ID	33.DCD
BCS-OLD	Oil - Lyndhurst Elementary	10/20/2014	2/82/2015	Turner Construction Company	\$ 100,015.00	79.00%	29.00%	\$ 31,334.35		29,000
DID-A1	Lynchur & GMP Amendment		S/16/2016	Turner Construction Company/LN	\$ 35,704,180.00	ND.DOM	30.00%	\$ 10,561,254.00	\$ 10,561,254.00	30.000
IT/AV Amendment					\$ 2,424,780.00					
BCS-DLS	Commissioning Agent - Lyndhurst Hementary	4/77/2015	R/12/2015	Serry & Associates Ind. —	\$ 99,615.00	10.00M	1R17%			200,000
BCS-042	Swing Space Reno Lyndhurst	3/10/2016	4/22/2016	Tito Contractors, Inc.""	\$ 92,222.00	0.00%	DOOM		\$ 97,277.00	IDODO:
BCS-044	Mitwing & Relocation Secs. (Pre Con) - Lynchurst	4/13/2016	S/S/2016	The Kane Company/Officer Novers, Inc.	\$ 50,274.00	0.00%	D.DOM.		\$.	0.000
BCS-054	Lyndhurst - T & I	\$/19/2016	7/14/2016	Hillio Carnes Engineering Associates, Inc.	\$ 96,114.00	MD.DOM	1DDOK.			1000
BCS-06R	Moving & Relocation Secs. (Post Con) - Lyndhurst	4/4/2017	5/3/2017	Hoffberger Moving Companies***	\$ 54,783.85	0.00%			\$ 54,783.85	100,000
RCS-077 RCS-199-588	When Leslage Investigation at Lyndhurst	N/A	R/9/2018	Wise, Janney, Humer Associates, Inc.	\$ 7,500.00 \$ 17,506.00	0.00% 200.0	DOOM		s -	DOOR
HCS-LYW-SHIK	Building Renovation Services - Lynchost Bill of Materials - FFE - Lynchorst	9/25/2019 6/10/2016	7/18/2017	Tim Christians, Inc. **			1500%		\$ 17576.ID	100,000
PATTERSON/CLARE MONT	Bill of Materials - FF E - Lyndhurst	6/10/2010	7/18/2017	School Specialty, Inc.	\$ 1,085,640.60	10.00%	15.00%	\$ 162,846.09	\$ 162,846.09	15.009
BCS-086	A/E - Patterson/Claremont	2/1R/2016	7/27/2016	Stander Arthitecture	5 2,794,892.ID	79.00%	52.00K	5 1,65596.Bt	5 1,65398.M	52.00b
BCS-087	NAC-LATTORNA COM COMPANY	7/73/7016	7/27/7036	Standa USA Building	\$ 175,061.83	79.00%	79.00%			79.00
087-A1	Patterson/Claremont GMP	N/A	6/19/2019	Skanda USA Building	5 BL473.RB.00	30 DOS	33,006			33.000
BCS-089	Commissioning Agent - Patterson/Claremont	1/1/2017	4/6/2017	Advanced Building Performance (ABP)***	5 179024.40	20.00%	10,00%			100,000
BCS-088	Patterson - T&I	3/19/2019	\$/7/2029	ECS Mid-Advance, LLC	S 489280.00	10.00%	10,00%			10.00
	Bill of Materials - FFE - Patterson	6/10/2016	3/2/2021	School Specialty, Inc.	5 2,003,486,48	10,00%	15,00%	\$ 300.522.97	\$ 300,522,97	15,009
PIMLICO										
BCS-CDR	A/E-Pimlico	4/1/2015	8/21/2015	Design Collective	\$ 1,120,000.00	29.00%	29.60K	\$ 584,720.00	\$ 588,720.00	29.60
HCS-027	CM-Resim	4/1/2015	9/9/2025	Duttin Contruction	\$ 117,253.50	29.DOM	29.43%			29.430
077-A1-A2	Pintico GMPTotal	M/A	3/10/2017	Dustrin Construction	\$ 37,636,910.34	30.00%	33.39%			3139
BCS-084	Commissioning Agent - Pindico	1/17/7016	3/34/2016	Brinjac Engineering, Inc.	\$ 100,164.75	20.00%	10.00%			10.00
BCS-051	Suing Space Reno Findico	\$/24/2016	6/34/2016	Tito Contractors, Inc. **	\$ 600,767.40	D.DCM	DOOM		\$ 688,767.40	100,000
BCS-046 BCS-059	Moving & Relocation Secs Platino	4/18/2016 10/7/2016	6/8/2016	The Kime Company/Officer Movers, Inc.	\$ 108,425.10 \$ 1803.70.60	0.00% 20.00%	0.00% 10.00%		S 18037.06	10.00
HZ-089	Paulico - Testing and Inspection Bill of Materials - FFE - Pimlico	6/10/2016	11/9/2016 12/6/2017	Hillio Carnes Engineering Associates, Inc. Douron, Inc.	5 MIQ.170.60 5 985.729.23	10.00%	10.00%	5 1RD97.06 5 98.572.92		10.009
ROBERT POOLE	bii of Materials - FFE - PIMIKS	Q/10/2016	12/0/2017	bourst, Inc.	3 985,/29.23	10.00%	10,00%	3 98,572.92	3 98,572.92	10,007
BCS-013	A/E Robert Poole Building	17/73/7014	1/19/2015	JKS Architects, Inc.	S 2.466.870.00	79.00%	7957%	\$ 728,270.02	S 2.466870.00	TOOOR
BCS-014	Chil - Robert Phole Building	12/23/2014	1/19/2015	CAM Construction Company	5 105,765.00	79,00%	30,00%			30.00
DM-A1	Robert Poole GMP Assendance #1	N/A	7/27/7036	CAMConstruction Company	S 38.507.745.00	30.00%	30.67%			3060
BCS-OL7	Commissioning Agent - Robert E. Phole	6/29/2015	9/3/2015	RMF Engineering	5 97,565,00	10,00%				17.00
BCS-DLD	Swing Space Reno Robert Poole	1/4/2016	4/22/2016	JAK Contraction	\$ BASIDID	0.00%	D.DOM.		\$	DDG
BCS-043	Mitwing & Relocation Sucs Robert Poole	4/4/2016	\$/\$/2016	District Albeing Companies, Inc.	\$ 78,477.00	D.DOM	0.00%		\$.	0.000
BCS-065	Robert Poole - T & I	\$/27/7016	7/14/7016	Specialized Engineering	\$ 927,548.00	20.00%	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.	5 1,096,011.64	10.00%	15.00%	\$ 164,401.75	\$ 164,401.75	15.00%
TOTAL (YEAR 1)					\$ 528,496,110.16		30.89%	\$ 163,240,178.46	\$ 173,327,321.44	32.809

Last States (13.202)

