Baltimore Education Initiative

Financial Plan

Part I

One-Time Capital Investment

The One-Time Capital Investment represents the preliminary financial resources required to establish the Baltimore Education Initiative as a complete educational system serving students from Grade 1 through Grade 12. These expenditures occur during the planning, acquisition, construction, and development phases of the Initiative and are incurred only once as the educational system is established.

The capital investment includes all costs associated with acquiring land, constructing educational facilities, developing campus infrastructure, furnishing and equipping each school, installing technology systems, and completing the necessary professional services to prepare the Initiative for operation.

The Baltimore Education Initiative has been designed around a phased implementation strategy beginning with the Primary School Program and expanding into the Middle School and High School Programs as each student cohort progresses through the educational system. Although construction occurs in phases, the financial estimates presented in this section represent the total preliminary capital investment required to fully develop the complete Baltimore Education Initiative.

The One-Time Capital Investment consists of:

- Land Acquisition
- Building Construction
- Site Development and Infrastructure
- Furniture, Equipment, and Technology
- Professional Services
- Permits, Insurance, and Contingency
- Total Preliminary Capital Investment

Section 1

Primary School Capital Investment

The Primary School Division serves students in Grades 1 through 5 and represents the foundation of the Baltimore Education Initiative. The preferred implementation model consists of five Primary Schools serving approximately 14,000 to 17,000 students.

Each Primary School operates independently with its own academic building, playgrounds, parking facilities, outdoor learning areas, utilities, and supporting infrastructure.

Land Acquisition

Each Primary School is planned on approximately 50 acres.

Land Requirements

Item	Value
Number of Schools	5
Acres per School	50
Total Land Required	**250 Acres**

Preliminary Land Acquisition Cost

Item	Amount
Planning Value per Acre	$500,000
Total Land Acquisition Cost	**$125.0 milli**

Building Construction

The building construction estimate is based upon the projected enrollment, educational methodology, and current Maryland public-school construction benchmarks.

Each Primary School contains approximately:

* 210,000–250,000 gross square feet

Preliminary Construction Cost

Item	Low Estimate	High Estimate
Building Construction (Five Schools)	**$451.5 million**	**$644.0million**

Preliminary Land and Building Cost

Category	**Low Estimate**	**High Estimate**
Land Acquisition	$125.0 million	$125.0 million
Building Construction	$451.5 million	$644.0 million
Land and Building Total	**$576.5 million**	**$769.0 million**

Site Development and Infrastructure

Site development includes:

- Roads
- Parking facilities
- Utilities
- Stormwater management

- Sidewalks
- Playgrounds
- Outdoor recreation
- Landscaping
- Exterior lighting
- Security infrastructure

Preliminary Site Development Cost

Category	Estimate
Site Development and Infrastructure	**$70–90 million**

Furniture, Equipment, and Technology

This category includes:

- Classroom furniture
- Administrative furnishings
- Science equipment
- Technology equipment
- Library furnishings
- Music equipment
- Art equipment
- Physical education equipment
- Information technology infrastructure
- Security systems

Preliminary Furniture, Equipment, and Technology Cost

Category	Estimate
Furniture, Equipment, and Technology	**$120–140 million**

Professional Services

Professional services include:

- Architectural design
- Engineering
- Surveying
- Environmental studies
- Construction management
- Legal services
- Permits
- Insurance
- Contingency

Preliminary Professional Services Cost

Category	Estimate
Professional Services, Permits, Insurance, and Contingency	**$180–220 million**

Total Primary School Capital Investment

Category	Low Estimate	High Estimate
Land Acquisition	$125.0 million	$125.0 million
Building Construction	$451.5 million	$644.0 million
Site Development	$70.0 million	$90.0 million

Category	Low Estimate	High Estimate
Furniture, Equipment, and Technology	$120.0 million	$140.0 million
Professional Services	$180.0 million	$220.0 million
Total Primary School Capital Investment	**$946.5 million**	**$1.219 billion**

These figures represent preliminary planning estimates based on the Baltimore Education Initiative educational methodology, current Maryland school construction benchmarks, and recent Maryland public-school capital projects. Final costs will be determined through architectural programming, engineering design, competitive bidding, land acquisition, and prevailing market conditions at the time of implementation.

