THE SCHOOL BOARD OF BROWARD COUNTY, FLORIDA
OFFICE OF THE SUPERINTENDENT

TUESDAY, MARCH 24, 2026 1:00 PM
Kathleen C. Wright Building
600 Southeast Third Avenue, Board Room
Fort Lauderdale, Florida 33301

AGENDA FOR BOARD WORKSHOP

BOARD WORKSHOP CAN BE VIEWED VIA LIVE STREAM OVER THE INTERNET ON THE DISTRICT'S WEBSITE (www.browardschools.com).

Revised 3/18/26

Public speakers will be permitted three minutes each to address a topic prior to Board Members' discussion on the topic. The times for items on the agenda are only estimates. The actual start times for these topics may vary up to an hour or more depending on the nature of the items and the length of the Board discussions and public comments. The meeting will also be live streamed. **Public Written Agenda Comments - Members of the public may submit public written comments by selecting the eComments tab at the following District webpage: https://www.browardschools.com/Page/55263. Public Written Agenda Comments must be submitted no later than 1:00 p.m. the day before the published date of the School Board Meeting or Workshop. Anonymous comments will not be accepted; therefore, written comments must include the person's name, city of residence, and zip code. Written agenda comments may not exceed a maximum of twenty-two hundred and fifty (2250) characters.** Pursuant to School Board Policy 1020, the public may speak a total of twelve (12) minutes during any single meeting, not including committee reports. Additionally, in the event a large group of individuals (ten (10) or more) sign-up to speak on any one agenda item, the Board Chair has the authority to adjust the time limit for each speaker to speak less than the three (3) minutes usually permitted or limit the overall time speakers will be heard on that item.

Free guest parking is available at the southeast 3rd Avenue parking lot on all School Board meeting dates.

TOPICS

1. **1:00 P.M. - 3:00 P.M. – Redefining Our Schools Update**

   Presentation.pdf
   FTL BCPS Public Safety Training Facility Proposal.pdf
   JA South Florida Proposal.pdf
   Sistrunk Rising Proposal.pdf

2. **3:00 P.M. - 5:00 P.M. – Capital Program Organizational Assessment and Procurement Recommendation**
   ADDED EXHIBITS

Presentation.pdf
Appendix 2.pdf

ADJOURNMENT

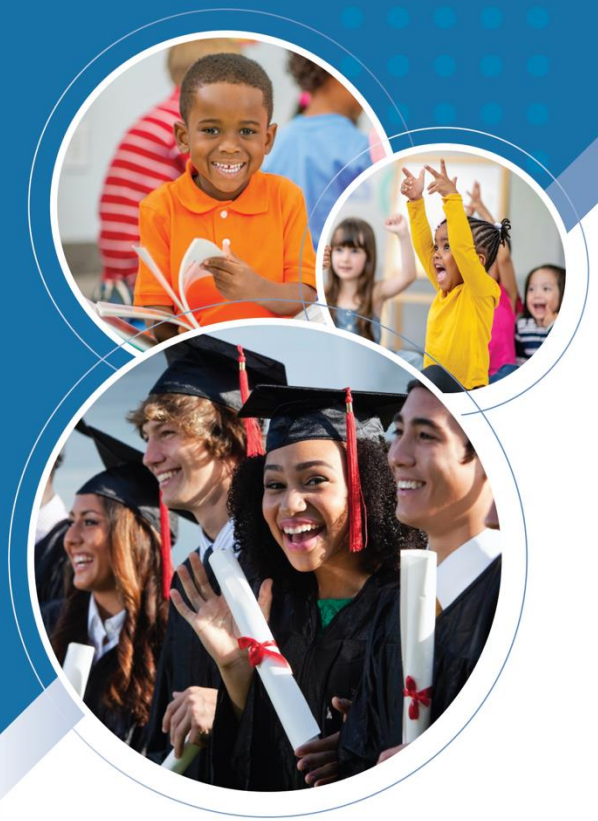
The School Board of Broward County, Florida, prohibits any policy or procedure which results in discrimination on the basis of age, color, disability, gender identity, gender expression, genetic information, marital status, national origin, race, religion, sex or sexual orientation. The School Board also provides equal access to the Boy Scouts and other designated youth groups. Individuals who wish to file a discrimination and/or harassment complaint may call the Director, Equal Educational Opportunities/ADA Compliance Department & District's Equity Coordinator/Title IX Coordinator at 754-321-2150 or email eeo@browardschools.com.

Individuals with disabilities requesting accommodations under the Americans with Disabilities Act Amendments Act of 2008, (ADAAA) may call Equal Educational Opportunities/ADA Compliance Department at 754-321-2150 or email eeo@browardschools.com. Language Interpretation/Translation Services are available for the public upon request to the Bilingual/ESOL Department by emailing ESOLRequests@browardschools.com.

Any person who decides to appeal any decision made at a meeting(s) announced by this Notice with respect to any matter considered at such meeting(s) will need a record of the proceedings and for such purpose may need that a verbatim record of the proceeding is made, which records testimony and evidence upon which the appeal is to be based.

Telephone conferencing or other telecommunications technology may be used in conducting this public meeting to permit absent Board Members to participate in discussions, to be heard by other School Board Members and the public, and to hear discussions taking place during the meeting.

Notice is hereby given that two or more Board Members of The School Board of Broward County, Florida, may be participating.



Strategy & Innovation Division

Redefining Our Schools Implementation Update

March 24, 2026
School Board Workshop

Dr. Valerie S. Wanza, Chief Strategy & Innovation Officer
Adrian Parker, Executive Director, Strategic Initiative Management
Joseph Beck, Director, Demographics & Enrollment Planning
Donte' F. Collins, Director, Charter Schools Management/Support
Dr. Kassandra Fried, Director, Magnet & Innovative Programs
Willie Wood, Director, Performance Management



Established 1915 BROWARD County Public Schools | A RATED SCHOOL DISTRICT

INTRODUCTION

Presentation Rationale:	Pursuant to the guidelines in Policy 8010, *School Attendance Zone Boundaries and School Usage*, the School Board established the 2026-2027 school attendance boundaries and school usage at the January 21, 2026, Regular School Board Meeting. Staff advised the Board that a Redefining Our Schools Update would be provided at the March 24, 2026, School Board Workshop to receive their feedback on the implementation strategies. The presentation would also provide an opportunity for Board members to discuss and provide direction on the use of repurposed facilities.
Purpose:	The purpose of this presentation is to provide a Redefining Implementation Update to the School Board and community. Additionally, Board members will discuss potential uses for repurposed facilities.
Connection to the Strategic Plan:	The Superintendent may not allow the District to operate without an accountability system for policy implementation that includes expectations, evaluations, transparency, and continuous improvement.
Request to the School Board:	Please provide feedback on the implementation update and topics for upcoming workshops, as well as direction on the uses for the North Fork ES and Seagull Alt. HS campuses. **Financial Impact:** The financial impact is dependent on the pathways taken to utilize the repurposed campuses and department relocations.

Agenda

1. Board Actions Recap
January 21, 2026, School Board Decisions

2. Implementation Progress Update
Project Management, Communication Channels, and Timeline

3. Department Relocations to Schools
Current Status and Operational Considerations

4. Upcoming Workshops
Preparations for April, May, and July School Board Workshops

5. Alternate Uses for Select Campuses
North Fork ES and Seagull Alt. HS

6. Next Steps and Board Guidance
Direction Needed and Upcoming Actions

January 21, 2026, School Board Actions

School Consolidations

- North Fork ES into Croissant Park ES, Dr. Martin L. King, Jr. ES, Thurgood Marshall ES, and Walker ES
- Palm Cove ES into Lakeside ES and Pines Lakes ES
- Panther Run ES into Chapel Trail ES and Silver Palms ES
- Seagull Alt. HS into Whiddon-Rogers Ed. Ctr.
- Sunshine ES into Fairway ES

January 21, 2026, School Board Actions

Feeder Pattern Alignment

- Walter C. Young MS to Silver Trail MS
- Hallandale HS to Miramar HS
- Flanagan HS to West Broward HS

Grade Reconfiguration

- Thurgood Marshall ES from K-5 to Birth to Grade 5
- Plantation MS and Plantation HS to Plantation HS 6-12

School Model Redesign

- Hallandale HS to Four-Day-Week Magnet School Following the Pompano Beach HS Model

Implementation Progress Update

Project Management

Comprehensive project is facilitated by Strategic Initiative Management

Seven workstreams developed and meeting regularly

- K-8 & 6-12 Next Grade
- School Consolidations
- Early Learning Expansion
- School Model Redesign
- Feeder Pattern Alignment
- Programmatic Innovations
- Transportation Impact

Comprehensive project team meets bi-weekly to address:

- Workstream Progress
- Risk Assessments
- Strategic Decisions
- Systemic Alignments

Implementation Progress Update

Communications Channels

- Bi-weekly virtual meetings with the 24 principals
- Teams site created as central repository for all artifacts
- Frequently Asked Questions and Answers documents created

School	Community Meeting	Staff Meeting
Hallandale HS	2/3/26	4/2/26
North Fork ES	2/3/26	2/18/26
Palm Cove ES	1/29/26	2/9/26
Panther Run ES	2/2/26	2/11/26
Plantation MS	2/3/26	2/17/26
Seagull Alt. HS	2/4/26	2/19/26
Sunshine ES	2/4/26	2/12/26
Thurgood Marshall ES	2/4/26	N/A

Implementation Progress Update

Implementation Timeline

- The comprehensive project completion date is 6/30/26.
- The month of July is for mitigating unforeseen risks.
- School Choice requests will be addressed throughout the process.
- All schools will be ready prior to the 2026-2027 Pre-Planning Week (8/3/26).