IC-SUE ELD-MIT	M Code Chronibates - Year 2 mational Technology & Teleconium and action Design Conditional Technology & Teleconium and action Design Making & Relocation Services Water Testing Services #55 - Maddeal Highlis Demonstry School #55 - Code Country #55 - John Bullytin #55 - Link Bullytin #56 - Code Country #56 - Code Country #56 - Code Country #56 - Code Country #57 - Code Country #57 - Code Country #57 - Code Country #58 - Code Code Code #58 - Code Code Code #58 - Code Code Code #58 - Code Co	7/80/7087 R/80/7087 A/80/7088 A/80/7088 S/1/2005 S/1/2005 S/1/2005 S/1/2005	11/1/2017 11/1/2017 11/1/2018 7/12/2018 7/15/2015	Internation for Budding Technology & Subley Sectional Systems Floring Jedows, Memorian & Trempore, [MI7] Sections, Memorian & Trempore, [MI7] Sections, Memorian & Trempore, [MI7] Section Benny Compact, Sci. (SMCP) Section Benny Compact, Sci. (SMCP) Section Benny Compact, Sci. (SMCP) Withhere Review (Section, Sci. (SMCP) Section Benny Compact, Sci. (SMCP) Professional Section Benny Sect. (SMCP) Professional Section Benny Sect. (SMCP)	s s s	1,523,500 ID 1,500,000 ID 1,400,000 ID	0.00% 0.00%	0.00% 0.00%	s -	s -	1000s
(K-09-BD) K-08-BB-10-79 K-08-BB-10-79 K-08-BB-10-84 K-08-BB-10	Chef Chandate - Year 2 Instituted Technology & Telecontenuis attein Design Chronidate Mening & Referentian Services Water Testing Services F5 - Medical Heights Elementary School F5 - Creas Country F5 - Services F5 - German	E/W/7187 \$/75/718E \$/75/718E \$/10/718E	3/7/2017 3/7/2018 7/12/2018	Fish cardional Sygmens Fish roing Johnson, Maleman A. Thompson (ART) Mark 6. A decision Consultance (MACC) Statistics Malemag Companies, less (DACC) (Sacrice Malemag Consultance (La (MACC) (Malemag Consultance) (La (MACC) (MACC) (Sacrid Consultance) (La (MACC) (MACC) (MACC) Maccal and Consultance (La (MACC)	s s s	1,500,00.00	D.DOS.	DOUBL	s -	s -	DOE
EC-02-10 AM EC-02	Connations Marin Testing Services Water Testing Services F5 - Med Red Heights Elementary School F6 - Cross Country F6 - Services F7 - Services	1/25/2018 1/25/2018 5/1/2015 5/1/2015	3/1/2018 1/12/2018	Fish cardional Sygmens Fish roing Johnson, Maleman A. Thompson (ART) Mark 6. A decision Consultance (MACC) Statistics Malemag Companies, less (DACC) (Sacrice Malemag Consultance (La (MACC) (Malemag Consultance) (La (MACC) (MACC) (Sacrid Consultance) (La (MACC) (MACC) (MACC) Maccal and Consultance (La (MACC)	s s	1,400,000.00	0.00%				
IS-CR 28 DAM IS	Connations Marin Testing Services Water Testing Services F5 - Med Red Heights Elementary School F6 - Cross Country F6 - Services F7 - Services	1/25/2018 1/25/2018 5/1/2015 5/1/2015	3/1/2018 1/12/2018	Johnson, Minutina Si Thompson (MIT) Make S. Anderson (From James (MISAC) Gaster Making Services, Lt. (1983) Mithlesger Noving Services, Lt. (1983) Matters Notice among to, (1987) Global Craniding for (802) Soil and Land Use Technology for (802) Inspection September (1983) Matter State	s s	1,400,000.00	0.00%				
EX.CO. 210 MANAGE EX.CO. 210 M	Mbring & Relocation Services Water Testing Services F5 - Matelloid Heights Elementary School F5 - Cost Schortin F5 - General F5 - General F5 - General F5 - By Brook	3/19/2118 5/1/2015 5/1/2015 5/1/2015	7/12/2015	Mark G. Anderson Cornilatoric (MASAC) Listoric Making Companie, Inc. (DMCT) Halfberger Ribburg Services, LLC (PMS) " Waters References, LLC (LMR)" Glishal Cornilatory, Inc. (SMCT) Sol and all other Technology, Inc. (SMCT) Inspection Experts, Inc. (EST) ARTIA Extraoriesterial Mescales, Inc. (SMTTA) "	s s			0.00%	\$ 1,753,967.26	\$ 1,251,987.36	E9.577
IS-202-15-HeAS IS-202	Water Tening Services FS - Med Field Hingles Commentary School FS - Solve Roberts FS - Solve Roberts FS - Convers FS - Solve Roberts FS - Roberts	3/19/2118 5/1/2015 5/1/2015 5/1/2015	7/12/2015	Halfberger Moving Services, ILC (1986) ** Waters Relocations, Inc. (1987) ** Global Considering, Inc. (2017) ** Soil and Land Use Technology, Inc. (SOLUT) ** Inspection Experts, Inc. (ES) BRITA Environmental Resociates, Inc. (ES) ** **BRITA Environmental Resociates Environmental Resocia	s			0.00%	\$ 1,253,967.26	\$ 1,251,967.26	E9577
IX-TO-11 No. Well SCH-02-10-0-0-0 IX-TO-10-0-0-0-0 IX-TO-10-0-0-0-0 IX-TO-10-0-0-0-0 IX-TO-10-0-0-0-0 IX-TO-10-0-0-0-0 IX-TO-10-0-0-0-0 IX-TO-10-0-0-0-0 IX-TO-10-0-0-0 IX-TO-10-0-0 IX-TO-10-0 IX-TO-10-	Water Tening Services FS - Med Field Hingles Commentary School FS - Solve Roberts FS - Solve Roberts FS - Convers FS - Solve Roberts FS - Roberts	3/19/2118 5/1/2015 5/1/2015 5/1/2015	7/12/2015	Waters Relocations, Inc. (WW)** Global Consulting, Inc. (SCI) Soil and Lie Technology, Inc. (SKIUT) ** Inspection Sopers, Inc. (IR) BATTA Environmental Associates, Inc. (BATTA) **	s			BDOK	\$ 1,753,987.26	\$ 1,251,987.26	8957
ISS-DE-LEAD-GCT ISS-DE-LEAD-	F5 - Medfield Heights Elementary School F5 - Cross Country F5 - John Rultrah F5 - Covans F5 - Govans F5 - Govans	5/1/2015 5/1/2015 5/1/2015	7/15/2015	Global Consulting, Inc. (SCI) Soil and Land Use Technology, Inc. (SALUT) = Imperior Signers, Inc. (IRI) BATTA Environmental Associates, Inc. (IRITA) =	ş						
INC. OR. ATAN AMAIN INC. OR. ATAN AMAIN INC. OR. ATAN AMATTA INC. OR. ATAN	F5 - Medfield Heights Elementary School F5 - Cross Country F5 - John Rultrah F5 - Covans F5 - Govans F5 - Govans	5/1/2015 5/1/2015 5/1/2015	7/15/2015	Soil and Land Use Technology, Inc. (SALUT) == Inspection Expects, Inc. (EE) BATTA Environmental Associates, Inc. (BATTA) ==	s						
RS-TOL-200-BATTA RS-TOL-200-BATTA RS-SIBILITY STUDIES RS-SIBILITY STU	F5 - Medfield Heights Elementary School F5 - Cross Country F5 - John Rultrah F5 - Covans F5 - Govans F5 - Govans	5/1/2015 5/1/2015 5/1/2015	7/15/2015	Inspection Experts, Inc. (IEI) BATTA Environmental Associates, Inc. (BATTA)	s					1	1
ISSUE 2470 PM FRASBURY STUDIES 0C5-302 0C5-302 0C5-303 0C5-306 0C5-306 0C5-306 0C5-306	FS - Cross Country FS - John Ruhrah FS - Calvin M. Rodwell FS - Govans FS - Bay Brook	5/1/2015	7/15/2015 7/15 P015		-	1,700,000.00	D.DCM	0.00%	\$ 97,3 \$8.97	\$ 97,338.97	8.1.5
FASSILITY STUDIES (CS-201) (CS-202) (CS-203) (CS-204) (CS-205) (CS-206) (CS-207) (CS-207)	FS - Cross Country FS - John Ruhrah FS - Calvin M. Rodwell FS - Govans FS - Bay Brook	5/1/2015	7/15/2015	Professional Service Industries, Inc. (PSI)							
0G5-201 0G5-202 0G5-203 0G5-204 0G5-205 0G5-206 0G5-207 0G5-208	FS - Cross Country FS - John Ruhrah FS - Calvin M. Rodwell FS - Govans FS - Bay Brook	5/1/2015	7/15/2015		_						
8CS-203 8CS-204 8CS-205 8CS-206 8CS-207 8CS-208	FS - Cross Country FS - John Ruhrah FS - Calvin M. Rodwell FS - Govans FS - Bay Brook	5/1/2015	7/15/2015	Mimar McKissack**	5	40.477.00	29.00%	40.47%	5 16381.04	\$ 40,477.00	100.000
BCS-204 BCS-205 BCS-206 BCS-207 BCS-208	FS - John Ruhrah FS - Calvin M. Rodwell FS - Govans FS - Bay Brook	5/1/2015		Design Collective (DCI)	Š	47,500.00	29.00%	35.80%	\$ 17,005.00	\$ 17,005.00	35.809
8CS-205 8CS-206 8CS-207 8CS-208	FS - Govans FS - Bay Brook	5/1/2015	7/15/2015	Design Collective (DCI)	S	45,500.00	29.00%	35.70%	\$ 16,243.50	\$ 16,243.50	35.709
BCS-206 BCS-207 BCS-208	FS - Bay Brook		7/15/2015	Design Collective (DCI)	5	46,500.00	29.00%	36.15%	\$ 16,809.75	\$ 16,809.75	36.159
BCS-207 BCS-208		7/2/2015	11/3/2015	Crabtree, Rorbaugh & Associates Architects	5	61,291.00	29.00%	36.79%	\$ 22,548.96	\$ 22,548.96	36.799
BCS-208		7/2/2015 7/2/2015	11/3/2015 11/3/2015	JRS Architects** JRS Architects**	5	57,000.00 57,000.00	29.00% 29.00%	31.50% 31.50%	\$ 17,955.00 \$ 17,955.00	\$ 57,000.00 \$ 57,000.00	100.009
	FS - Walter P, Carter	7/2/2015	11/3/2015	Penza Bailey/Newman N	5	53,349.46	29.00%	51.40%	\$ 27,421.62	\$ 27,421.62	51.409
BCS-209	FS-Harford Heights Elementary School	1/8/2016	4/5/2016	Grimm + Parker Architects	S	62,648.30	29.00%	39.94%	\$ 25,021.73	\$ 25,021.73	39.949
BCS-210	FS - Montebello	1/8/2016	4/5/2016	Thomas, Marks Architects**	S	58,830.53	29.00%	49.20%	\$ 28,944.62	\$ 58,830.53	100.009
BCS-211	FS - Mary Rodman	1/8/2016	4/5/2016	Stantec Architecture	5	54,793.60	29.00%	52.00%	\$ 28,492.67	\$ 28,492.67	52.009
BCS-214 BCS-212	FS - James Mosher FS - Northwood	2/6/2017 2/6/2017	7/12/2017 5/3/2017	Colimore Architects, Inc. RRMM Architects PC	S	66,555.00 70.881.80	29.00%	44.00% 36.00%	S 29,284.20 S 25,517.45	\$ 29,284.20 \$ 25,517.45	44.009
BCS-212 BCS-213	FS - Robert W. Coleman	2/6/2017	8/27/2017	RRMM Architects, PC	3	62,242,60	29.00%	32,00%	\$ 25,517.45	\$ 19,917.63	36.00%
8CS-215	FS - Highlandtown Elementary/Middle	9/11/2017	11/7/2017	GWWO, Inc./Architects	s	62,358.00	29.00%	34.60%	\$ 21,575.87		34,609
	S - 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	34.609
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		29.209
BCS-218 BCS-219	FS - Baltimore City College FS - Baltimore Polytechnic & Western High	3/13/2020 9/8/2020	5/5/2100 12/1/2000	JRS Architects, Inc.**	S	83,574.24 145,605.00	29.00% 29.00%	29.00% 29.00%	\$ 24,236.53 \$ 42,225,45		100.009
BAY-BROOK ELEMENT ARY/MIDDLE	FS - Baltimore Polytecrinic & Western High	ASSUM	LQQZIED	Cannon Design	3	145,605.00	29,00%	29,00%	\$ 42,225,45	\$ 145,605.00	100.009
8CS-02-004-AE	AE Bay-Brook EAM	6/4/2017	8/16/2017	Craboree, Robits ugh & Associates	S	2.179417.00	31.00%	31.10%	5 667.248.69	\$ 652,248,69	31 108
BCS-02-004-CM	CM - Pre-Construction - Bay-Brook E/M	6/4/2017	N/16/7017	CAM Construction Company	Š	90,577.00	79.00%	30.DOK		\$ 27,156.60	30.000
BCS-02-004-GMP	GMP - Buy-Brook E/M	N/A	9/27/2028	CAM Construction Company	5	30,009,088.00	3D.D0%	4100%			41.00M
BCS-02-004-CX	CX Ray Brook E/M	11/1/2017	2/12/2017	Serry & Associates Int. **	5	62697.50	10.00%	EDDOM:			NO DODON
BCS-02-004-55 BCS-02-004-71	SSR - Bay Brook E/M TEL - Bay Brook E/M	4/15/2028 7/5/2028	6/6/2026 9/5/2026	Tito Contractors, Inc."" ECS Mid-Atlantic, LLC	12	175,334.ID 172,450.ID	0.00% 20.00%	10.00%			10.008
L. J. L. 104 11	Bill of Materials - FFE - Bay-Brook E/M	6/10/2016	5/7/2019	Douron, Inc.	S	1,000,323.05	10.00%	10.00%	5 100,032.31	\$ 100,032.31	10.009
CALVIN M. RODWELL ELEMENTARY/MIDDLE											
BCS-02-008-AE	AE - Calvin M. Rodwell E/M	\$/75/2017	1/16/2017	Design Collective, Inc. + Santa Na Assoc., PC.IV	S	1,673,671.00	MI DOM	31.20K			31.7IB
BCS-02-00B-CM C BCS-02-00B-GMP	CM - Pre-Construction - Calvin M. Rochell E/M GMP - Calvin M. Rochell E/M	S/34/2017 N/A	1/16/2017 11/3/2018	Standta USA Building, Inc. Standta USA Building, Inc.	5	75,525.75 36,767,366.00	79.DOM 30.DOM	29.00% 52.00%			29.00 52.00
8CS-02-008-CX	CX - Calvin M. Rodwell E/M	11/8/2017	7/12/2017	Serie & Associates Int.	5	02.000.00 02.000.00	10.00%	10.00%			32000 300000
BCS-02-008-55	SSR - Calein M. Rodwell E/M	4/27/2028	6/6/2018	Centermial Contractors Enterprises, Inc.	Š	126,783.ID	0.00%	0.00%		\$	0.000
BCS-02-008-T1	TEL - Calvin M. Rodwell F/M	7/10/2028	9/5/2028	DWGroup, Inc. 1/b Specialized Engineering	s	HRRED.ID	10.00%	IDDOK.	\$ 11,886.00		1000
	Bill of Materials - FFE - Calvin M. Rodwell E/M	6/10/2016	5/7/2019	Douron, Inc.	S	965,455.13	10.00%	10.00%	\$ 96,545.51	\$ 96,545.51	10.009
CALVERTON ELEMENTARY/MIDDLE BCS-CZ-DOS-AE	AE - Calverton E/M	\$/17/201E	9/27/2028	JIS Anthitects Inc.	S	2.026501.6L	30 00%	5147%			
BCS-02-005-CM	CM - Pre-Construction - Calverton E/M	\$17/202E	9/27/2028	The Whiting-Turner Contracting Company	3	2,025,50E.50 250,677.03	79.00%	79.00%		S 55,781.M	79.00
BCS-02-005-GMPL	GMP 1 - Calverton E/M	N/A	10/31/2019	The Whiting-Turner Contracting Company	Š	6,889,280.09	30.00%	79.66%	\$ 1,835,740.47	\$ 1,835,740.47	79.660
BCS-02-005-GMP2	GMP 2 - Calverton E/M	N/A	4/1/2020	The Whiting Turner Contracting Company	5	52,779,159. ID	30.00%	33.00%			33.000
BCS-CZ-OCS-GAR'S	GNP 3 - Calverton E/M	H/A	7/22/2020	The Whiting Turner Contracting Company	S	11,756,712.10	ND.DOK	34.00%			34.000
BCS-02-005-CX BCS-02-005-T1	CX - Calveston E/M TEL - Calveston E/M	11/5/2018 12/23/2019	1/1/2019 1/1/2020	Kithert, Inc. ATC Group Services, U.C.	\$	96,425.ID 118,561.ID	10.00% 10.00%	35.00% 10.00%			35.000 10.000
a.rucoud-11	Bill of Materials - FFE - Calverton E/M	6/10/2016	3/2/2021	ALC Group Services, LLC	3	1.092.648.24	10.00%	10.00%	S 109.264.82		10.00
COMMODORE JOHN RODGERS		414,111					10,00%	10,00%	203,204.02	203,204.02	10.00
BCS-(R-DD6-AE	NE - Condr. John Rodgers E/M	\$/10/2022	9/M/2102	Crabtree, Robits ugh & Associates	5	2,1DR,680.2D	31.00%	33.94%			TOODO
BCS-02-006-CX CROSS COUNTRY ELEMENT ARY /MIDDLE	CX - Condr. John Rodgers E/M	9/28/2022	12/6/2022	RMF Engineering, Inc., PC	\$	20.140.74	10,00%	10.00%	\$ 13,014.57	\$ 13,014,57	10.000