Section 2

Secondary Division One-Time Capital Investment

The Secondary Division Consists of separate Middle School and High School academic buildings located on shared campuses. Each campus contains one Middle School building and one High School building while sharing selected infrastructure, including land, Parking, utilities, athletic facilities, cafeteria, kitchen, and site development.

For financial Planning purposes, the Secondary Division capital investment:

- Middle School Capital Investment
- High School Capital Investment
- Shared Secondary Campus Infrastructure
- Total Secondary Division Capital Investment

Middle School Capital Investment

The Middle School Division serves approximately **8,400 to 10,200 students** enrolled in Grades 6 through 8.

The capital investment includes:

- Middle School buildings
- Middle School classroom furniture
- Science laboratories
- Technology laboratories
- Library
- Administrative offices
- Student support areas
- Technology infrastructure
- Instructional equipment

Preliminary Middle School Capital Investment

Campus Model	Low Estimate	High Estimate
Two Campuses	**$620 million**	**$810 million**
Three Campuses	**$630 million**	**$820 million**
Four Campuses	**$640 million**	**$835 million**

High School Capital Investment

The High School Division serves approximately **11,200 to 13,600 students** enrolled in Grades 9 through 12.

The capital investment includes:

- High School buildings
- Advanced science laboratories
- Engineering laboratories
- Technology and Artificial Intelligence laboratories
- Career and Technical Education facilities
- Library and research centers

- Administrative offices
- Student support facilities
- Technology infrastructure
- Instructional equipment

Preliminary High School Capital Investment

Campus Model	Low Estimate	High Estimate
Two Campuses	**$750 million**	**$980 million**
Three Campuses	**$760 million**	**$995 million**
Four Campuses	**$770 million**	**$1.010 billion**

Shared Secondary Campus Infrastructure

The following facilities are shared by both the Middle School and High School buildings on each campus:

- Land acquisition
- Shared cafeteria
- Commercial kitchen
- Parking
- Internal roadways
- Utility infrastructure
- Stormwater management
- Athletic facilities
- Outdoor recreation
- Landscaping
- Exterior lighting

- Security infrastructure
- Site development
- Professional services
- Furniture and equipment for shared facilities
- Technology infrastructure for shared operations
- Permits
- Insurance
- Contingency

Preliminary Shared Secondary Campus Capital Investment

Campus Model	Low Estimate	High Estimate
Two Campuses	**$1.399 billion**	**$1.698 billion**
Three Campuses	**$1.518 billion**	**$1.845 billion**
Four Campuses	**$1.637 billion**	**$1.994 billion**

Total Secondary Division One-Time Capital Investment

Campus Model	Low Estimate	High Estimate
Two Secondary Campuses	**$2.769 billion**	**$3.488 billion**
Three Secondary Campuses	**$2.908 billion**	**$3.660 billion**
Four Secondary Campuses	**$3.047 billion**	**$3.839 billion**

These figures represent the complete preliminary one-time capital investment required to fully establish the Secondary Division of the Baltimore Education Initiative.

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Part II

Annual Operating Budget

The Annual Operating Budget represents the recurring financial resources required to operate the Baltimore Education Initiative after construction has been completed and all schools are fully operational.

Unlike the One-Time Capital Investment, which establishes the educational system, the Annual Operating Budget supports the daily operation of every school and campus throughout each fiscal year.

The operating budget has been developed directly from the approved educational methodology, staffing model, enrollment projections, curriculum, and organizational structure established throughout the Baltimore Education Initiative.

The Annual Operating Budget includes:

- Instructional Personnel
- Administrative Leadership
- Student Support Services
- Employee Benefits
- Food Service

- Transportation
- Utilities
- Building Maintenance
- Security
- Custodial Services
- Technology Operations
- Educational Materials
- Insurance
- Professional Development
- Central Administration
- Operating Contingency

The Annual Operating Budget is presented separately from the Capital Investment because this expenditure occurs every year after the Initiative becomes fully operational.

Section 1

Primary School Annual Operating Budget

The Primary School Division consists of five Primary Schools serving approximately **14,000 to 17,000 students** enrolled in Grades 1 through 5.

Each Primary School serves approximately **2,800 to 3,400 students** while maintaining a maximum classroom enrollment of approximately twenty students.

The operating budget reflects the approved staffing model adopted by the Baltimore Education Initiative and includes instructional personnel, school leadership, student support services, administrative staff, operational personnel, employee benefits, and recurring operating expenses.