Department Relocations to Schools

Campus	Relocated Departments
Palm Cove ES	Potential Site for Sheridan Technical College
Panther Run ES	TSSC Departments: Business Support Center, Procurement, Economic & Diversity Compliance, Food & Nutrition Services
Plantation MS	TSSC Departments: Safety & Security, Information Systems, Benefits & Leaves
Sunshine ES	Rock Island Departments: Building Dept., Chief Fire Official, Office of Capital Programs, Program Manager, Before & After School Programs

Department Relocations to Schools

Campus	Relocated Departments
Attucks MS	Academics Departments
Bair MS	Strategy & Innovation Departments
Bethune ES	Academics Departments
Forest Glen MS	Academics Departments
Liberty ES	KC Wright Departments
Winston Park ES	KC Wright Departments

Department Relocations to Schools

Campus	Relocated Departments
Stranahan HS	Custodial Department
Tamarac ES (North) Thurgood Marshall ES (Central) Miramar ES (South)	ESE Staff at Arthur Ashe Campus
Twin Lakes	Physical Plant Operations Zone 2
Central West Transportation Terminal	Grounds Department

Department Relocations to Schools

Operational Considerations

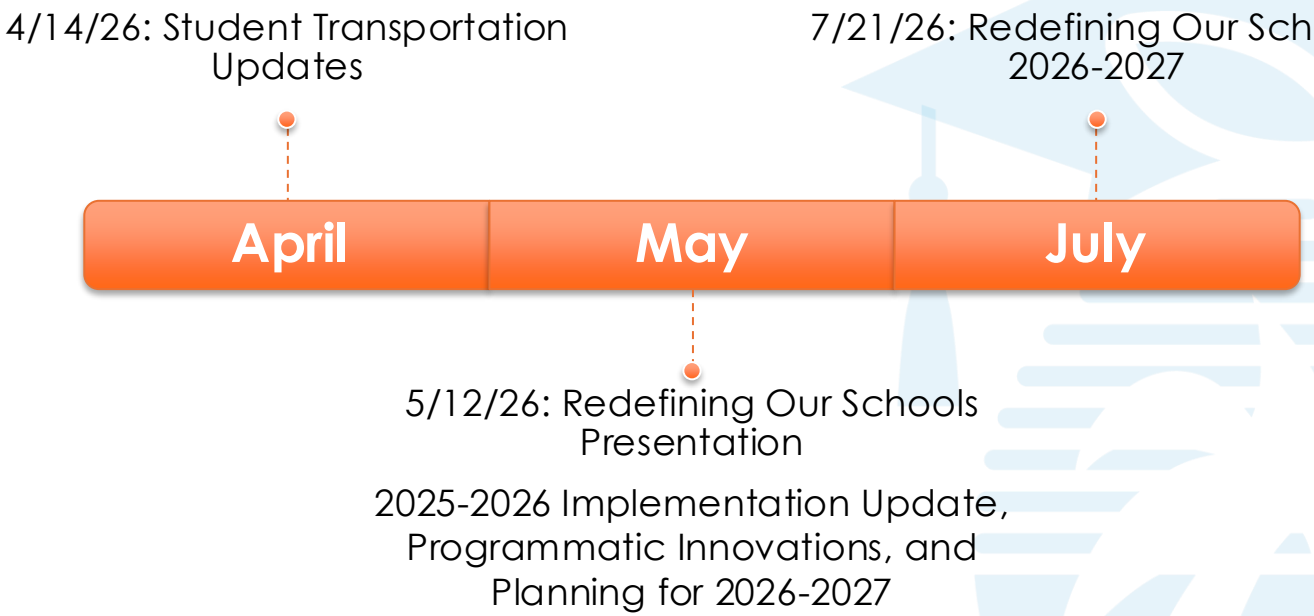
Physical Plant Operations Zone 2 relocation terminates leased warehouse space and results in an **annual savings of $540,000 in facility rental and $122,019 in maintenance and utilities costs.**

Relocating the departments at the Rock Island Complex to Sunshine ES results in an **annual savings of $306,195 in maintenance and utilities costs.**

Relocating departments from the KC Wright Administration Center will open seven floors for lease opportunities.

There is a need for one-time Capital expenditures to relocate departments to available space in schools.

Upcoming Workshop Updates



Alternate Uses for Select Campuses

The City of Fort Lauderdale expressed early interest in an available site to utilize as a public safety training facility.

Staff received proposals for the North Fork ES Campus through February.

Initially, four proposals were received for the North Fork ES site.

The Museum of Discovery & Science and the United Way withdrew their proposals for the North Fork ES site.

The proposals for discussion today are from Junior Achievement of South Florida and Sistrunk Rising Project.

Alternate Uses for Select Campuses

Seagull Alt. HS

Staff from the City of Fort Lauderdale attended the community meetings at Dillard 6-12 HS and Whiddon-Rogers Ed. Ctr. expressing interest in utilizing a repurposed site within the City of Fort Lauderdale to develop a public safety training complex.

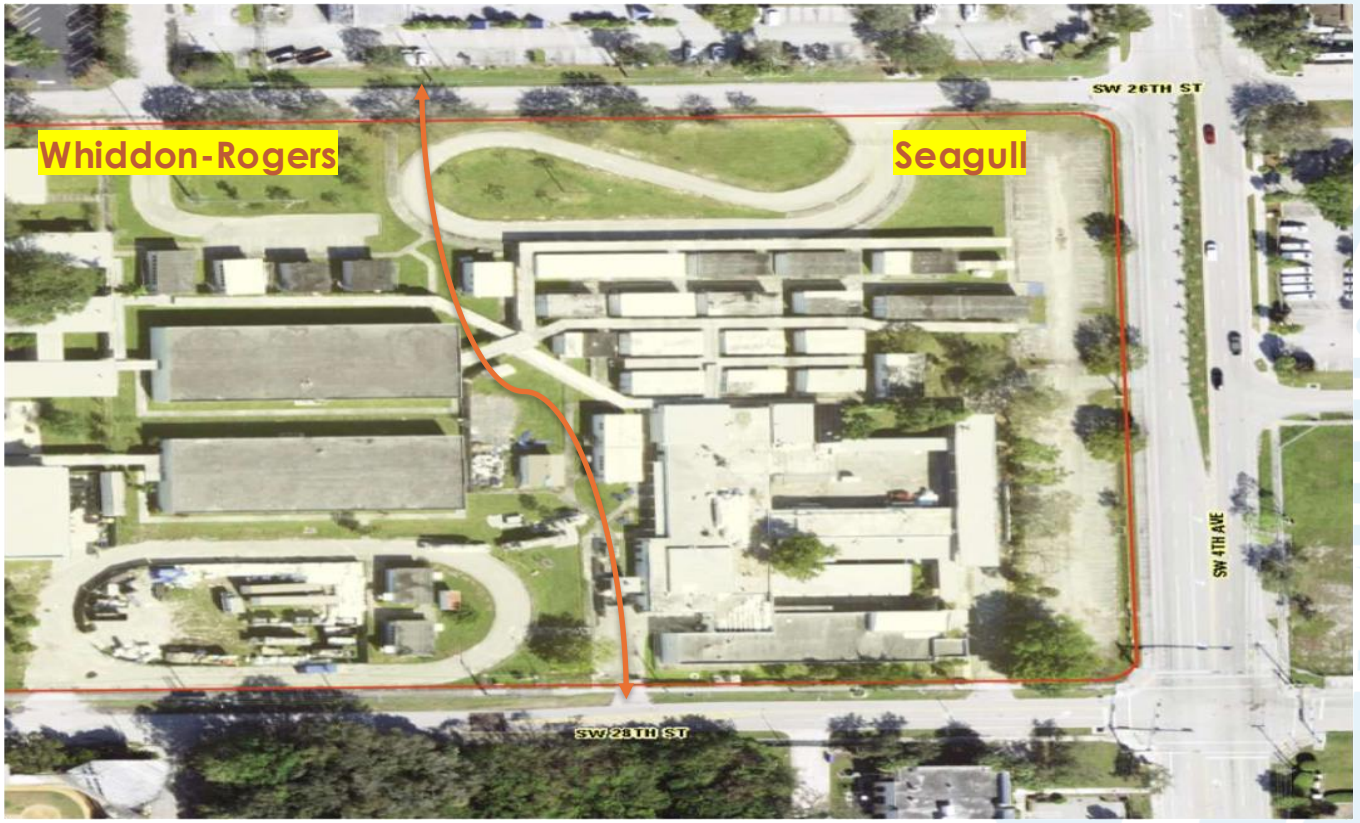
School Board Chair Leonardi, Vice Chair Dr. Holness, and staff attended City of Fort Lauderdale Commission Meetings where this topic was discussed.