Let Between Man

Project Number & Contract Number	Project Name	Advertisement Date	Award Date	Vendor	O riginal Contract Amount	MBE Contract Goal	MBE Contract	MBE Contract	MBE Total	MBE Total
							Commitment	Participation	Participation (spend)	Commitment (spend)
BCS-02-007-AE	AE - Cross Country E/M	6/26/2028	17/70/2008	ATI, let."	\$ 1,095,676.40	30.00%				100.00K
BCS-02-007-CM	CM - Pre-Construction - Cross Country F/M	1/13/70 R	17/70/2008	Turner Construction Company	\$ M7,778.00	79.00%	79.EIN.		\$ 44,077.94	79RIK
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%		\$ 413,956.60	30,00%
BCS-02-007-6MP2	GMP 2 - Cross Country E/M	M/A	2/16/2022	Turner Construction Company	\$ 11,885,148.00	30.00%				BEDEK
BCS-02-007-GMPS BCS-02-007-CX	GMP 3 - Cross Country E/M CX - Cross Country E/M	N/A 11/30/2008	\$/11/707Z 7/\$/7079	Turner Construction Company Wright Commissioning, U.C.	\$ 37,098,252.00	30.00% 30.00%	30.00% 10.00%			30.00% 10.00%
BCS-02-007-CX	T&I - Cross Country 6/M	1/10/2022		ATC Group Services, LLC		10.00%	10006		\$ 9,085.00	10006
BCS-D2-DD2-SS	SS - Cross Chartery E/M	4/16/10/19	1/1/1072 6/18/1019		\$ 175,070.00 \$ 141,731.75	0.00%			\$ 17,607.00 \$ 141,731.75	100.00%
FAIRMOUNT HARFORD BUILDING	SS - Little Littleby Que	ATM WIR	AND WIRE	INDUSTRICATION OF THE PERSON O	, 11/4/8	UDUE	III/UA	,	y mirary	DOM:
8CS-02-002-08	Design Build - Fairmount Harford Bldg.	\$/78/2017	1/16/2017	MCN Build Southway Builders, LLC	\$ 197,748.00	20.00%	37,00%	\$ 71,314.91	\$ 71,314.91	37,00%
BCS-02-002-GMP	Fairmount Harford GMP	N/A	4/16/7038	MCN Build Southway Building LLC	\$ 49.216672.00	17 00%	37.00%		S 15.249319.04	32.00%
BCS-02-002-CX	CX - Fairmoure Harford Bidg.	1/10/2018	3/7/2028	Brinjac Engineering	\$ 97,229.00	10.00%	23.00%	\$ 22,362.67	\$ 22362.67	23.00%
BCS-02-002-TI	T&I - Fairmount Harland Hidg.	1/7/DE	S/2/2028	ECS Mid-Adamic, LLC	\$ 74,508.20	10.00%	10.00%		\$ 7,450.52	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%
FREDERICK DOUGLASS BUILDING										
BCS-02-038-AE	AE - Frederick Douglass Building	10/19/2022	1/26/2023	Samaha Associates, PC	\$ 3,278,000.00	31 DOM:	31.00%			31.00%
BCS-02-DIB-CM	CM - Frederick Douglass Building	2/6/2023	4/19/2023	Duttin Continuction, Inc.	\$ 175,000.00	79.00%	29.00%			29.00%
BCS-02-0/B-CX	CX - Frederick Douglass Building	E/24/302B	13/7/2023	RMF Engineering, Inc., PC	\$ 1943,39.00	17.DOM	12.00%			12.DOX
BCS-CE-DIE-IT GOVANS ES	AV/IT - Frederick Drugtes Building	3/6/2023	\$/7/707B	Mitris G. Anderson Consultants (MGAC)	\$ 105,440.69	D.DCM	DOCK	- <	\$ -	0.00%
GOVANS ES BCS-02-008-AE	NE - Governs ES	12/15/2017	3/21/2018	USA Architects, Planners + Interior Designers PA	S 1,657,139,17	31.00%	36306	\$ 60154152	5 60154152	3630K
HCS-UZ-DUR-CIM	ON - Premission - Governs ES	12/15/2017	1/21/2018 1/21/2018	Keller Orntruttion Minagement	\$ 1,657,139.17 \$ 152,150.00	79.00%	3630E			3630% 7900%
BCS-02-00E-ONE	GMP 1 - Govern ES	N/A	4/22/2020	Duttin Contraction Inc.	\$ M,101,768.36	30.00%				27.46%
BCS-02-00B-CX	CX - Governs ES	8/10/2018	10/3/2018	Writte Commissioning, U.C.	5 94,980,00	10,00%			S 9498.00	10,00%
BCS-02-008-TI	T&I - Stream PS	10/1/2019	7/4/7070	ATC Group Services LLC	\$ 81.105.00	20 DOM	10006		\$ 13,110,50	10,00%
BCS-02-008-55	SS-Govana ES	\$/7/2029	6/18/2019	Tito Contractors, Inc."	\$ 238,960.00	0.00%	0.00%	5 -	\$ 238,960.00	100,00%
	Bill of Materials - FFE - Govans ES	6/10/2016	3/2/2021	Douron, Inc.	\$ 780,009.65	10.00%	10.00%	\$ 78,000,97	\$ 78,000.97	10.00%
HARFORD HEIGHTS/SHARP-LEADENHAL	L ELEMENTARY									
BCS-02-009-AE	AE - Hardard Heights ES	1/1/20E	以 有20年	Craboree, Robits ugh & Associates	\$ 1,578,686.64	31 DOM:	3250K			32.50%
BCS-02-000-CM	CM - Pressonstruction - Harford Heights ES	V/20E	W 1/2028	MCN Build Southway Builders, LLC	\$ 169,976.00	79.DOM	79.00%		\$ 49,298.04	29.DOK
BCS-02-009-GMP	GNIP - Hardard Heights ES	M/A	4/1/2020	MCN Build Southeaty Builders, LLC	\$ 44,636,993.00	30.00%	30,00%			30,00%
BCS-02-009-CX	CX - Hardord Heights ES	3/13/303E	11/8/70 R	Wright Commissioning, U.C.	\$ 98,515.00	10.00%	ander.			10.00%
BCS-02-009-TI	TI - Harford Heights ES Rill of Materials - FFE - Harford Heights ES	7/25/2019 6/10/2016	M/6/2019	ECS Mid-Attacnic, LLC School Specialty, Inc.	\$ 107,304.00	10.00%	10.00%	\$ 10,730.40	\$ 10,790.40	10.00%
HIGHLANDTOWN ELEMENTARY/MIDDLE		6/10/2016	3/2/2021	School Specialty, Inc.	\$ 1,224,355.87	10.00%	15.00%	\$ 183,653.38	\$ 183,653.38	15.00%
BCS-02-04D-AE	AE - Highlandsown EMS	1/31/2020	4/22/2020	JES Architects, Inc.	\$ 1,000,000,00	31.00%	3750%	\$ 375,146.EL	\$ 1,000,001,96	100.00%
BCS-02-01D-CM	CMI - Preconstruction - Highlandsown HMS	1/31/7070	4/22/2020	CAMConstruction Company	\$ B4317.00	79.00%	79.00%			79.00%
BCS-02-00D-GMP	GMP - Highlandtown BMS	1/31/2020	8/11/2021	CAM Construction Company	\$ 72.854170.00	30,00%	3439%		\$ 7,678,657,40	34396
BCS-02-DID-CX	CX - Highlandtown EMS	7/27/2020	EV 7/2020	Brinist Engineering, Inc.	\$ 52,670,00	ED DOM:	1DDOK			1DDB
BCS-02-000-T1	TI - Highlandrown BMS	3/7/2021	5/4/2021	Hillio-Carnes Engineering Associates, Inc.	\$ 83,784.00	10.00%	10,00%	\$ 8,178.40	\$ 8178.40	1000%
	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	\$ 161,609.25	15.00%
JAMES MOSHER ELEMENTARY SCHOOL										
BCS-CR-OHL-AE	AE - James Mosher ES	9773028	1/24/2019	Whichin Studio/Hughes Group Architects JV"	\$ 979,095.28	31.00%	45.52%			100,00%
BCS-02-011-CM	CMI - Preconstruction - Junes Mother ES	9/7/2028	1/14/1019	Duttin Contraction, Inc.	\$ 163,007.00	79.00%	79.00%			79.00%
BCS-02-0111-GMP	GMP - In mes Monher ES	M/A	4/1/2020	Duttin Continuction, Inc.	\$ 36,89,160.31	30.00%	2439%			2439%
BCS-02-011-CX BCS-02-011-TI	CX - James Mosher ES TI - James Mosher ES	1/11/2019 3/5/2020	4/4/3039 S/S/3030	Serry & Associates Int. = Hillio Carnes Engineering Associates, Inc.	\$ 90,948.00 \$ \$0,989.00	20.00X	10.00% 10.00%		\$ 90,948.00 \$ \$0,98.90	10000K
RCS-02-001-55	II - James Mother ES SS - James Mother ES	4/10/2020	8/18/3030 3/3/3030	Too Contractors, Inc.	\$ 50,989.ID	0.00%	111000		\$ \$098.90 \$ \$68.611.00	10000K
n_rudit33	Sill of Materials - FFF - James Mosher FS	6/10/2016	3/2/2021	Douron, Inc.	5 616-311-53	10.00%	10000	5 61.631.15	5 168,631.15	10,00%
OHN RUHRAH FLEMENTARY/MIDDLE	and a material - Fre - Admirant After Es	610,2010	3/2/2021	bouldity state	\$ 0.0,311.33	10,00%	1000%	01,031.15	01,031.15	10,00%
BCS-02-001 AF	AE - John Ruhrah E/M	2/8/2017	6/1/2017	Grinon & Parker Authitects	S 1617E62	11 00%	57.1406	5 855,992.10	S 855992.00	57.1406
BCS-02-001 CM	CMI - Pre-Construction - John Ruhrah E/MI	2/10/2017	7/5/2017	MCH Build Southway Builders, LLC	\$ 56,619.20	79.00%			\$ 16,419.57	29.00%
BCS-02-DOL-GMIP	GMP - John Ruhrah E/MI	N/A	9/27/2028	MCN Build Southway Building LLC	\$ 42,759,479.00	3D.D0%	30.95%			30.95%
BCS-02-DOL-CX	CX - John Ruhrah E/M	11/8/2017	1/7/2026	Kiburt, Inc.	\$ 96,188.40	10.00%	28.00%		\$ 26,932.75	28.00%
BCS-02-DOL-SS	SSR - John Ruhrah E/MI	4/30/20LB	6/6/2028	Tim Christames, Inc.""	\$ 261,967.00	0.00%	DEDOM		\$ 263,967.00	100.00K
BC-02-001-11	TI - John Ruhrah E/M	E/15/201E	EVV DE	Hillio Carnes Engineering Associates, Inc.	\$ 124,750.00	10.00%	10.00%			10.00%
BCS02-001-PC	Portable Classroom Lesse - John Ruhrah E/M	1/4/2018	9/5/2018	Modular Gerius, Inc.	\$ 1,307,998.00	17.00%	12.00%			12.00%
	Bill of Materials - FFE - John Ruhrah E/M	6/10/2016	5/7/2019	School Specialty, Inc.	\$ 1,424,034.25	10.00%	15.00%	\$ 213,605.14	\$ 213,605.14	15.00%
MARY E. RODMAN ELEMENTARY/MIDD										
BCS-02-012-AE BCS-02-012-CM	AE - Mary E. Rodman CM - Preconstruction - Mary E. Rodman	10/11/2017	1/24/2028 1/24/2028	Sanden Ear Blowitch (SE) Architects	\$ 1,317,161.34 \$ 49,738.00	31.00% 29.00%	31.03% 79.03%			31DE 790E
RCS-02-002-CM RCS-02-002-GMP	GMP - Ndary E. Rodman	N/A	1/24/2018 7/9/2019	MCN Build/Southway Builders, LLC MCN Build/Southway Builders, LLC	\$ 49,736.00 \$ 25,533,786.00	29.DOM	2900M 3010M		\$ 7,85,649,42	29DES
BCS-02-002-CX	CX-Mbry E. Rodman	S/16/2028	7/12/2018	Kibert, Inc.	S 95.754.00	10.00%	28.00%		S 26800.28	28.00%
BCS-02-002-C1	TI - Many E. Rodman	\$40/2020	7/9/7039	ATC Group Services, LLC	\$ 87,452.00	10.00%	1000%			10.00%
IN DAL II	Bill of Materials - FFE - Mary E. Rodman ES	6/10/2016	5/7/2019	Douron, Inc.	5 698,271,12	10.00%	10.00%	5 69.827.11	5 69,827.11	10.00%
		404,000	-,-,5000		000,071.11	201007	200007	00,007,122	00,027122	Let Below D. W.D.