Annual Personnel Budget

The Primary School personnel budget includes:

- Principal
- Assistant Principals
- Lead Teachers
- Associate Teachers
- Shared Intervention Teachers
- Science Teachers
- Art Teachers
- Music Teachers
- Physical Education Teachers
- Technology Teachers
- Permanent Relief Teachers
- Administrative Assistants
- School Counselors
- School Nurses
- School Psychologists
- School Social Workers
- Attendance and Family Engagement Coordinators
- Receptionists
- Security Officers
- Cafeteria Manager
- Cafeteria Staff
- Custodial Manager
- Custodians
- Maintenance Technicians
- Groundskeepers
- Warehouse and Supply Clerk
- Transportation Coordinator
- Information Technology Support Specialists

Preliminary Annual Personnel Cost

Category	Low Estimate	High Estimate
Salaries and Employee Benefits	**$215.6 million**	**$265.0 million**

Annual Operating Expenses

The Primary School Annual Operating Budget also includes:

- Student meals
- Transportation
- Utilities
- Educational materials
- Technology licensing
- Software
- Insurance
- Building maintenance
- Custodial supplies
- Professional development
- Operating contingency

Preliminary Total Annual Operating Budget

Category	Low Estimate	High Estimate
Personnel	$215.6 million	$265.0 million
Operating Expenses	$84.4 million	$105.0 million
Total Primary School Annual Operating Budget	**$300.0 million**	**$370.0 million**

The Primary School Annual Operating Budget represents the recurring annual investment required to operate all five Primary Schools and provide comprehensive educational services for approximately 14,000 to 17,000 students enrolled in Grades 1 through 5.

Section 2

Secondary Division Annual Operating Budget

Middle School Annual Operating Budget

The Middle School Division serves approximately **8,400 to 10,200 students** enrolled in Grades 6 through 8.

The annual operating budget includes:

- Instructional personnel
- Administrative leadership
- Student support services
- Employee benefits
- Educational materials
- Technology operations
- School-level operating expenses

Shared campus operations are calculated separately to prevent duplication.

Preliminary Middle School Annual Operating Budget

Campus Model	Low Estimate	High Estimate
Two Campuses	**$214 million**	**$254 million**
Three Campuses	**$223 million**	**$266 million**
Four Campuses	**$228 million**	**$273 million**

High School Annual Operating Budget

The High School Division serves approximately **11,200 to 13,600 students** enrolled in Grades 9 through 12.

The annual operating budget includes:

- Instructional personnel
- Administrative leadership
- Department coordinators
- Student support services
- Academic intervention
- College and career counseling
- Educational materials
- Technology operations
- Employee benefits

Shared campus operations are calculated separately.

Preliminary High School Annual Operating Budget

Model	Low Estimate	High Estimate
Two Campuses	**$459 million**	**$564 million**
Three Campuses	**$451 million**	**$554 million**
Four Campuses	**$444 million**	**$544 million**

Shared Secondary Campus Operations

Shared operational services support both the Middle School and High School buildings located on each campus.

Shared operations include:

- Food Service
- Transportation
- Security
- Custodial Services

- Maintenance
- Grounds Maintenance
- Utilities
- Technology Infrastructure
- Athletics
- Building Insurance
- Shared Operating Expenses

Preliminary Shared Operations Budget

Campus Model	Low Estimate	High Estimate
Two Campuses	**$84 million**	**$101 million**
Three Campuses	**$96 million**	**$114 million**
Four Campuses	**$100 million**	**$124 million**

Central Administration

Central Administration provides executive leadership and district-wide support services for the entire Baltimore Education Initiative.

These services include:

- Executive Leadership
- Curriculum
- Human Resources
- Finance
- Technology
- Facilities

- Transportation Administration
- Food Services Administration
- Communications
- Legal Services
- Research and Accountability

Category	Low Estimate	High Estimate
Central Administration	**$10.6million**	**$12.4 million**

Total Secondary Division Annual Operating Budget

Campus Model	Low Estimate	High Estimate
Two Secondary Campuses	**$757 million**	**$919 million**
Three Secondary Campuses	**$770 million**	**$934 million**
Four Secondary Campuses	**$772 million**	**$941 million**

These totals include:

- Middle School Annual Operating Budget
- High School Annual Operating Budget
- Shared Secondary Campus Operation Budget.