A summary of the concept is attached to this presentation.

Staff from the City of Fort Lauderdale's Police and Fire Departments are present today for questions and additional information.

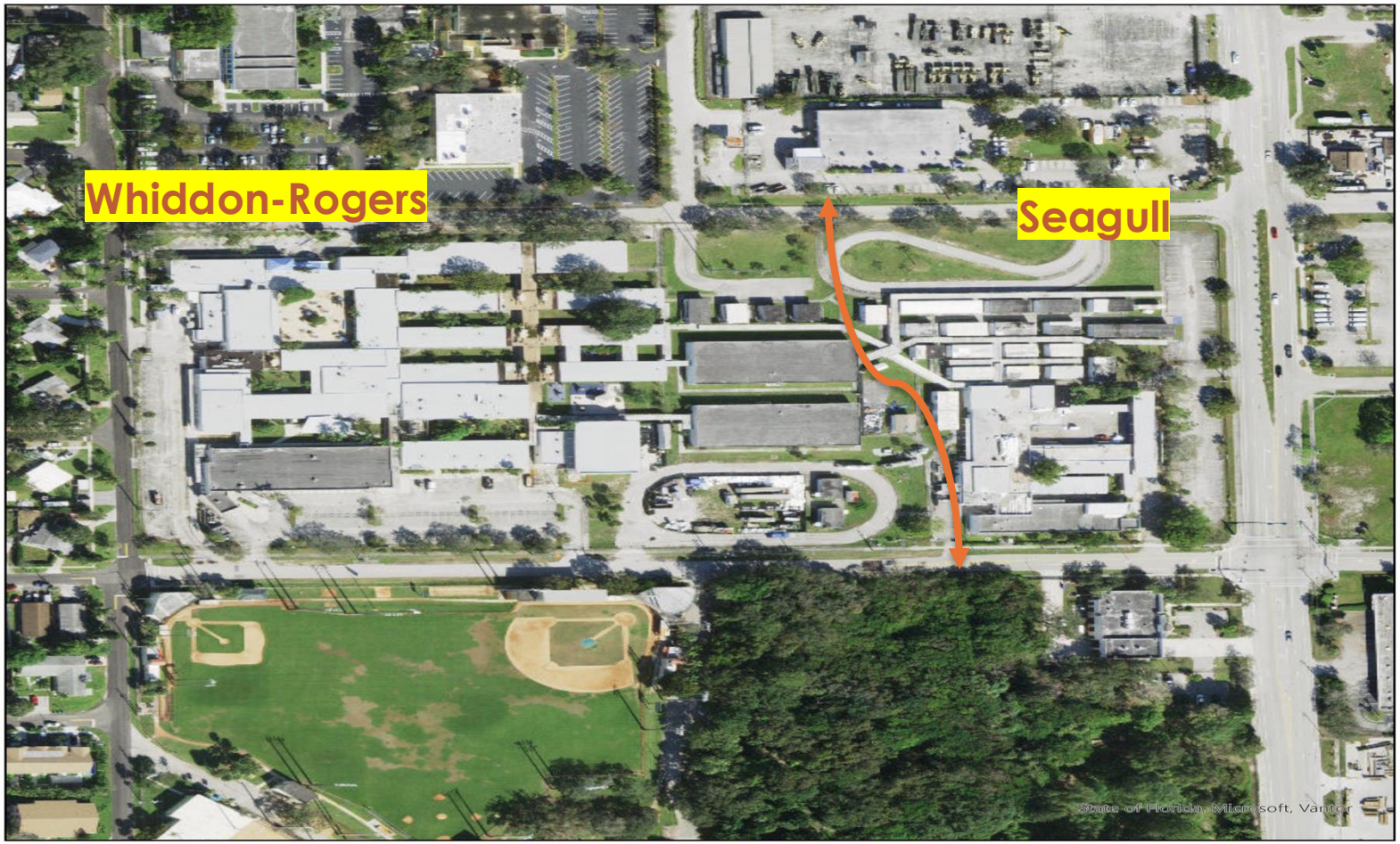
Alternate Uses for Select Campuses

Aerial Map of Seagull Alt. HS



Alternate Uses for Select Campuses

Full Campus Separation for Whiddon-Rogers and Seagull



Alternate Uses for Select Campuses

North Fork ES

Two proposals are presented for discussion today.
Complete proposal documents are attached to this presentation.

Junior Achievement of South Florida wishes to erect a workforce training center that will be accessible to all high schools in the District. Additionally, the site will be available for community use. Laurie Sallarulo, President & CEO of Junior Achievement South Florida, is present today for questions and additional information.

The Sistrunk Rising Project seeks to transform the site into a "Cradle to Career" Education & Economic Development Campus. The model unites education, affordable workforce housing, job creation, and mobility in one self-sustaining ecosystem. Present today for questions and additional information are Brian C. Johnson, Project Leader, Barron Channer, Project Partner, and Chris Shear, President of McDowell Housing Partners.

Alternate Uses for Select Campuses

Aerial Map of North Fork ES



Alternate Uses for Select Campuses

Key Considerations



Archaeological study for the North Fork Campus



Fair market lease rates for land lease



Length of time for land lease



Overall community impact

Next Steps

Initiate next steps for the North Fork ES and Seagull Alt. HS Sites

Continue implementation of 2025-2026 Redefining actions and department relocations

April 14, 2026: Student Transportation Presentation

May 12, 2026: Redefining Our Schools Presentation (Implementation Update, Programmatic Innovations, and Planning for 2026-2027)

Board Discussion and Guidance



- Public Input
- Board Deliberation
- Board Feeback and Guidance

Sarah Leonardi, Chair
Dr. Jeff Holness, Vice Chair

Lori Alhadeff
Maura McCarthy Bulman
Adam Cervera, Esq.
Debra Hixon
Nora Rupert
Rebecca Thompson
Dr. Allen Zeman

Dr. Howard Hepburn
Superintendent of Schools

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FTL BCPS Public Safety Training Facility