73

Project Number & Contract Number	Project Name	Advertisement Date	Award Date	Vendor	O riginal Contract Amount	MBE Contract Goal	MBE Contract Commitment	MBE Contract Participation	MBE Total Participation (spend)	MBE Total Commitment (spend
MEDFIELD ELEMENTARY/SCHOOL										
BCS-02-DB-AE	NE - MedieidES	12/22/2007	1/21/2020	Design Collective/Samato JV	\$ 1,597,053.					3970
BCS-02-01B-CM	CNI - Preconstruction - Medifield ES	12/72/2007	3/21/2018	Turner Construction Company	\$ 141,310.					29.408
BCS-02-DIS-GMP	GMP - MedieldES	M,V	7/8/2029	Turner Construction Company	\$ 12,120,710					30.170
BCS-02-DIB-CX	CX - Medield ES	7/18/2018	9/5/2025	Kitert, Inc.	\$ 95,754					33.005
BCS-02-048-TI	TI - Medfeld ES	4/17/2019	6/10/2029	ATC Group Services, LLC	\$ 99LRM.					
BCS-02-DBS-SS	SS - Mindfield ES	פנסד/גל/צ	6/18/2029	Tien Christattors, Inc.**	\$ 193,773.				\$ 93,73.00	
	Bill of Materials - FFE - Medfield Heights ES	6/10/2016	5/7/2019	Douron, Inc.	\$ 765,608.	61 10.009	10.00%	\$ 76,560.86	\$ 76,560.86	10.009
MONTEBELLO ELEMENTARY/MIDDLE SC										
BCS-D2-DM-AE	AE - Montebello EMS	6/22/2019	11/21/2009		\$ 1,351,50E					
BCS-02-DM-CM	CM - Preconstruction - Montebello EMS	5/7/2020	R/12/2020	CAMi Construction Company	\$ 113,944					
BCS-02-014-GMP	GMP - Monetello EMS	N/A	4/21/7021	CAM Construction Company	\$ 32,092,251					
BCS-DE-DM-CX	CX - Mbreebello EMS	2/22/2020	2/5/2020	Kilbert, Inc.	\$ 79,652					
BCS-02-DM-5S	SS - Montebello IHAS	\$/\$/2020	7/7/2020	Tito Contractors, Inc.""	\$ 267,RES				\$ 267,885.00	
BCS-02-094-TI	TI - Montebello EMS	2/8/2021	4/6/2021	DIWGroup, Inc. t/a Specialized Engineering	\$ 82,770.	10,000	10,00%	\$ B,B77.00	S 88,770.00	200,000
	Bill of Materials - FFE - Montebello ES	6/10/2016	5/7/2019	Douron, Inc.	\$ 831,968.	35 10.009	10.00%	5 83,196.84	\$ 83,196.84	10.009
NORTHWOOD ELEMENTARY SCHOOL										
BCS-OZ-DIS-AE	NE-Northwood ES	1/7/7019	4/4/2029	Smolen Einr Blowitch (SEI) Architects	\$ 2,097,793.	D 31.005	42.DZX	\$ BE1,467.41	S BE1/467/41	42,023
BCS-02-DIS-CM	CM - Preconstruction - Northwood ES	1/7/2029	4/4/2029	James G. Davis Construction Corporation	\$ 179,716.	10 29.002	29.00%	\$ 51,972.64	\$ 51,972.64	29.00b
RCS-02-DIS-GMP1	GMP 1 - Northwood ES	N/A	7/22/7070	James G. Davis Construction Corportation	S 27,840,194.	TO .DOS	3DDOK.	S R.7652.138.70	S R.357,138.70	30,000
BCS-02-DIS-GAIP2	GMP 2 - Monthwood ES	N/A	17/16/2020	James G. Davis Construction Corporation	\$ 17,854,778	ID 30.005	30,00%	\$ 5,356,268.40	\$ 5,356,268.40	30.000
BCS-02-015-CX	CX - Northwood ES	4/30/2019	7/9/2019	Kilbert, Inc.	\$ ROLEGE	10,000	28.00%	\$ 25,170.60	\$ 25,170.60	28.003
BCS-02-045-T1	TI - Northwood ES	\$/1/2020	7/7/2020	ECS Mid-Adamic, LLC	\$ 95,177	ID.DO	10,00%	\$ 9,517.70	\$ 9,517.70	1000
	Bill of Materials - FFE - Northwood ES	6/10/2016	8/24/2021	Douron, Inc.	\$ 875,046	40 10.009	10.00%	\$ 87,504.64	\$ 87,504.64	10.000
ROBERT W. COLEMAN ELEMENTARY SC	HOOL									
BCS-02-016-AE	AE -Robert W. Coleman ES	1/1/2:E	1/24/2019	RRANG Architects, PC disa RRANG Lukuskire Architects	\$ 86,390.	10 31.008	57.00%	\$ 905,247.48	\$ 905,247.49	57.00
BCS-02-036-CM	CM - Preconstruction - Robert W. Orlean NES	4/5/2029	7/8/2029	MCNBuild/Southway Builders LLC	\$ 113.561	10 29.000	29,00%	5 32,932.69	S 37,937 69	29.00
RTS-02-016-GMP1	GMP 1 - Robert W. Coleman PS	N/A	4/1/2020	MCNRuid Southeau Building LLC	\$ 1,691,616	TO TO TO TO	3813%	\$ 645,775.78	\$ 645,775,76	38170
BCS-02-DB6-GAIP2	GMP 2 - Robert W. Coleman ES	WA.	7/22/2020	MCNBuild Southway Building LLC	S 17.917.138	ID 30.000	30,00%	\$ \$375,135.40	\$ 5,375,135,40	30,000
BCS-02-036-CX	CX - Robert W. Obleaton ES	3/13/2019	\$/7/2019	Decon Engineering, Inc. dbs DEI Consulting	\$ 84,940.	21 10.005	10.00%	\$ 8,494.02	\$ 8,494.02	10.000
BCS-02-016-T1	TI - Robert W. Coleman ES	1/11/2020	6/2/2020	Hillio Carnes Engineering Associates, Inc.	\$ 46,734	ID.DO	1DDOX.	\$ 4,671.40	\$ 4,673.40	1000
BCS-02-016-55	SS - Robert W. Coleman ES	4/26/2019	6/18/2019	Centermial Contractors Enterprises, Inc.	\$ 264,236	D.DC5	0.00%	\$ -	\$ -	DOCE
	Bill of Materials - FFE - Robert W. Coleman ES	6/10/2016	3/2/2021	School Specialty, Inc.	\$ 507,711.	01 10.009	15.00%	\$ 76,156.65	\$ 76,156.65	15.009
WALTER P. CARTER/LOIS T. MURRAY ELI	MENTARY/MIDDLE									
RCS-02-017-AE	AE - Walter P. Carter EMI	10/70/2017	1/24/2028	Penza Railey/Newman M	\$ 2,499,998	2 21.005	48.47%	5 1,710,449.4E	5 1,710,449,46	48473
BCS-02-017-CM	CM - Preconstruction - Walter P. Carter F/M	10/20/2007	1/24/2028	Whiting Turner Contracting Co.	S ZSRS74.	29.005	79.00%	\$ 74,986.56	\$ 74,986.96	29.00
BCS-02-017-GMP	GMP - Walter P. Carter EM	N/A	4/3/2019	Whiting Turner Contracting Co.	\$ 54,023,438	ED.008	31266	\$ 17,158,082.08	\$ 17,158,082.08	3120
BCS-02-017-CX	CX- Walter P. Carter EM	\$/16/70E	R/R/2028	Advanced Building Performance, Inc."	S 96,488.	ID ID.DOS	1DDOK	\$ 9,64R,RD	\$ 96,488.00	#DO.DO
BCS-02-017-T1	TI - Walter P. Carter E/M	10/16/2008	12/6/2018	ECS Mid-Artarnic, LLC	\$ 202,336.	ED.003	10.00%	\$ 20,231.65	\$ 20,731.66	10.00
BCS-02-017-55	SS-Walter P. Carter E/M	\$/1/2029	6/18/2029	Tito Cheratters, Inc.""	S 71R741	ID 0.000	DOOM	\$	S 21R741.00	200,000
	Bill of Materials - FFE - Walter P. Carter E/M	6/10/2016	5/7/2019	School Specialty, Inc.	5 1,187,790.		15.00%	\$ 178,168.56	\$ 178,168.56	15.005
	Bill of Materials - FFE - Lois T. Murray E/M	6/10/2016	3/2/2021	School Specialty, Inc.	\$ 338,356.	01 10.009	15.00%	\$ 50,753.40	\$ 50,753.40	15.009
TOTAL (YEAR 2)					\$ 655,354,865.	44	31.99%	\$ 209,644,834.84	\$ 214,609,155.58	32.75
TOTAL (YR 1 & YR 2)					S 1.183.850.975	00	3150%	5 372.885.013.30	\$ 387,936,477,02	

(OTAL (YR 1 & YR 2)

MREP/me

MDOT MBECertified at Time of Award

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 Statecertified 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		ACHIEVEMENT TO DATE
	D. Consider unbundling contracts with the objective of creating smaller, segmented contracts to be designated as Small Business Reserve (SBR)-only under the SBR Program. This will provide larger pools of MBEs with the opportunity to bid on the contracts.	MSA City Schools	
Provide educational assistance to Local MBEs on the methods of doing	Request that MSA and City Schools be included in any outreach efforts conducted by MWBD and Advocacy Partners.	MWBD Supplier Diversity Sub-group	
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.	MWB D MSA	
		City Schools	
	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.	MSA	