Part III

Preliminary Financial Summary

The financial estimates presented throughout this document represent the preliminary investment required to establish and operate the Baltimore Education Initiative as a comprehensive 12-year educational system serving approximately **33,600 to 40,800 students**.

The financial model has been developed from the approved educational methodology, staffing model, enrollment projections, and organizational structure established throughout the Baltimore Education Initiative. The estimates are intended to support long-term strategic planning, fundraising, stakeholder engagement, governmental collaboration, and project development.

Preliminary Total 12-year One-Time Capital Investment

The One-Time Capital Investment includes:

- Land Acquisition
- Building Construction
- Site Development and Infrastructure
- Furniture, Equipment, and Technology
- Professional Services
- Permits, Insurance, and Contingency

Planning Model	Preliminary Total 12 years onetime Investment
Five Primary Schools + Two Secondary Campuses	**$3.293 billion-–$4.413 billion**
Five Primary Schools + Three Secondary Campuses	**$3.831 billion–$5.095 billion**
Five Primary Schools + Four Secondary Campuses	**$4.370 billion–$5.777billion**

Preliminary Total 12- year Annual Operating Budget

The Annual Operating Budget represents the recurring financial investment required to operate the Baltimore Education Initiative after all schools have been constructed and are fully operational.

Planning Model	Primary Schools	Secondary Division	Central Administration	Total 12 years' Operating Budget
Five Primary Schools + Two Secondary Campuses	**$300-$370million**	**$757-$919 million**	**$10.6-$12.4 million**	**$1.068-$1.301 billion**
Five Primary Schools + Three Secondary Campuses	**$300-$370million**	**$770-$934 million**	**$10.6-$12.4 million**	**$1.081-$1.316 billion**
Five Primary	**$300-$370million**	**$772$941 million**	**$10.6-$12.4**	**$1.083-$1.323 billion**

Planning Model	Primary Schools	Secondary Division	Central Administration	Total 12 years' Operating Budget
Schools + Four Secondary Campuses			**million**	

Preliminary Annual Operating Cost per Student

When fully implemented, the Baltimore Education Initiative will serve approximately **33,600 to 40,800 students**.

Planning Model	Estimated Annual Cost per Student
Five Primary Schools + Two Secondary Campuses	**Approximately $31,800-$31900 per student**
Five Primary Schools + Three Secondary Campuses	**Approximately $32,200-32,300 per student**

Planning Model	Estimated Annual Cost per Student
Five Primary Schools + Four Secondary Campuses	**Approximately $32,200-$32400 per student**

Estimated Annual 12-year Operating Cost per Student

Approximately$31,800-32,400 per Student per year

This includes:

- Primary Schools
- Middle Schools
- High Schools
- Shared Secondary
- Campus Operations
- Central Administration

Estimated Operation Cost for First year is about $60-$74 million

The preliminary financial estimates demonstrate that the Baltimore Education Initiative can provide a comprehensive educational program while maintaining an annual operating investment that remains competitive with comparable educational systems.

These figures represent preliminary planning estimates and are intended to support strategic planning, project development, fundraising, governmental partnerships, and long-term financial planning. Final capital and operating costs will be determined through architectural design, engineering studies, land acquisition, competitive procurement, staffing, enrollment, inflation, and prevailing market conditions at the time of implementation.

Conclusion

The Baltimore Education Initiative represents a long-term investment in educational excellence, community development, and economic opportunity. Rather than focusing solely on increasing graduation rates, the Initiative seeks to transform educational outcomes by providing children living at or below the Federal Poverty Level with access to a comprehensive, high-quality educational system beginning in first grade and continuing through high school graduation.

The preliminary financial estimates presented throughout this Financial Plan provide a framework for evaluating the resources required to establish and sustain a complete educational system capable of serving approximately **33,600 to 40,800 students**.

Although the financial commitment is substantial, long-term return extends beyond the construction of schools. The investment supports the development of future educators, scientists, engineers, physicians, entrepreneurs, public servants, business leaders, and responsible citizens whose contributions will strengthen families, communities, and the nation for generations to come.

The Baltimore Education Initiative therefore views education not simply as a public expenditure, but as one of the most significant long-term investments that can be made in reducing generational poverty, expanding opportunity, strengthening communities, and preparing future generations for leadership in an increasingly interconnected world.