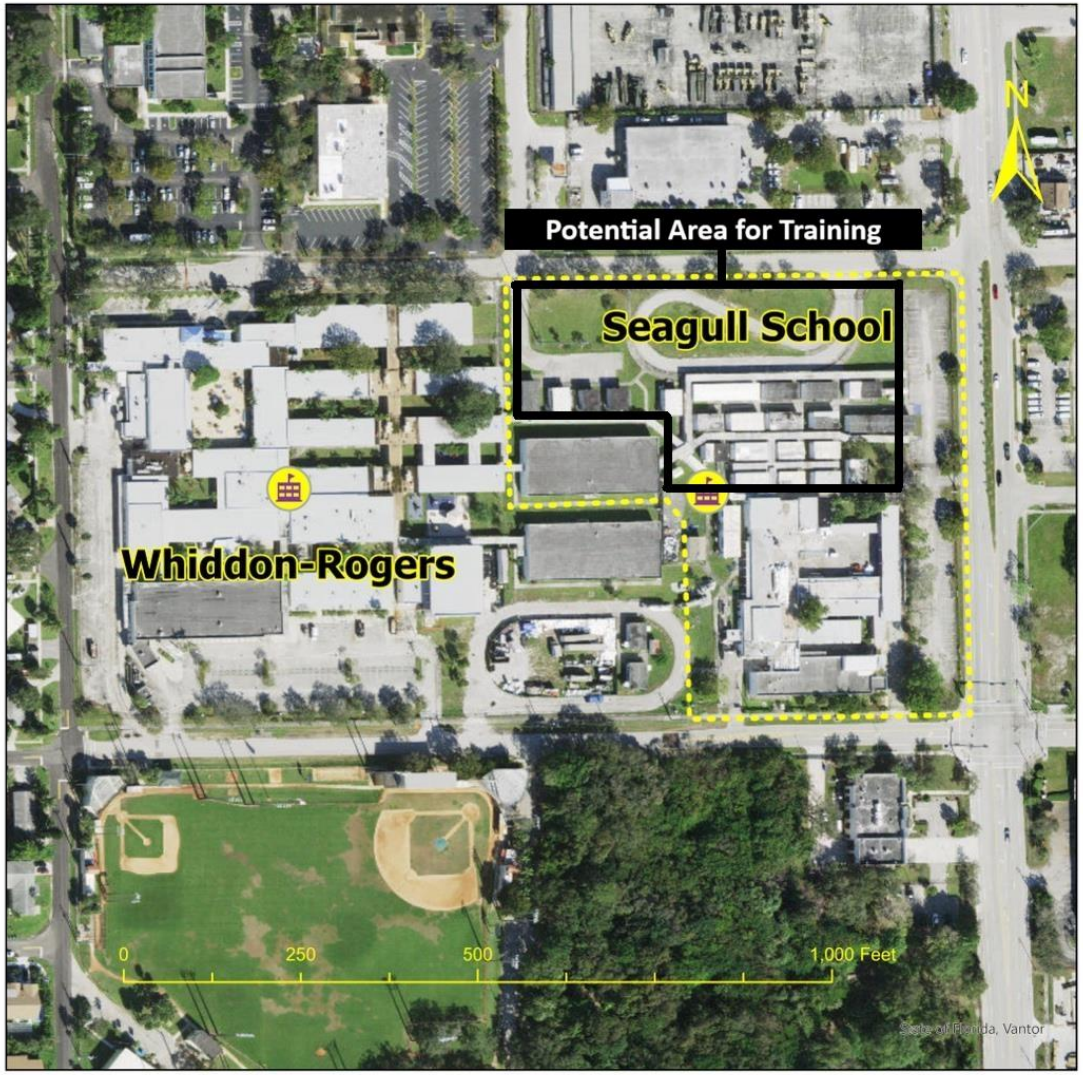
CITY OF
FORT
LAUDERDALE

Continuing to Serve the Community

- Existing classrooms and buildings suitable for staff office space and flexible use spaces
- Indoor space for training and education
- Outdoor space that can support practical training environments
- Opportunity to repurpose the campus for continued public service

Public Safety Training Campus

- Firefighter training structures and props
- Police training structures and props
- EMS simulation training
- Emergency Vehicle Operator training



CITY OF
FORT
LAUDERDALE

Student Opportunities

- Fire and Police Explorer programs for high school students
- Leadership development and exposure to careers in public safety
- Hands-on training opportunities
- Many Explorers are later hired by departments across Broward County

CITY OF
FORT
LAUDERDALE

Community Education

- CPR, AED, and First Aid training for the community
- Disaster preparedness education
- Public safety awareness programs
- Regional emergency response exercises and training to increase interoperability across Broward County

CITY OF
FORT
LAUDERDALE

Public Safety Training Campus Benefits

- Continues using the property for public benefit
- Supports Fire, EMS, and Police training
- Provides opportunities for student programs
- Strengthens regional emergency preparedness

Junior Achievement™ of South Florida

EDUCATION FOR *WHAT'S NEXT™*

A Collaborative Partnership for North Fork Elementary

Building a Complete Cradle-to-Career Ecosystem





Workforce & Innovation Center

A bold vision to preserve public land for education:

- State-of-the-art facility serving 25,000+ high school students annually
- Immersive workforce education through AI-driven technology and career simulations
- Direct pathways to employment for students
- Engaging a large network of 300+ business partners
- Pre-apprenticeship programs in high-demand industries feeding graduates into pipeline
- Services for the community through community-based partnerships
- Teacher professional development programs

Why This Partnership Benefits Everyone

BCPS Financial Impact

$35-40M
Private Investment (Lead gift $10M secured)

$0
BCPS cost (zero burden)

$20M/year
In-kind programming

Student Impact

25,000+

High school students served annually.

315 summer internships + 82% job placement post-graduate

Community Collaboration

Shared facility usage: evening/weekend community programs

- An educational asset for BCPS bringing innovation to all studnts
- Employer network (300+ partners)
- Workforce training extended to community partners (e.g., Sistrunk Risin
- Coordinated services with ARC Broward, MODS), etc.

BCPS Leadership Position

- State & national model for education-to-employment pipeline
- Demonstrates innovative, future-focused district leadership
- Positions BCPS as economic development partner
- Preserves public land for public educational purpose

The Ask:

Bring proven workforce education to the site for all high school students and the community at large

- **Removes the operating cost of building and land from BCPS books**
- **BCPS retains property ownership**
- **Center requires no financial burden** to BCPS
- **Space provided for CTE staff** presence in Center
- **Space provided for teacher professional development**
- **Partnerships with other community-based organizations creates a true cradle-to-career ecosystem**

What This Impacts

A once-in-a-generation opportunity to keep North Fork as an educational asset serving students and strengthening our economy for decades to come.

- **Generations of students**
- **Connecting classroom education to real-world application**
- **Deep workforce readiness for 25,000+ students annually**
- **Innovation and technology for all high school students**
- **Recognized as a national model for education-to-employment**
- **Post high school success across non-traditional pathways**
- **Immediate employment opportunities in non-college careers upon graduation**

Laurie Sallarulo, CEO | 954.326.8586 | Laurie@JASouthFlorida.org

Junior Achievement of South Florida

Dear Superintendent Hepburn and Broward County Public School Board Members,

We're writing to express our interest in exploring a unique opportunity to design and build an Innovation Center for high school students on the property of North Fork Elementary School, which is one of the schools being considered for repurposing. We believe this center will serve as a transformative resource for high school students and young adults, providing them with invaluable real-world education and experiences.

The Innovation Center will be modeled after the success of JA World, which houses the JA BizTown program for 5th graders and JA Career Discovery Park for 8th graders. The new center will specifically serve all high school students, offering JA's proven programs and newly designed programs for students to apply critical work skills, entrepreneurship concepts, and more that will help amplify the district's CTE initiatives. As with JA World, we are committed to raising the funds to build this new center and have already secured a large donation to name it.

We envision the center will feature:

- a real-world blended program (classroom curriculum and simulation) are for every high school student
- pre-apprenticeship programs across various industries (currently offered in 4 industries/13 careers) offred to students at every BCPS high school
- work skills development opportunities
- youth employment programs providing direct pathways to job opportunities
- an entrepreneurial program, including business creation and "Shark Tank" style competitions
- learning opportunity for emerging technologies including AI and digital tools

We have seen a significant increase in demand for JA high school programs, including employment training and placement, pre-apprenticeship opportunities and business creation. Students today are eager for hands-on learning opportunities that extend beyond the classroom, and we must provide every student with the critical skills needed to succeed in the real world. This Innovation Center will change the high school experience by offering students the chance to develop these skills in a dynamic, real-world environment.

To bring learning to life, the center will be equipped with Artificial Intelligence, Virtual Reality, and Augmented Reality technology, much like our newly reimagined Career Discovery Park. These cutting-edge tools will allow all students to engage in immersive, experiential learning, preparing them for the fast-evolving job market.

We believe this project has the potential to not only revolutionize the educational experience for high school students, offering them meaningful, practical opportunities that will set them up for future success, but also bring positive attention from students, parents, teachers, the Governor's office and the business community to the district's commitment to innovation and excellence.

We would appreciate the opportunity to work with you to explore how we can expand the partnership with the district and bring this vision and these programs to life. We look forward to discussing this exciting initiative with you.

Sincerely,

Laurie Sallarulo
President & CEO, JA

Andrew Koenig
Chair, JA and CEO, City Furniture



Junior Achievement of South Florida

Workforce Innovation Center

Proposed Site: North Fork Elementary School

A bold vision to preserve public land for public purpose: education, workforce development, and community impact.

JA Investment and Impact

- **65 years. c of partnership** between Junior Achievement of South Florida (JA) and Broward County Public Schools (BCPS) — empowering over **1.4 million students** with workforce readiness, financial literacy, and entrepreneurship skills.
- JA programs are embedded into BCPS curriculum, **aligning with state standards and advancing district goals** for career-connected learning.
- In 2009, JA privately raised $15 million to build the JA World Huizenga Center at Broward College — the largest experiential learning center of its kind in the world — **serving every BCPS student**:
  - 5th grader through JA BizTown
  - 8th grader through JA Career Discovery Park (formerly Finance Park)
- Over the past 15 years, JA has provided more than **$75 million in in-kind programming to BCPS students** — an extraordinary public–private return.
- With the expansion of 3DE High Schools JA's in-kind programming will increase to over $12 million a year.
- BCPS's financial contribution began eight years ago with funding of $250,000 for BizTown and Finance Park; today it stands at $650,000 — **less than 6% of JA's $12 million operating budget**.
- JA is one of the district's **longest-standing and most impactful education partners**, with measurable outcomes, district alignment.