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

OBJECTIVES	STRATEGIES	WHO'S RESPONSIBLE	ACHIEVEMEN T TO DATE
Reporting. A reporting of transactions will be performed to monitor the success of efforts to increase participation of Local MBEs.	A. The STAT Committee will submit quarterly reports to the Executive Committee and MWBD, describing outreach efforts for the solicitations that have been advertised; all bid awards (including total and MBE awards); Local MBE contract awards; and all payments (including total and MBE payments).	MSA City Schools STAT Committee	
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 report to	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	
the Executive Committee on its status.	Provide a timeline of opportunities for MBEs to learn about upcoming bid packages and important deadlines.	MSA City Schools	
Commit to an effort to utilize Local MBEs beyond the construction phase of the Projects, specifically in professional services.	R. 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)

(ear I Schools			itments for New Hires		*Asof Deca
	Arlington			Fort Worthington	
Trade	Contracto rs	Lo cal New Hires	Trade	Contractors	Local Ne
A- Earthwork	P&J Contracting Company	i	2A - Demolition/Hazmat	Ritter & Parato re Contracting Inc	2
E - Deno litina, Abatementik III Services	Interior Specialist	2	25 - Earthwork& Utilities	PkJ Contracting CompanyInc	
2C - Site Utilities	P&J Contracting Company	1	2C - Sitework & Utilities	P&J Contracting Company Inc.	
2D - Site Conscrete	Princity Concrete	1	2E - Landscaping	Watten H. Buyer, Inc.	
2G - Landscaping, Seed and Sod	Williams T King, Inc	1	3A - Concrete	GLB Concrete Construction	2
gA - Building Concrete	Soilly Concrete		4A -Marany	Callon Masonry of Maryland, Inc.	6
gB - Helical Piles	Po und ation and Sho ring Solution	1	6A - Gen Trades/Rough Carp.	Homewood General Contractors, Inc.	
4A-Masomy	Earnald assury	2	gA - Drywall & Ceilings	Cinilel Construction, Inc.	2
5A - S teel	SA Halac Iro nwo riers	2	9C - Tile	Allstate Floors	
6A-General Trailes	Dustin Contraction, Inc.		η-γ- planting ≥ HVAC	W.G. Tomlo, Inc	4
7A - Roo fing	Eastcoast Exteriors	5	16 A - Electrical	Brown and Heim, Inc.	3
9B - Tiling	Allstate Floors	i		Total	
9C - Resilient Flooring	So lara Flooring	1		verifiel/ that	
9D - Wood Athletic Flooring	Mastercare Flooring	1			
5A - Sprinkler	W. G. Tomko	2		Frederick	-
6A - Electrical	BoMark Electric	3	Trade	Contractors	Local N
	Tetal	26	2A - Demolition	Barco	2
	Verified/ Hual	62	26 - Site World Site Utilities	JEN	2
			2C - Landscaping	W.T. King, Inc.	
	Arundel		3A -Concrete	Dance Rus flers	3
Trade	Contracto rs	Lo cal New Hires	4A - Masonry	KaRon Masonry of Maryland, Inc.	4
2A- Demolition/Hazmat	Engineered Demolition	3	65 - Finith Caupentry	Fallston Supply Inc	,
gA-Conscrete	Presnier Concrete	5	7A-Roofing	Kalkrueth Roofing& Sheet Metal, Inc.	2
4A - Masonry	Karo n Mason ry	5	SA-Glass & Glaring	Enzymer Builders, Inc.	2
5A-Structural Steel	Strait Steel	3.	9B - Drywall & Ceilings	J&G Acoustical Co.	5
6A - Gen Trades/Rough Carp.	Engineered Demolition	4	gyA - Pluming & HVAC	Helina Company	6
76 - Roofing	Clin Contracting	6		Tetal	
8C - Glass and Glazing	Glass Industries	1		verified/Heal	
9A - Painting	JA Argetakis Contracting	*			
9C - Flooring	Allstate Floors	1		Lyndhurst	
3A-Planking and HVAC	Pm-Air	6	Trade	Contractors	LocalNe
6A - Electrical	Preestate Electric	2	1-A Demolition & Abatement	ACECO	
A-Earthwork & Utilities	Cotton Construction	1	4 Maso nry	Pirst Cho ice Maso nry	
	Tetal	35	5 Structural Strel & Misc Metals	CircleyManufacturing	
	Verifies/ Pinal	59	6 Millwork	Mahogany	
			23 Skylight	Alternate	
	Cherry Hill		18 Drywall	P&D Contracting	
Trade	Contracto rs	Local New Hires	20 Ceramic& Stone Mile	Allstate	
2A- Selective Demolition	ISI	1	22 Flooring	Allstate Flooring	
3A- Concrete	Canyon	2	36 Plumbing/HVAC/Controls	Heffron Company	
4A-Mazoury	Ezma	3	38 Telecom, Security, AV& ProjScreen	Commercial Cabling & Sound	
5A-Metals	Stewart Amos	4		Tetal	
6A-Cappentry & General Trailes	JP Construction	(Incl'd ing A)		verifiel/ risal	
7A - Roo fing	IronsShore	1			•
C-FiberCementPanels & Silling	CHIT	2		Pimlico	
8C - Curta in wall And Storefronts	Glass Industries	1	Trade	Contractors	LocalNe
9A - Drywall& Acoustics	JP Construction	5	CM Allowance	Dust in Construction	
2A - Mechanical & Plumbing	Heffron	3	o:A-Demolition & Abatement	Ritter & Parato re	
A-Electrical	Action Electric	-	o2A-Enthousk	PEJ	
A- Earthwork & Utilities	Stella Mav		02 B-Demolition-Phase 2	Interior S pecialists	
ar Data William Chinas	Tetal	26	o2C-Site Utilities	PALI Contracting	
	,				
	Verifiel/ Hugh		oz D-Site Concrete		
	Verified/ Hual	76	oz D-Site Concrete	P&J Dance Burthers	
DOROTHY		76	og A-Builling Concrete	Dance Kin thers	
	YI. HEIGHT (FORMALLYJ.E.H.)		og A-Building Concrete og B-Helical Påes	Dance Kin flers Foundations and Shoring	
Trade	Contractors	Lo cal New Hires	og A Building Concrete: og B-Helical Piles og A-Minstarry	Damee Kin thers Foundations and Shoring Kama	
Trade 5- LANDS CAPING	Contractors William T. King		og A-Paniki ing Camor et s og B-Helical P iles og A-Mi zomry og A-Steel	Dance Em Bers Poundations and Shoring Exma SA Halac Iron	
Trade 8- LANDS CAPING D- Demolition and Albertanest	Contractors William T. King Rabble Rec.		og A Smilling Cancerde og B-Helical Pies og A-Historia og A-Steel of A. General Trailes	Dance Rui Bers Foundations and Shoring Cama SA Halac Iron Destin Construction	
Trade B- LANDS CAPING D- Describition and Abstraces A-Masonry	C. HEIGHT (FORMALLY J. E.H.) CONTRACTOR William T. King Emble Rec LaRen Masonry	Local New Hires	oy A. Beilding Canacter oz B. Helical Ples og A. Miscoury os A. Steel os A. General Trailes or A. Peofing	Dance Rus Shers Foundations and Shoring Carma SA Halac Iron Destin Construction Cole Roo fing	
Trade B- LANDS CAPING D- Describition and Abstracent As Masonry As Structural & MiscS Seel	Contractors Contractors William T. King Lamble-free Kaffon Masonry Kincley Construction		ogA Beilding Creavets og 8-Helical P des opA Miscoury opA-Steel ofA General Trailes opA-Roofing opA-Typedil	Dance Rin Berry Poundation and shoring Carmo SA Plalac from Davis Count retrin Cole Roo fing Fishing, Inc.	
Trade B- LANDS CAPING D- Describtion and Abstracest A Maton my A Structural & Misc S teel & Containvall	Contractors William T. King Radible Rose Karon Masoury Chast Industries	Local New Hires 1 2 3 2 1	OgA Besid ing Camarete Oga Helical Pale OgA His conty OgA-Steel OGA General Trades OyA-Ro of ing OgA-Tiyeel Oga-Tiling	Dance Run Bares Poundation in and Shoring CRIM SA Palac Iron Desira Counts within Cole Roofing Finisher, Inc. La R Fibors	
Trade B- LANDE CAPING D- Description and Abstraces A-Massonry A-Structural k-Mic-S teel A- Currainvall A-D yeal H-ming, k-Colings	C. HEIGHT (FORMALLY J. E.H.) Contractors Wilham T. King Path be Ree K. RARON MARONTY Ciscley Construction Glass Industries J.A. Augestabis	Local New Hires	OgA Building Camerete Og B-Helical Piles OgA-Bizonary OgA-Steel OfA-General Trades OyA-Roofing OgA-Drivall Og-B-Tiling Og-C-Reokent than ing	Dance Rin Baris Poundations and Shoring Came SA Halac Iron Destin Construction Cole Roofing Finishes, Inc. LER FROS Salaza Finning	
Trade B- LANDS CAPING D- Describits and Alaborate A- Alaboraty A- Structural is bits: S tool A- Curtain vall A- Dayad [I rating a Codings SA- Plambing is HVAC	Contractors Contractors William T. King Rathle-free Easten Masonry Ciscley Construction Glass Industries JA Augstable Heer Brothers	Local New Hires 1 2 3 4 5	ogA Bealding Creaceter ogB-Helical Pate ogA-Miscoury ooA-Steel ofA. General Trailes ooA-Roofing ogA-Drywall ogB-Tiling ogC-Recident Farming ogG-Recident Farming	Dance Rin Barry Poundation and shoring Canno SA Plalac from Device Construction Col Rico fing Finalise, Inc. Lar Finon Salaza Visusing SCCP	
Trade D. LANDECAPING D. Downlitin and Allaboroust Allaboroust Allaboroust A Commissional B. Misc's Bedl A. Daywall, Transing, a. Collings A. Daywall, Transing, b. Collings A. Philmbing & HVAC (35-Sprinkless	Contractors Contractors William T. King Radible free Karen Masoory Karen Mas	Lo cal New Hires 1 2 3 1 1 5	Oga Belding Creater Oga Helical Pale Oga Helical Pale Oga Helical Pale Ofa Belding Pale Ofa General Trades Oya-Toyed Oga Brilling Oga Brilling Oga Brilling Oga Paleining & Coasting Oga Belding Saleining Saleining Saleining Saleining Saleining Oga Belding S	Dance Run Barre Poundation in and Shoring Camin Sa Falle Iron Desira Construction Cole Roo fing Finishen, Inc. Lie R Fibors Sol Last Thursing SCOP To warm Micchanical	
Trade Describing and Alaborate A Structural beliefs Such Contained A Dayself Hamile Structural A Dayself Hamile Structural A Plumbing & HVAC	Contractors William T. King Unit Die Ree Karon Masonry Ciscky Construction Glass Industries JA Apprication Heer Brothers Refissee Grounded	Local New Hires 2 3 4 1 5 1	ogA Bealding Creaceter ogB-Helical Pate ogA-Miscoury ooA-Steel ofA. General Trailes ooA-Roofing ogA-Drywall ogB-Tiling ogC-Recident Farming ogG-Recident Farming	Dance Ros Bares Poundations and Shoring Came Sa Falle, Iron Dontin Countraction Cole 200 fing Hankles, Inc. La R Phors Sa Lasa Phors Inc. Sector To second Cole and Fine Inc. Pre-Stark line Pre-Stark line	
Trade Describtion and Alaborate Materian Programme Materian Programme Materian Programme Contained Lingual Programme Lin	Contractors Contractors William T. King Labble free Kaßen Masonry Kincley Construction Glass Industries An Augustake Heer Brothers Refinece Crounded Total	Local New Hires 1 2 3 4 5 1	Oga Belding Creater Oga Helical Pale Oga Helical Pale Oga Helical Pale Ofa Belding Pale Ofa General Trades Oya-Toyed Oga Brilling Oga Brilling Oga Brilling Oga Paleining & Coasting Oga Belding Saleining Saleining Saleining Saleining Saleining Oga Belding S	Dance Rin Bares Poundation and shoring Carmo SA Plabe from Devile Construction Col Rico fing Finalise, Inc. Lar Finon Salasa Financy Salasa Financy SCCP Tru wombt Cchanical Finalise Truid	
Trade D. LANDECAPING D. Downlitin and Allaboroust Allaboroust Allaboroust A Commissional B. Misc's Bedl A. Daywall, Transing, a. Collings A. Daywall, Transing, b. Collings A. Philmbing & HVAC (35-Sprinkless	Contractors William T. King Unit Die Ree Karon Masonry Ciscky Construction Glass Industries JA Apprication Heer Brothers Refissee Grounded	Local New Hires 2 3 4 1 5 1	Oga Belding Creater Oga Helical Pale Oga Helical Pale Oga Helical Pale Ofa Belding Pale Ofa General Trades Oya-Toyed Oga Brilling Oga Brilling Oga Brilling Oga Paleining & Coasting Oga Belding Saleining Saleining Saleining Saleining Saleining Oga Belding S	Dance Ros Bares Poundations and Shoring Came Sa Falle, Iron Dontin Countraction Cole 200 fing Hankles, Inc. La R Phors Sa Lasa Phors Inc. Sector To second Cole and Fine Inc. Pre-Stark line Pre-Stark line	