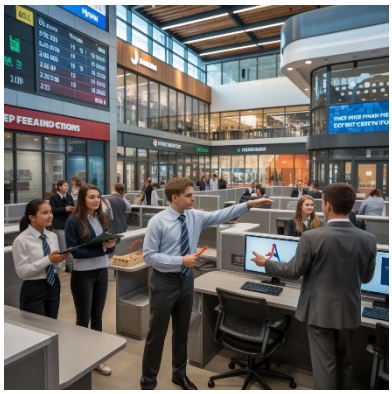


Why a Workforce Innovation Center — and Why Here?

This project ensures that the North Fork Elementary School site **remains an educational asset, serving every high school student** in Broward County through immersive workforce, technology, and career experiences.



- **Meets a Critical Need:**
  - Students, teachers and administrators have requested a high school-level JA experience - a next step beyond JA BizTown and JA Career Discovery Park - and expansion of employment and pre-apprenticeship programs.
  - A study by XQ Institute found that **67% of students** said high school is not doing enough to prepare them for a future career.
  - The new Center would serve **every high school student** in the district, ensuring access to experiential workforce education, training and experiences for all.



- **Strategic Central Location:**
  - To serve every BCPS high school student, the Center must be centrally located and easily accessible from major highways so schools from across the county can participate efficiently.
  - After assessing other BCPS properties, it was determined North Fork site offers the perfect location, close to I-95 and major east–west corridors, making transportation feasible for every school.
  - The property also provides ample parking for volunteers, staff, and business partners, along with adequate space for multiple buses to safely arrive, stage, and depart — a critical logistical requirement for daily student field experiences.
  - The property is in close proximity to the downtown business district, allowing for greater connection with JA's over 400 partners.



- **Aligns with State and Federal Priorities:**
  - Advances Florida's workforce and career education mandates (SB 240) and national administration's goals for career-connected learning.
  - Provides direct alignment with the Florida Department of Education's Career and Technical Education (CTE) initiatives.



- **Expands Career Pathways:**
  - Connects students to apprenticeships, certifications, and industry credentials in high-demand fields such as marine, construction, aviation, logistics, and health care.
  - Engages more than 400 employer partners active in JA's ecosystem.

- **Provides Access and Equity:**
  - Ensures all students — **regardless of zip code, school grade, or academic track** — experience high-quality workforce education and real-world exposure.

Benefits to Broward County Public Schools and the Community

- **Preserves Land for Education:**
  - Keeps a publicly owned property dedicated to public education, workforce training, and youth development.
  - Strengthens BCPS's reputation as an innovative, future-focused district investing in long-term outcomes — not short-term returns.
- **Expands Student Impact:**
  - Serves **25,000+ high school students annually** through immersive, tech-driven workforce simulations.
  - Reduces disengagement and absenteeism by connecting learning to purpose and opportunity.
- **Creates Measurable ROI:**
  - Converts an underutilized site into a $30–40 million state of the art education and innovation asset funded primarily through private and philanthropic investment — not district dollars.
  - Delivers significant economic value through workforce preparation, job placements, and employer partnerships.
  - Provides approximately $8 million annually in in-kindm programing to every high school student.
  - Brings AI education and workforce development programs to every BCPS student.
- **Strengthens the Talent Pipeline:**
  - Positions Broward County as a state and national model for connecting education to employment.
  - Addresses employer demand for skilled, confident local talent and reduces the regional skills gap.
- **Enhances Community Collaboration and Service:**
  - JA will work to unite BCPS, higher education, municipalities, community organizations and employers under one roof — **a true Education–Industry Innovation Hub**.
  - JA is open to providing evening community events/programs/trainings around workforce development to the members of the community.
  - If the need exists, JA will open a small cohort for adult members of the community in its Pre-Apprenticeship program.

A Once-in-a-Generation Opportunity

- Selling the land provides a one-time financial gain.
- Leasing it to JA creates a generational investment that transforms students' futures and strengthens Broward's economy.
- This Center ensures public land continues to serve public purpose, advancing education and opportunity for decades to come.
- Together, JA and BCPS can make Broward County the **national model** for workforce innovation and community partnership.

For questions or additional information, please contact Laurie Sallarulo, CEO, laurie@jasouthflorida.org.

JA High School Programs

Junior Achievement of South Florida
Career Bound

Junior Achievement of South Florida
Pre-Apprenticeship

Junior Achievement of South Florida
Stock MARKET CHALLENGE

Junior Achievement of South Florida
Youth Employment

3DE by Junior Achievement
EDUCATION FOR EVERY DIMENSION OF LIFE







SISTRUNK RISING PROJECT
NORTHFORK ELEMENTARY

SISTRUNK RISING:

Teacher Village @ North Fork

A Revolutionary Way for BCPS to Repurpose Closed Schools



BCPS Board Workshop

March 24, 2026

SISTRUNK RISING PROJECT
NORTHFORK ELEMENTARY

Project Vision & Approach

Our approach ensures that BCPS doesn't lose its real estate; but can reuse its real estate to strengthen its system by providing housing and resources that benefit teachers and staff.

Our Why:

- Responsible use of public property
- Responsive to community needs
- Triple bottom line benefits - District, community and project

Our How:

- Authentic engagement of community stakeholders
- Inclusive & responsive to District input
- Economically viable for long-term sustainability
- Sensitive to Historic Resource considerations

Our Who:

- Project Leaders who have deep roots in the community and technical expertise to deliver
- Industry experts who can perform & deliver the highest quality product(s) according to their assigned component(s)
- Localpartners with resources and experience

McDowell

Affordable Housing Partner: Experience and Capabilities

Extensive Local Track Record

More than affordable housing **1,561 units** within **10 developments** in **Broward County** comprising closed and completed.

Solid Financial Capacity

Closed **$7+ billion in debt and equity financing** to acquire and renovate 45,000+ units nationally

Exceptional Internal Capacity

Operates through a **fully vertically integrated team** spanning development, finance, construction, legal, accounting, and asset management.

Successful Subsidy Competitor

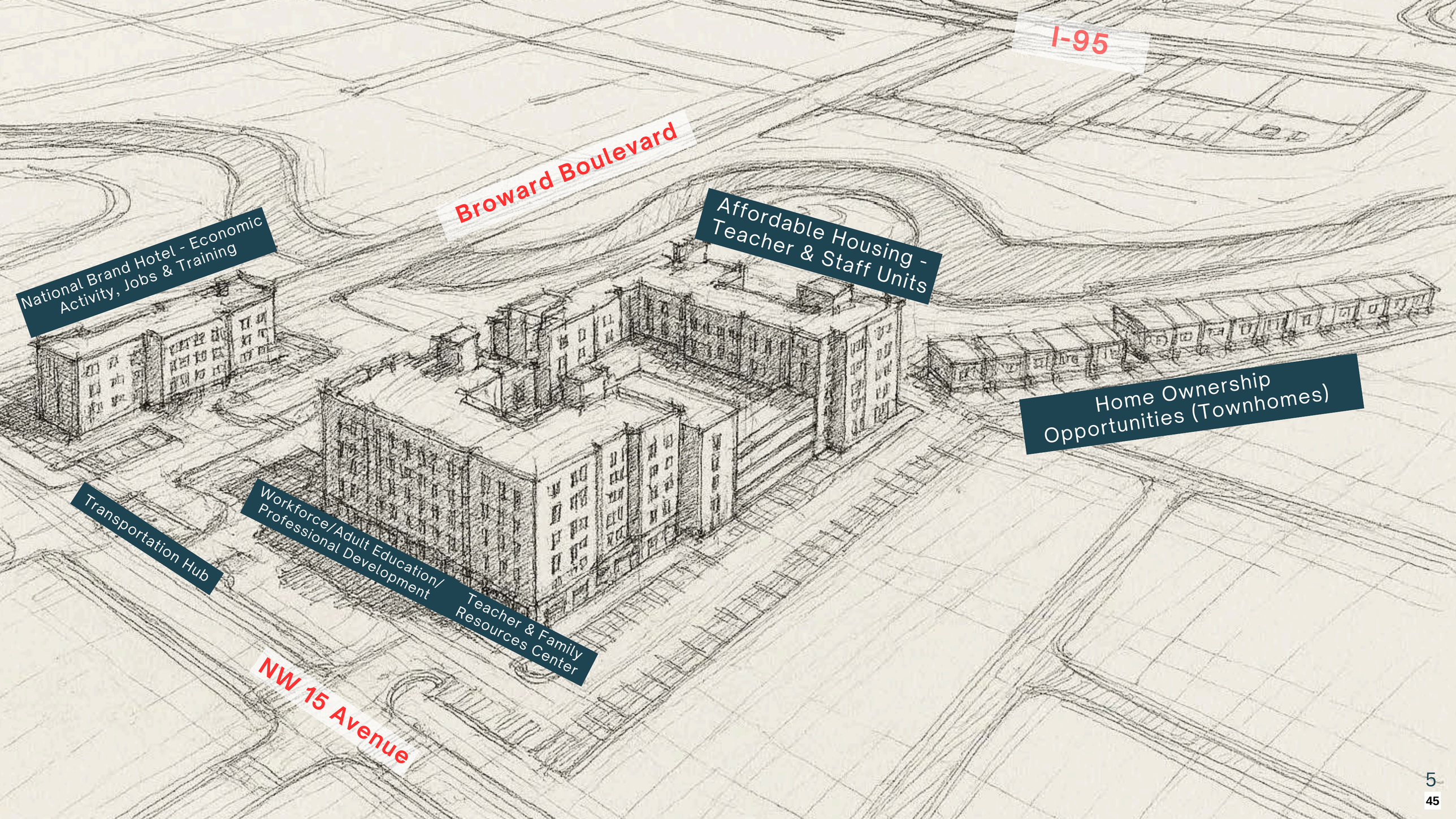
2,500 FHFC-financed units across Florida since 2019



Site Use Plan

1. Workforce/Adult Education/ Professional Development Space
2. Affordable Housing - Teacher & Staff Units
3. Teacher & Family Resources Center
4. National Brand Hotel - Economic Activity, Jobs & Training
5. Transportation Hub
6. Home Ownership Opportunities (Townhomes)

Other considerations may include public access/use spaces such as historical monument celebrating Seminole Tribe history on the site, small business products/services, nature walk paths, dog park, tot lot, etc.


I-95
Broward Boulevard
National Brand Hotel - Economic Activity, Jobs & Training
Affordable Housing - Teacher & Staff Units
Home Ownership Opportunities (Townhomes)
Transportation Hub
Workforce/Adult Education/ Professional Development
Teacher & Family Resources Center
NW 15 Avenue



BCPS Employee	Annual pay	% of AMI	Affordable rent @30% of income
New-hire teacher (approx.)	~$51,402	~53%	~$1,285/mo
Teacher (3+ yrs)	$51,402-$53,909	~53-56%	~$1,285-$1,348/mo
Teacher Assistant	$35,000–$48,000	~36-50%	~$875–$1,200/mo
Classroom Assistant	$33,000–$45,000	~34-47%	~$925–$1,125/mo
Other support staff example: Clerical/Secretarial	$37,000–$82,640	~38–85%	~$925–$2,050/mo

NOTE: Date derived primarily from BCPS Teacher Salary Schedule and position announcements on BCPS website as well as other sources for employment and housing data in the local market. Rent ranges reflect 1-4 person households and includes 1-3 bedroom apartments.

Relief to Economically Distressed Employees

- BCPS staff ability to afford rents is way below others in the community
- We will provide up to 350 units of affordable housing reserved for BCPS teachers and school support staff
- Tackles two district priorities (teacher recruitment + retention) without additional costs to District

SISTRUNK RISING PROJECT
NORTHFORK ELEMENTARY

Direct Financial Benefits

Delivering millions $ of annual direct benefits to the District as well as $550,000/year in annual leveraged resources for individual and family support services to teachers and residents (through partners CBCI and BTU) including:

- Teachers resources/supplies = ~$50,000/year
- Family preservation support = ~$100,000/year
- Individual/family therapy = ~$50,000/year
- Jobs training/placement = ~$150,000/year
- Youth development services = $250k/year



Dedicated Housing to District Staff

- More than $2.1 million value annually
- Average Rent savings to BCPS staff = $500 per month
- Up to 350 units of affordable units available



Land Lease Revenue (% of market)

Generates meaningful financial income (over six figures $ per year) for the District every year.



Tax Revenue Increases

Approximately $150,000 annually

- $108,450: General Fund
- $33,750: Capital Outlay
- $3,701: Debt Levy

Discussion/ Feedback/Input

SISTRUNK RISING PROJECT
NORTHFORK ELEMENTARY



SISTRUNK RISING:

Teacher Village @ North Fork

A Revolutionary Way for BCPS to Repurpose Closed Schools

Prepared for

Broward County Public Schools

SISTRUNK RISING PROJECT
NORTHFORK ELEMENTARY

Master Project Team



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Partners

MBC

- Small Business Supports
- Workforce Development
- Construction Management Support

Community-Based Connections, Inc.

- Youth & Family Supports
- Career Readiness
- Teacher & Family Resources

Broward Teachers Union

- Teacher & Family Resources

McDowell

- Affordable Housing Developer

Creating a community-centered development designed to support the educators and staff who serve Broward County's students

The concept places teachers and school employees at the center of the redevelopment by integrating affordable housing, professional resources, workforce development, and community services within a single coordinated campus.

At its core, Teacher Village addresses one of the district's most pressing challenges—recruiting and retaining teachers and school staff in a high-cost housing market. The development will provide attainable housing opportunities specifically designed for educators and district employees, allowing them to live closer to the communities they serve while reducing housing and commuting burdens.

Surrounding the housing component, the campus will integrate a Teacher & Family Resource Center, a Workforce and Adult Education Center, and professional development space that supports both district employees and the broader community. These resources will strengthen the ecosystem around educators by providing access to training, collaboration space, family services, and workforce development opportunities.

Additional components, including homeownership opportunities through townhomes, a transportation hub that expands mobility and access to employment, and a national-brand hotel generating jobs and economic activity, will create a vibrant mixed-use environment that supports long-term neighborhood revitalization.

Together, these elements transform an underutilized public asset into a Teacher Village—a place where educators can live, grow professionally, and access the resources needed to succeed while strengthening the surrounding community.

By prioritizing housing stability, professional support, and economic opportunity, Teacher Village @ North Fork establishes a model for how public land can be leveraged to support educators, stabilize neighborhoods, and expand opportunity for the families served by the district.

OUR SOLUTION

Redevelopment with Direct Benefits to the District and Surrounding Community

North Fork Elementary represents a strategic opportunity to address the interconnected needs through a single redevelopment that:

- Retains and expands educational uses with integrated workforce pathways and adult learning
- Anchors neighborhood revitalization through affordable housing, economic revitalization and local job creation
- Creates a comprehensive support ecosystem improving working conditions, family stability, and intergenerational economic mobility
- Enhances transportation options to increase access to opportunities for students, teachers, and residents
- Provides economic benefit to the District (ground lease payments)
- Generates tax revenue

Our proposal combines education + affordable housing + workforce development + job creation + transportation into a single, self-sustaining asset for long term District and community benefits.