Trade Describing and Abstracest Walson rry Streetmal & MiscS teel Courtainsell De yeall Praving & College A Plumbing & HVAC B-Sprinkles	Contractors Contractors William T. King Entitle Free Eagnon Manonry Cincley Construction Glass Industries JA Augustab Hear Brothers Refinence Grounded Textal Verified/ Timal	Local New Hires 1 2 3 4 5 1	Oga Belding Creater Oga Helical Pale Oga Helical Pale Oga Helical Pale Ofa Belding Pale Ofa General Trades Oya-Toyed Oga Brilling Oga Brilling Oga Brilling Oga Paleining & Coasting Oga Belding Saleining Saleining Saleining Saleining Saleining Oga Belding S	Dance Rin Bares Paradation and shoring Came SA Hable from Desire Construction Cole Roof offig Finishes, be Lex Fibros Salasa Housing SCCP The world obtained Pre-basic fibro Twind Verified/ Hand	
Trade	Contractors Contractors William T. King Rathbernee Kaffen Manonry Cincley Construction Glass Industries JA Augestake Hear Strubers Reflance Grounded Total Verified/ Hand	Local New Hires 1 2 3 4 5 1 6 6 6 6 6 6 6 6 6 6 6 6	ogA Bealding Creater ogE-Helical Pale ogA Miscoury ogA-Steel odA General Trades orA-Roofing ogA-Drywell ogS-Tiling og S-Tiling og S-Tiling og S-Paintings is Coating gA-Mechineal sB-Sprinker	Dance Rin Bares Poundation and shoring Carmo SA Plabe from Devile Construction Cole Roo fing Planking, Inc. Lar. Floor Salasa Plancing SCCP Tru was Mechanical Verified/ Visual Robert Foole	
Trade	Contractors Villam T. Eng Labble Ree Labole Masonry Endry Construction Glass Industries JA Augustabs Heer Stothern Relinee Grounded Tetal Vorified/Hanal Forest Park Contractors	Lo cal New Hires 1 2 3 4 5 1 1 1 Lo cal New Hires	OJA Beilding Character Og B-Helical Piets O4AM Romany O5A-Shell OAA General Trailes OTA Roofing OJA-Drywall OSB-Tiling OJC Revolves Than ing OSP-Paintings & Coatings SA-Mechanical SSB-Sprinker	Dance Rin Barry Poundation and shoring Camin Sa Haliac Iron Double Construction Out to Construction Color Roofing Planking, Inc. LER FROM Sultas Planking SCCP To wanter Color Roofing Fire-Mark Inc. Tread Africa Verifical Value Robert Poole Contractors	Loalive
Trade LANTES CAPING Describins and Abstraced White or the series of t	Contractors William T. King Entitle Free Kapen Manonry Kindry Construction Glass Industries JA Augustab Heer Brothers Rethner. Grounded Twist Forest Park Contractors Sody	Local New Hires 1 2 3 4 5 1 6 6 6 6 6 6 6 6 6 6 6 6	og A Bealting Creater og B-Helical P Bes og A Marcary og A-Broofing og A-Drowell og A-Drowell og B-Tiling og B-Tili	Dance Ros Bares Poundation and Shoring Camm Sa Halle from Data Counts within Cole Roo fing Finaliza, Inc. Lin R Fibors Salazar Farming SCCP To warming changed Fire Mark the Total Robert Poole Contractors Judd Fin Protection	LoaiNe
Trade LIANTES CAPING D Describts and Abstract Massenry S trectmal & Mic.S bed C currainvall It avail IT aming, a College A. Plambing & HVAC B. Sprinklers A. Electrical	Contractors Villam T. Eng Labble Ree Labole Masonry Endry Construction Glass Industries JA Augustabs Heer Stothern Relinee Grounded Tetal Vorified/Hanal Forest Park Contractors	Lo cal New Hires 1 2 3 4 5 1 1 1 Lo cal New Hires	OJA Beilding Character Og B-Helical Piets O4AM Romany O5A-Shell OAA General Trailes OTA Roofing OJA-Drywall OSB-Tiling OJC Revolves Than ing OSP-Paintings & Coatings SA-Mechanical SSB-Sprinker	Dance Rin Barry Poundation and shoring Camin Sa Haliac Iron Double Construction Out to Construction Color Roofing Planking, Inc. LER FROM Sultas Planking SCCP To wanter Color Roofing Fire-Mark Inc. Tread Africa Verifical Value Robert Poole Contractors	Loaind
Trade Decadition and Alaborate Masserry Streetmalk Micci bed Contrained A Planeling & Price Trade A Concrete Trade	Contractors William T. King Entitle Free Kapen Manonry Kindry Construction Glass Industries JA Augustab Heer Brothers Rethner. Grounded Twist Forest Park Contractors Sody	Local New Hires	og A Bealting Creater og B-Helical P Bes og A Marcary og A-Broofing og A-Drowell og A-Drowell og B-Tiling og B-Tili	Dance Ros Bares Poundation and Shoring Camm Sa Halle from Data Counts within Cole Roo fing Finaliza, Inc. Lin R Fibors Salazar Farming SCCP To warming changed Fire Mark the Total Robert Poole Contractors Judd Fin Protection	Loaine
Trade Description and Abstract Description Description Description Trade Ja-Concrete Ja-Concrete Ja-Donny	Contractors William T. King Wallbernee Kasen Masonry Ciscley Construction Glass Industries JA Augustab Heer Stochars Reflance Grounded Test A Verified/ Haal Forest Park Contractors Sody Contractors	Local New Hires 1 2 3 4 5 4 Local New Hires Local New Hires 2 3 4	ogA Bealting Creater ogB-Helical Pale ogA Miscoury ogA-Steel odA General Trades orA-Roofing ogA-Drywell ogS-Tilling ogC-Broinest Hauseg og-Paintings is Coating gA-Mechanical sB-Sprinker Trade 31A-Fire Fro tection 36A-Electrical	Dance Rin Barris Poundation and shoring Carmo SA Philae from David Countraction Cole Roo fing Finables, Inc. Lar Phons Salasa Thomag SCCP Trustand Columbia Trustand Verifical Visual Robert Poole Contractors Jud Fina Protection Grounded Electrical	LoailW
Trade Decadition and Alaborate Masserry Streetmalk Micci bed Contrained A Planeling & Price Trade A Concrete Trade	Contractors Contractors William T. Eng Bubble Ree Labble Ree Labble Roes Labble Roes Labble Roes Labble Roes Labble Roes Labble Masonry Elicity Constitution Class Industries JA Augustabs Hear Buthers Relimon Grounded Tutal Vorified/Himal Forest Park Contractors Sody Laboury Halac	Lo cal New Hires 1 2 3 4 5 1 1 1 Lo cal New Hires 2 1 Lo cal New Hires 2 2 2 2 2 2 2 2 2 2 2 2 2	OJA Bealding Creaceter Oga-Helical Pales O4AM Roseny O5A-Steel O6A General Trailes O7A Roofing O7A-Drywall O5S-Tiling O7S-Painings & Coatings O5A-Mechanical SS-Sprinker Traile Traile O5A-Mechanical SS-Sprinker Traile O5A-Mechanical SS-Sprinker O5A-Dechanical	Dance Rin Barry Poundation and shoring Camin Sa Haliac Iron Douts Construction Ook Roo fing Thinking, Inc. LER FROM Salas Planning SCCP To warm of other inc. The Mark Inc. Tetal Verifield I Salas Jud S Jim Provection Ground ed Electrical Jude Specialists	Loaind
Trade Trade	Contractors Contractors William T. King Entitle Free Karon Manonry Cincley Construction Glass Industries JA Augitable Hear Brothers Reflaces Grounded Textal Verified/ Timal Forest Park Sody Callin Manonry Island Island Land Lan	Lo cal New Hires 1 2 3 3 4 1 5 1 2 1 6 8 Lo cal New Hires 2 3 4 1 6 8 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	OgA Bealting Creater OgB-Helical Pale OgA-Miconry OgA-Steel OfA-General Trades OgA-Dropedl OgA-Dropedl OgB-Tible Og-Thought Hurning Og-Palnings & Coating OgA-Brocket Hurning ISB-Sprinker ISB-Sprinker Trade 11A-Fin Fro tection 26A-Electrical B - Demolition & Abatament SA-Bulling Concrete	Dance Rin Barro Parudation and shoring Cam SA Halle Iron Desire Construction College Office Sanita Sanita Lar Fibors Sanita Sani	LocalNe
Trade	Contractors William T. King Walkine T. Walkine Grounded Tetal Verified/ Maal Forest Park Contractors Sody Calcin Moonry Halke Timeleon Inc. Tito	Local New Hires 1 2 3 4 5 Local New Hires 4 Local New Hires 2 3 4 Local New Hires	ogA Bealting Creater ogB-Helical Pale ogA Miscoury ogA-Steel odA General Trades ogA Profile ogA Drywall ogS-Tilling ogC Brainings is Coating gA-Mochaecil 13B-Sprinker Trade 11A-Fire Protection 26A-Electrical 28-Demolition is Abstament 5A-Bull ing Concrete 4A-Marcany	Dance Rin Berry Poundation and shoring Carmo SA Plalac from Davis Countraction Cole Roo Ging Finables, Inc. Lar Phons Salaca Thomas SCOP The wornth orbital Cole The Address Verified/ Min al Verified/ Min al Contractors Jud S Fine Protection Grounded Electrical Arbetts Specialists GLE CORRECT CONT	LoalNe
Trade LANTES CAPING Describins and Abstraced Whatenry Streetmal & Micc S bed Courtainvall In yould IT aming, & College A. Planning & HYAG B. Sprinkles A. Electrical Trade JA. Concrets JA. Monney JA. Monney JA. Monney JA. Monney JA. Well III JA. Dywalls Amentic B. Times Ja. Trade Ja. Trade Ja. Trade Ja. Concrets Ja. Monney Ja. Mo	Contractors Contractors William T. King Entitle Free Karron Manonry Cincky Construction Glass Industries JA Augitable Hear Brothers Reflaces Grounded Twist Forest Park Contractors Sody Callin Manonry tale Free Park Language Lan	Lo cal New Hires 1 2 3 3 4 1 5 1 2 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	OgA Bealting Creater OgB-Helical Pale OgA Maconry OgA-Steel OfA General Trades OgA-Profits OgA-Profits OgA-Profits Og-Palinings & Coatings OgA-Brocket Hurring Trade 11A-Fin Fro tection 25A-Electrical De-Denolition & Abatement OgA-Builting Concrete QA-Maconry SA-Metalls OgA-Doyadli & Aconstical	Dance Rim Bares Parudation and shoring Carm SA Hislae Iron Desire Construction College Office Sanita Variety Judé Fine Protection Ground ed Electrical Aubentus Specialists GLE Concrete Const Carm Macon my Steele Fab Assess Challenge	LealNe
Trade - LANTE CAPING - Develors and Abstrace - Mass any - Streetmal & MiccS teel - Cuttain will - De yeall (Paring, & College - A. Planning & HVAG - Symmides - A. Electrical Trade - A. Concrete - A. Massimy - A. Massimy - A. Massimy - A. Massimy - A. Diyanilla Advantix - Berling - G. Pannings & Coutings	Contractors William T. King Radible Rose William T. King Radible Rose Radion Manonry Enclay Construction Glass Industries JA Augustais Heer Brothern Relimon Grounded Tutal Verified/ Hanal Forest Park Contractors Sody Calliam Manuary Halte Handron Inc. Tito Augus	Lo cal New Hires 1 2 3 4 1 1 1 1 1 1 1 1 1 1 1 1	ogA Bealting Creates ogB-Helical Pales ogA Miscoury ogA-Stelel odA General Trades orA-Roofing ogA-Drywell ogS-Tilling ogC-Roofing ogC-Roofi	Dance Rin Barry Poundation and shoring Camin SA Halic Iron Desir Construction Cole Roofing Finisher, Inc. LER Floor Solina Finning SCCP TO wanter General Fire Stark Inc. Tretal Verified/ Vin.al Robert Poole Contractors Jud Gine Protection Grounded Electrical Arbeits Specialists GLB Concrete Const Camin Macin My Steel Fab	LoalNe
Trade - LANDSCAPING Demolities and Abstract - Management and Abstract - Management and Abstract - Structural all MincS bed - Contract - Dysell I Tenning & College - Plandsco - Plandsco - Electrical Trade - A Concrete - A Management - A Dysell B Accepte - Trade - Trade - A Dysell B Accepte - Trade - Trade - A Dysell B Accepte - Trade - Trade - A Dysell B Accepte - Trade - Trade - A Dysell B Accepte - Trade - Trade - A Dysell B Accepte - Trade - Trade - A Dysell B Accepte - Trade - Trade - A Dysell B Accepte - Trade - Trade - Trade - A Dysell B Accepte - Trade - Trade - Trade - Trade - A Dysell B Accepte - Trade - Trade - Trade - A Dysell B Accepte - Trade - Trade - Trade - Trade - Trade - A Dysell B Accepte - Trade	Contractors William T. King William T. William William T. King William	Local New Hires 1 2 3 4 5 4 Local New Hires 2 3 4 Local New Hires 3 3 4 3 4 3 4 3 3 4 3 3 3	OgA Bealting Creater OgB-Helical Pale OgA Maconry OgA-Steel OfA General Trades OgA-Profits OgA-Profits OgA-Profits Og-Palinings & Coatings OgA-Brocket Hurring Trade 11A-Fin Fro tection 25A-Electrical De-Denolition & Abatement OgA-Builting Concrete QA-Maconry SA-Metalls OgA-Doyadli & Aconstical	Dance Rin Barris Poundation and shoring Exami SA Plabe from David Construction Cole Roo fing Planking, Inc. Let Rybors Salasa Planting SCCP Tru wanter Chanking Provided Trusted Construction Control of Construction Robert Poole Construction Ground of Electrical Arbestos Specialists CBE Construction CBE Construction CBE Construction CBE Construction CBE Construction CBE Construction CONSTRUC	Loaine