Site Use Plan

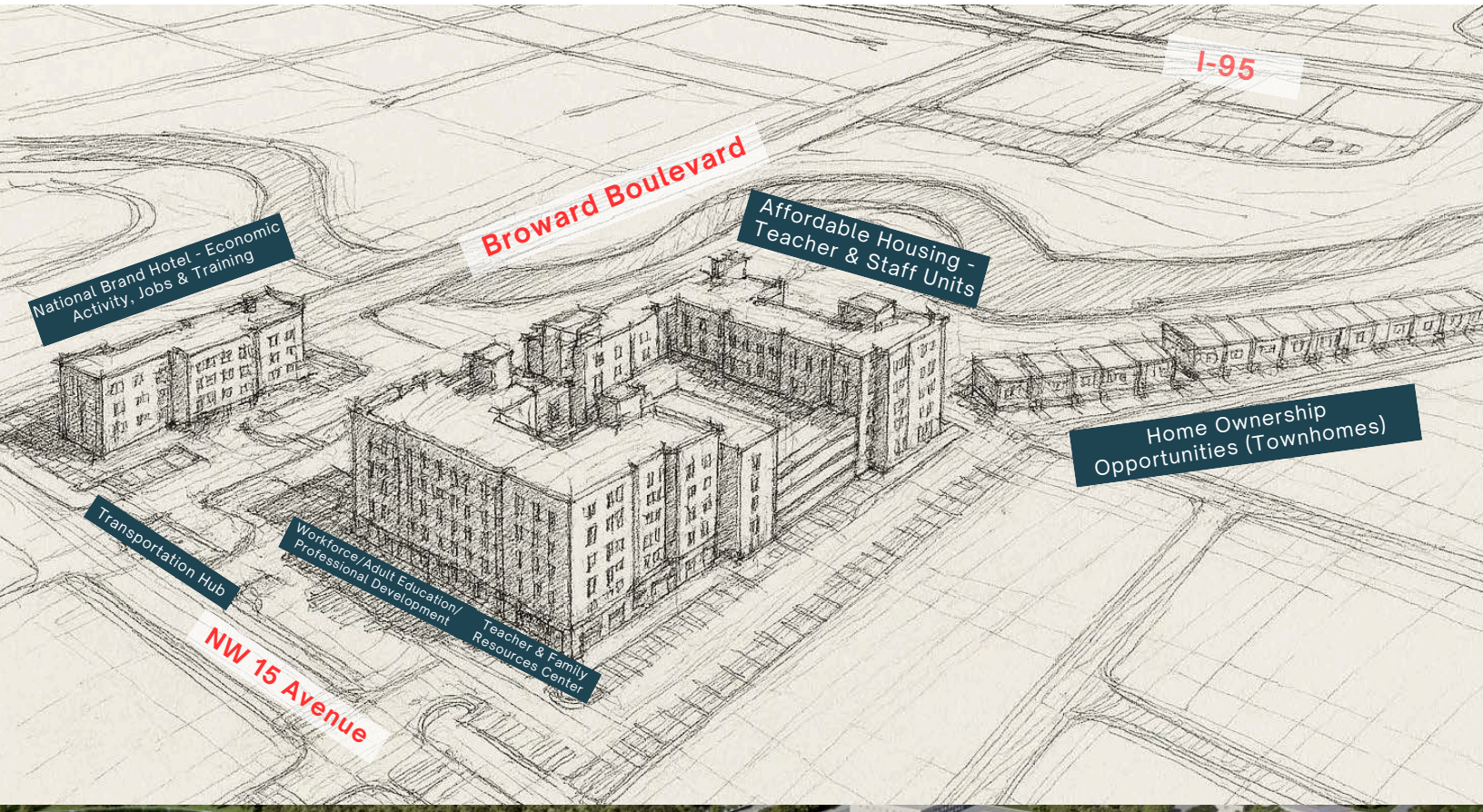
1. Workforce/Adult Education/ Professional Development Space
2. Affordable Housing - Teacher & Staff Units
3. Teacher & Family Resources Center
4. National Brand Hotel - Economic Activity, Jobs & Training
5. Transportation Hub
6. Home Ownership Opportunities (Townhomes)

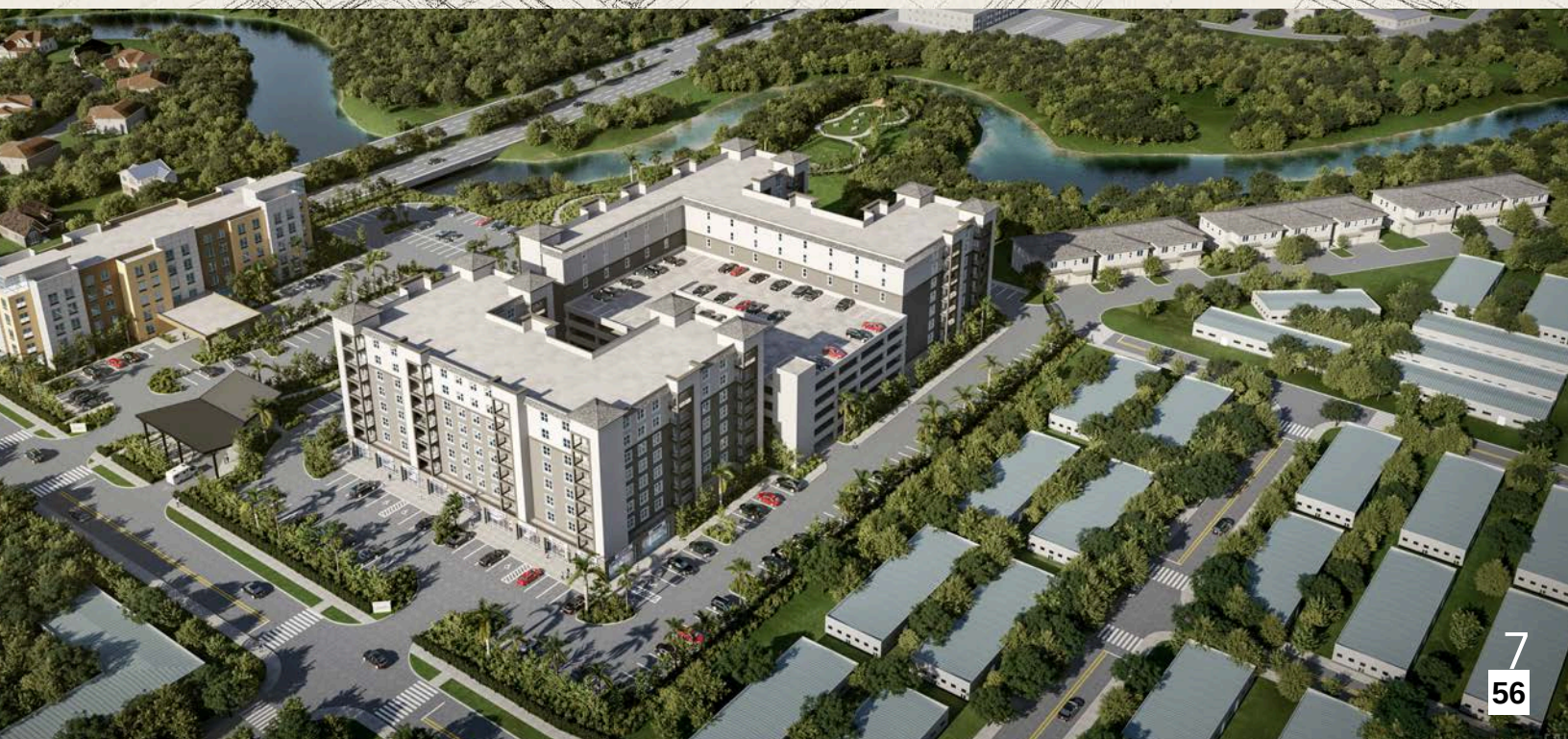
Other considerations may include public access/use spaces such as historical monument celebrating Seminole Tribe history on the site, small business products/services, nature walk paths, dog park, tot lot, etc.

Site Use Plan



Site Use Plan





1 WORKFORCE/ADULT EDUCATION/ PROFESSIONAL DEVELOPMENT SPACE

Our project will provide a modern learning center serving working adults, job seekers, and families through integrated education, career training, job placement and community-centered services.

🛠️ Workforce Development & Job Training

The space provides workforce training and job placement pathways aligned with high-growth industries in Broward County. Programs emphasize technical & soft skills training, as well as direct connections to employment opportunities. Training pathways may include (but not limited to) construction trades, hospitality and tourism, and small business development. Our community partner CBCI - along with employers and workforce agencies - will facilitate the training and help ensure that training leads to internships, apprenticeships, and job placement for residents seeking stable, well-paying careers.

📚 Adult Education & ESOL Programs

District-operated adult education programs provide accessible pathways for residents to strengthen foundational skills, earn credentials, and advance in the workforce. Programming may include:

- English for Speakers of Other Languages (ESOL)
- GED and high school completion programs

Evening and weekend classes allow working adults to pursue education while maintaining employment and family responsibilities.

👩‍🏫 Professional Development for District Staff

The center also serves as a professional learning space supporting educators and staff across Broward County Public Schools. Dedicated space provides opportunities for training, instructional innovation, and collaboration that strengthen educational outcomes across the district.

Professional development programs may include instructional coaching, technology integration training, leadership development, and continuing education opportunities for teachers and school support staff.

2 AFFORDABLE HOUSING

🌆 Mixed-Use Development
The North Fork Redevelopment integrates residential units with community-serving amenities to create an active, walkable environment. Ground-floor community services, flexible spaces, and public-facing uses stimulate local economic activity while placing essential resources within easy reach for residents.

🤝 Access for Teachers and Staff
Broward Schools teachers and staff would be provided with special access to affordable housing units through the coordination of housing developers, Broward Teacher's Union and the District.

🌿 Inclusive Public Spaces
Design elements—such as outdoor terraces, landscaped pavilions, fitness areas, and community gathering spaces—promote social engagement, support mental wellbeing, and strengthen neighborhood connectedness. These spaces help cultivate a welcoming environment for families and individuals.

🧩 Scalability & Flexibility
A diverse mix of unit types allows North Fork's housing to accommodate households of varying sizes and changing circumstances. This flexibility supports resident stability and reduces the likelihood of displacement as the broader redevelopment progresses.