Total Commitments

283

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

Local Hiring Commitments for New Hires

<u>Year II Schook</u>					*As of December 2
	Bay-Brook		John :	Ruhrah	
TRADE	CONTRACTORS	LOCAL NEW HIRES	TRADE	CONTRACTORS	LOCAL NEW HIR
02A Demolition & Abatement	Interior Specialists	1	o2ADemplition& Abatement	Rath Enterprises	DOG ETTE WILL
04AMasonry	Karon Masonry	2	03A Cast-In-Place Connecte	Premier Concrete, Inc	
o&A Openings	ALIngram	1	o4AM asonry	Karon Masonry	
ogE Finishes	NLP Painting	_	Oaß Masonry Restoration	Year	
	_	1			
27ACommunications	Compudata System	4	o6AGeneral Trades	MCN/ SBI JV	
	Total	9	cr,8 Roofing and Waterproofing	CHU Contracting, Inc	
	Verified/Final	23	ogADrywall & Acoustical	M3 Contracting	
	Calverton		23A Mechanical & Plumbing	Pro-Air, Irr.	
			26A Electrical	Freestate Electrical	
TRADE 02 Existing Conditions (Demolition/Abatement)	CONTRACTORS	LOCAL NEW HIRES	3sAEarthwork	Carter Site Services	
	Berg Corporation	2		Total	
ng.Concrete ng.Masonry	Premier Concrete: KaRo nMaso nry	2		Verified/Final	
o5Metals	S.A. Halac	1	Mary E	Rodman	
	Cole Roo fing		TRADE	CONTRACTORS	LOCAL NEW HIF
07ARoofing		1	o2ADemolition& Abatement		DOCALINEW HIR
o&A Openings	Quality Walls & Wirelows	1		Rath Enterprises, Inc.	
09A Finishes	J&G Group	2	ogACastin-place Concrete ogAM asonry	Dance Brothers, Inc.	
ngB WCP& Campet Tile	Carpet for Pennies	4		Tricord Masonry, LLC	
09E Ceramic Tile	L&R Enterprises	1	ofAGeneral Trades	MSN/SBI	
23 Heating, Ventilating and Air Conditioning	Heer Bro thers	1	отВ Roofing	Autumn Contracting, Inc.	
26 Electrical	Action Electric	2	ogADrywall & Acoustical	Barnes and Associates	
31Earthwork	Carter Site Service	4	ogCResilient & Tile	Churchvile Tile and Marble, Inc.	
	Total	22	ogE Painting	J.A. Argetakis Contracting Compan	
	Verified/Final	72	23A Plumbing & HVAC	W.G. Tomko, Inc	
			26A Electrical	BoM arkElectric	
С	alvin M. Rodwell		31AEarthwork	Cotton Construction Company	
TRADE	CONTRACTORS	LOCAL NEW HIRES		Total	
04AMæonry	Karon Masonry	2		Verified/Final	
o≲B Misc. Metals & Ornamental Rails	Moxey	1			
o6A.1 Rough Carpentry	Punch List Specialist Team	2	Medfiel	l Heights	
o∕B Roofing	IronShore Contracting	1	TRADE	CONTRACTORS	LOCAL NEW HIR
09A Drywall, ACT & Insulation	Dynamic Contracting	12	o4Masonry& Sprayed Insulation	First Choice Masonry	
23AMechanical	W.G. Tomko Inc	1	oyMillwork& Casework	CabinetsbyDesign	
26AElectrical	Bo MarkElectric	,	12 Roofing	Kalkreuth Roofing	
32B Site Concrete	Chevy Chase	1	14 Drywall, ACT& Rough Carpentry	P&D Contractors	
31AEarthwork	P&J Contracting Co.	1	15 Painting & Wall Coverings	NLP Enterprises Inc. Allstate: Ploors & Construction,	
33ASite Utilities	P&J Contracting Co.	1	16/19 CeramicTiles & Flooring	Inc.	
	Total	23	33 Plumbing/HVAC/Controls	Denver-Elek	
	Verified/Final	33	34 Electrical	Action Electric	
	Course Courseline		35 Telecom& Security	Life SaftySolutions, Inc.	
	Cross Country		36 Site Utilities	Stella May Contracting, Inc.	
TRADE	CONTRACTORS	LOCAL NEW HIRES		Total	
o1 General Requirements	A&S Refuse	2		Verified/Final	
og Concrete	ChevyChase	2			
04 Masonry	KaRo nMaso nry	1	Mon	ebello	
os Metals	Haro ver Iron Works	1	TRADE	CONTRACTORS	LOCAL NEW HIE
				GIR Gt	
o7Thermal and Moisture Protection	Baltimore Waterproofing	2	o3ACast-in-Place Concrete	GLB Contracting	
	Baltimore Waterproofing Precision	2	од В Манотиу	Coastal Exteriors	
09 Finishes		2 1			
og Firishes 31Earthwork	Precision	2 i 1	од В Манотиу	Coastal Exteriors	
og Firishes 31Earthwork	Precision DXI ER&M	i 1 2	ough Manormy 26A Electrical 22A TTData Secondary Parkage:	Coastal Exteriors Action Electric Bold arkElectric	
09 Finishes 31Earthwork	Prozion DM ER&M Total	1 2 2 12	cupt Manorary 26A Electrical 22A FT Data Secondary Parkage: 28A DAS System	Coastal Exteriors Action Electric Bolf ark Electric Communications Electronics	
09 Finishes 31Earthwork	Precision DXI ER&M	i 1 2	ough Manormy 26A Electrical 22A TTData Secondary Parkage:	Coastal Exteriors Action Electric Bold ark Electric Communications Electronics P&J Contracting	
op Pirkibra 31E arthwork 32E xterior Improvements	Prozion DM ER&M Total	1 2 2 12	cupt Manorary 26A Electrical 22A FT Data Secondary Parkage: 28A DAS System	Coastal Exteriors Action Electric Bold arkElectric Communications Electronics P&J Contracting Total	
us) Findites 31E arthwork 32E Xterior Improvements Fa	Precision DXI ERSEM Total Verified/Final	1 2 2 12 PENDING	cupt Manorary 26A Electrical 22A FT Data Secondary Parkage: 28A DAS System	Coastal Exteriors Action Electric Bold ark Electric Communications Electronics P&J Contracting	
op Pirishra 31E arthwork 32 Exterior Improvements Fa TRADE	Precision DXI ERRM Total Verified/Final immount-Harford CONTRACTORS	PENDING LOCAL NEW HRES	cupt M. anormy 26x Electrical 22x FTD ada Secondary Parkage; 28x DAS System 20x Earthmork Paving & Utilities	Coastal Exteriors Action Electric Bold arkElectric Communications Electronics P&J Contracting Total	
op Pirishra 31E arthwork 32Exterior Improvements For TRADE 02A Demolition & Absternert	Precision DXI ERRM Total Verified/Final CONTRACTORS Interior Specialists	PENDING LOCAL NEW HIRES	cu# Masorny 26A Electrical ZATI'Data Secondary Parkage: 26A DAS System 32A Earthwork Paving & Utilities Nort	Coartal Exteriors Action Electric BoM arkElectric Communications Electronics P&J Contracting Total Verified/Final	IOAI NEW
109 Priorites 31 Earthwork 32 Exterior Improvements Fa TRADE 02A Demolition & Abstement 03A Cast in Place Concrete	Precision DXI ERRM Total Verified/Final CONTRACTORS Interior Specialists Precisic Concess, Inc.	PENDING LOCALNEW HRES 4	cupt M. anormy 26x Electrical 22x FTD ada Secondary Parkage; 28x DAS System 20x Earthmork Paving & Utilities	Constal Exteriors Action Electric Bold ark Electric Communications Electronics P&L Contracting Total Verificel/Final avood CONTRACTORS	LOCALNEW HIS
op Protites 3:1E arthwork 3:2E xterior Improvements For TRADE 0:2A Demo lition & Absternent 0:3A Cart in Place Concrete 0:6A General Trades	Precision DXI ERRM Total Verified/Final CONTRACTORS Interior Specialists Precise Concrete, Inc. MCN/ SELJV	PENDING LOCAL NEW HRES 4 5	cupt Manorary 264 Electrical 22 A l'Obala Scondary Parkage 284 DAS System 204 Earthwork Paving & Utilities Nort TRADE 04 Masonry	Constal Exteriors Action Electric Bold ark Electric Communications Electronics Fâu Contracting Total Verified/Final **CONTRACTORS Che vy Chase Contractors	LOCALNEW HIS
op Picishra 31E arthwork 32 Exterior Improvements Fa TRADE 02A Dermittion & Absterrent 03A Cart-in-Place Concrete 06A General Trades 078 Roofing and Waterproofing	Precision DXI ERRM Total Verificely Fixed CONTRACTORS Interior Specialists Premier Concrete, Inc. MCN/ SBI JV CHU Contracting, Inc.	PENDING LOCAL NEW HIRES 4 5	cupt Manoray 26A Electrical 22A I'I'Daka Secondary Parkage 28A DAS System 32A Earthwork Paving & Utilities Nort TRADE	Coertal Exteriors Action Electric Both ark Electric Communications Electronics PAU Contracting Total Verified/Final CONTRACTORS Che sy Chase Contractors Canatal Steel	LOCALNEW HIB
OP) Pictures 32 Earthwork 32 Exterior Improvements Fa TRADE 02A Demolition & Absterrent 03A Cart in Place Concrete 06A General Trades 07B Roofing and Waterproofing 09C Foo ring and Tile	Precision DXI ERRM Total Verified/Final CONTRACTORS Interior Specialists Premier Concrete, Inc. MCN/ SBI JV CHU Contracting, Inc. Business Flooring	PENDING LOCAL NEW HRES 4 5	cupt Manorary 26A Electrical 22A I'l'Data Secondary Parkage: 26A DAS System 24A Farthmork Paving & Utilities Nort TRADE 04Masonry 05Metabs	Coordal Exteriors Action Electric Both ark Electric: Communications Electronics Pâd Contracting Total Verified/Final CONTRACTORS Che by Chase Contractors Canadal Steel HiRise Windows	LOCALNEWHIB
	Precision DXI ERRM Total Verificely Fixed CONTRACTORS Interior Specialists Premier Concrete, Inc. MCN/ SBI JV CHU Contracting, Inc.	PENDING LOCAL NEW HIRES 4 5	cup Masoray 26A Electrical 22A Ti'Data Secondary Parkage: 28A DAS System 30A Earthwork Paving & Utilities Nort TRADE 04Masoray 05Metals 08Openings	Coertal Exteriors Action Electric Both ark Electric Communications Electronics PAU Contracting Total Verified/Final CONTRACTORS Che sy Chase Contractors Canatal Steel	LOCALNEWHIR

EXHIBIT 8: SWING SPACE SCHOOLS

2018 OCCUPANCY/SWING SPACE SCHEDULE

				Swing Space	Swing Space	Swing Space	Construction	Move Date for	
Swing School	Swing Address	Project School	Project Address	School	School	School Move	Start on	completed	Prposed School
o ming o one or	oming reactors	r reject concer	1 10,000111441000	Repairs Start	Repairs	Dates	Project School		Opening Date
Swing Space to Occupancy					Complete				
West Baltimore Bldg.	201 North Bend Baltimore, MD 21229	Frederick E S	2501 Frederick Ave Ballmiore, MD 21223					8/9/17 to 8/11/17	9/5/17
William C. March	2050 N. Wolfe St	Ft. Worthington ESAMiddle	2710 Hoffman St					8/7/17 to	9/5/17
	Baltimore, MD 21213		Ballimore, MD 21213					8/9/17	
West Baltimore Bldg.	201 North Bend	Lyndhurst E S Mi iddle	621 Wildwood Pkwy	5/4/16	6/10/16	7 <i>1</i> 5/16 to	7/11/16	3/26/18 to	4/3/18
Lyndhurst Westside ES	Baltimore, MD 21229 2235 N. Fulton St	Dorothy I Height E S	Ballimore, MD 21229 2011 Linden Ave	6/22/16	7/24/16	7/8/16 7/5/16 to	8/1/16	3/28/18 3/26/18 to	4/3/18
PRESISTOR ES	Baltimore, MD 21217	Doromy Theigntes	Ballimore, MD 21217	0/22/10	1/24/16	7/7/16 7/7/16 7/27/16 to 7/29/16	8/1/16	3/28/18	4/3/16
Arundel E S	2400 Round Rd	Arundel ES	2400 Round Rd	No swing	No swing	n/a	7/1/16	6/20/18 to	9/4/18
Garrison E S/Middle	Baltimore, MD 21225 39 10 Barrington Rd	Pimlico E S/Middle	Ballimore, MD 21225 4849 Pimlico Rd	ne eded 6/22/16	needed 8/7/16	8/1/16 to	8/6/16	6/22/18 6/20/18 to	9/4/18
Cumoui Camuuic	Ballimoe, MD 21207	i maco e samour	Ballimore, MD 21215	GI223 10	47710	8/5/16		6/22/18	3.710
Lake Cliffon HS	2801 Saint Lo Dr	Robert Poole - ACCE HS	1300 W 36th St	4/22/16	7/31/16	6/27/16 to	8/1/16	7/16/18 to	9/4/18
Lemmel HS	Ballimore, MD 21213 2801 N Dukeland St	Robert Poole - Independence	Ballimore, MD 21211 1300 W 36th St	4/25/16	7/31/16	7/5/16 6/27/16	8/1/16	7/18/18 7/16/18 to	9/4/18
Calinia 115	Baltimore, MD 21216	HS	Ballimore, MD 21211	472.3710	7/3 0 10	GIZ7710	0.1110	7/18/18	34410
Northwestern HS	6900 Park Heights Ave	Forest Park HS	3701 Eldorado Ave	6/27/16	7/29/16	8/1/16 to	12/1/16	7/23/18 to	9/4/18
	Baltimore, MD 21215		Ballimore, MD 21207			8/5/16		7/25/18	
Patapsco ES	844 Roundview Rd Ballimore, MD 21225	Cherry Hill E S	801 Bidgeview Rd Ballimore, 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 E S/Middle	39 10 Barrington Rd	Arlington ES/Middle	3705 W. Rogers Ave	6/27/16	8/1/18	6/25/18 to	7/1/18	7/1/19 to	9/3/19
	Ballimree, MD 21207	-	Ballimore, MD 21215			6/28/18		7/3/19	
Fairmont Harford	2555 Harford Rd	REACH/Lake Clifton HS	2815 St. Le Dr	No swing	No swing	8/12/19 to	5/1/18	8/5/19 to	9/3/19
Baltimore Community/	Baltimore, MD 21215 6820 Fait Ave	John Ruhrah E S/Middle	Ballimore, MD 21213 701 Rappolla St	ne eded 4/1/18	needed 6/29/18	8/16/19 7/2/18 to	7/6/18	8/9/19 12/23/19 to	1/2/20
Southeast Bidg	Baltimore, MD 21224	John Ruman E Samude	Ballimore, MD 21224	470 18	0/29/18	75/18	7/0/18	12/26/19	1/2/20
Grove Park E S/Middle	5545 Kennison Ave Baltimore, MD 21215	Calvin Rodwell ES/Middle	3501 Hillsdale Rd Ballimore, 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 Ballimore, MD 21225	Bay Brook E S/Middle	4301 10th St Ballimore, 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 Bldg.	201 North Bend Baltimore, MD 21229	Mary E. Rodman E S	3510 W Mulberry St Ballimore, 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 Bldg.	900 Woodbourne Ave	Medield Heights ES	4300 Buchanan Ave	6/27/18	8/5/19	8/12/19 to	8/16/19	12/21/20 to	1/4/21
	Ballimore, MD 21212	<u> </u>	Ballimore, MD 21211			8/15/19		12/24/19	
Winston Bldg.	1101 Winston Ave. Ballimore, MD 21212	Walter P. Carter E SMiddle	820 E 43rd St Ballimore, 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	2050 N. Wolfe St	Harford Heights E S	1919 N. Broadway St	Minor repair	5/1/19	6/24/19 to	7/1/19	6/21/21 to	9/30/21
	Baltimore, MD 21213	_	Ballimore, MD 21213			6/28/19		6/25/21	
Chinquapin Bldg.	900 Woodbourne Ave Baltimore, MD 21212	Govans	5801 York Rd Ballimore, 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 Bldg.	1807 Harlem Ave	Robert Coleman ES	2400 Windsor Ave	Minor repair	7/1/19	8/12/19 to	3/2/20	8/9/21 to	8/30/21
-	Baltimore, MD		Ballimore, MD 21216			8/15/19		8/13/21	
Garrison Bldg.	39 10 Barrington Ave	James Mosher ES	2400 W Mosher St	Minor repair	7/1/19	8/19/19 to	4/1/20	8/3/21 to	8/30/21
Sharp Leadenhall	Ballimore, MD 21207 150 W West Street	Sharp Leadenhall	Ballimore, MD 21216 1919 N. Broadway St	WA	N/A	8/26/19 WA	WA	8/6/21 8/11/21 to	8/30/21
Simily Concilian	Ballmore, MD 21230	Situ p Concinus	Ballimore, MD 21213					8/16/21	U SUZI
Patterson Highl School	N/A	Patterson High School	100 Kane Street	WA	N/A	WA	WA	8/16/21 to	8/30/21
Claremont	5301 Erdman Ave	Patterson High School	Balitmore, MD 21224 100 Kane Street	WA	N/A	WA	WA	8/23/21 6/13/22 to	8/29/22
	Baltimore, MD 21205		Balitmore, MD 21224					6/18/21	
Morthwestern Elldg.	6900 Park Heights Ave Baltimore, MD 21215	Cross Country E S/Middle	6100 Cross Country Blvd. Ballimore, MD 21215	Minor repair	6/2/19	7/22/19 to 7/26/19	11/5/21	6/19/23 to 6/23/23	1/2/24
SE Bldg.	6820 Failt Ave	Highlandtown E S/Middle	213 S Eaton Street	Minor repair	7/24/20	7/27/20 to	8/3/20	12/27/22 to	1/2/23
DOM DEL	Baltimore, MD 21224		Ballimore, MD 21224			7/31/20		12/30/22	
PDC Bldg.	2500 E Northern Play Baltimora, MD 21214	Montebello ESAMiddle	2040 E 32nd Street Pallimore, MD 21218	Minor repair	8/7/20	8/10/20 to 8/14/20	10/1/20	12/27/22 to	1/2/23
	Baltimore, MD 21214		Ballimore, MD 21218			0/14/20		12/30/22	
Occupancy to Swing Space									
Northwestern Elidg.	6900 Park Heights Ave Baltimore, MD 21215	Frederick Douglass HS	2301 Gwynns Falls Parkway Ballimore, MD 21217	Minor repair	TDB	6/25/24 to 7/8/24	7/22/24	TDB	TDB
Joseph Briscoe	900 Druid Hill Ave	Joseph Briscoe	900 Dauid Hill Ave Rallimore MD 21201	WA	N/A	WA	WA	6/1/25	TDB
SF Ruilding.	Baltimore, MD 21201 6820 Fait Ave	Commodore John Rodgers	Ballimore, MD 21201 100 N. Chester Street	WA	MA	6/13/23 to	1/1/24	6/1/25	me
~	Ballimore, MD 21224		Ballimore, MD 21231		1	6/20/23	11 112-7	UI II Z.J	100

EXHIBIT 9: BUILDING ENGAGEMENT PROCESS

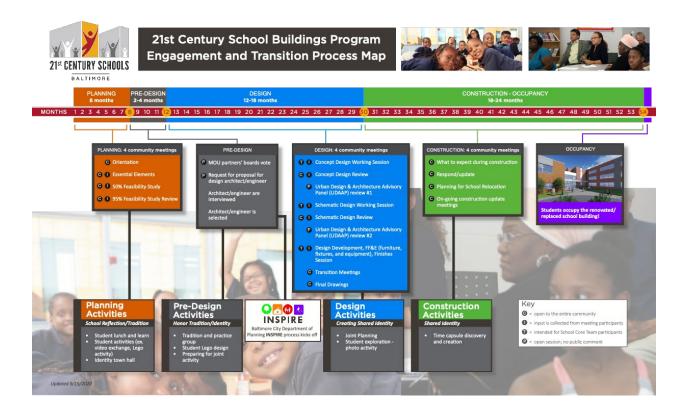


EXHIBIT 10: FEASIBILITY STUDY PROCESS MAP