👨‍👧 Integration with Social Services
Through collaboration with local nonprofit partners, the North Fork Redevelopment will co-locate supportive services—including healthcare access, financial literacy, digital inclusion programs, and workforce development resources—to strengthen families and improve overall quality of life for residents and surrounding neighborhoods.



Up to 350 Residential Units



~180,000 Total Sq Ft.



~9400 sq ft Amenity Space



Reserved Units for Teachers and District Staff



On-Site Teacher & Family Resource Center

2 AFFORDABLE HOUSING - LOOK BOOK











3 TEACHER & FAMILY RESOURCE CENTER

Community Based Connections, Inc. (CBCI) and the Broward Teachers Union (BTU) are partnering to operate an 8,000-square-foot Teacher & Family Resource Center—a nonprofit–private collaboration designed to support educators and strengthen low-income families across the Northfork community.

🌟 Mission & Purpose

The Teacher & Family Resource Center extends the partners' shared commitment to closing service gaps that challenge both teachers and families. By bringing essential supports directly into the neighborhood, the center becomes a daily-access hub where educators, parents, and students can receive practical assistance without barriers.

🤝 Partnership Impact

Through its longstanding partnership with BTU, CBCI has repeatedly demonstrated its ability to identify and fill unmet needs, including:

- 📦 Mobilizing emergency resources for educators and families
- 🧩 Hosting professional development and wellness workshops
- 🎒 Supporting student success initiatives that reduce classroom stress
- 🛠️ Coordinating community services that help stabilize households



Conceptual Design Reference (not exact depiction)

3 TEACHER & FAMILY RESOURCE CENTER

🏛️ Facility Overview (8,000 sq ft)

The center is organized into flexible retail, service, and community spaces designed to meet both daily needs and long-term community goals.

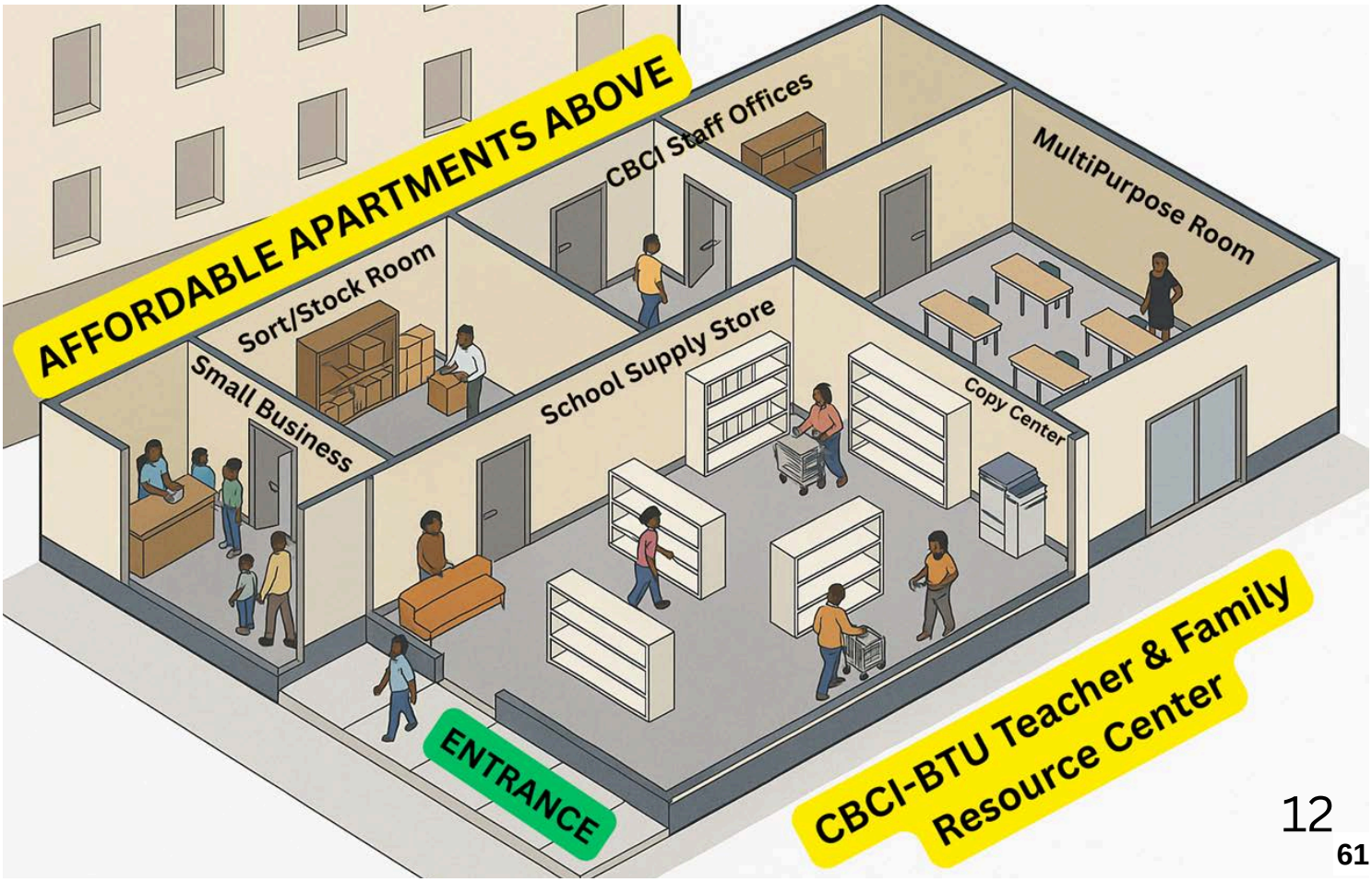
🛒 4,000 sq ft Teacher Supply Store + Copy/Print/Shipping Center
A professional-grade supply store where teachers can access free or low-cost classroom materials, printing tools, and essential resources.

📦 500 sq ft Donation Sorting & Stock Room
A logistics and staging area for organizing donated inventory, materials, clothing, and school supplies.

🏫 1,200 sq ft Multipurpose Training & Community Classroom
A flexible space for workshops, after-school programming, teacher trainings, family strengthening courses, and community meetings.

☕ 1,100 sq ft Small Business Space
A leasable or partner-operated micro-retail unit (e.g., spa, coffee shop, boutique) that activates the center and supports local entrepreneurship.

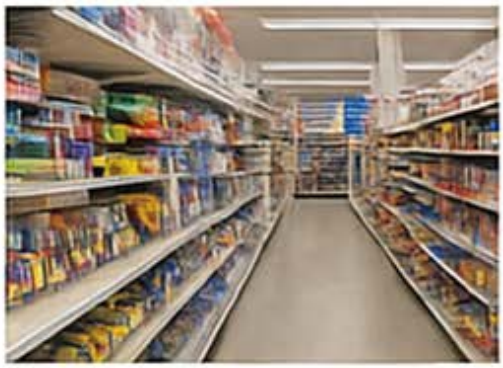
👨‍👧 1,200 sq ft CBCI Family Support Offices
Private offices for CBCI's expanding menu of child and family services—including case management, youth programs, financial coaching, and crisis support.



Conceptual Design Reference (not exact depiction)

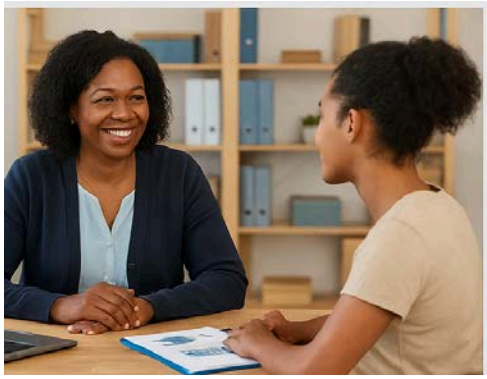
3 TEACHER & FAMILY RESOURCE CENTER - LOOK BOOK

Conceptual Design Reference (not exact depiction)










4 NATIONAL BRAND HOTEL

A small to mid-sized (up to 115 keys) hospitality-driven economic engine designed to expand local opportunity, create jobs, and generate sustained revenue across all phases of the Northfork Redevelopment Project.

💼 Expanding Local Economic Activity

The neighborhood hotel will draw visitors, workers, and guests into the community, creating spillover activity that supports retail, food service, transportation, and personal-service businesses. This foot-traffic boost encourages new investment and strengthens the local commercial district.

🛠️ Jobs for Local Builders, Trades, and Vendors

The hotel will generate significant employment opportunities for local builders, contractors, tradespeople, and vendors across all development phases:

- Pre-Construction: Planning, design, surveying, environmental work, architecture, engineering.
- Construction Phase: Local general contractors, subcontractors, electricians, plumbers, carpenters, HVAC technicians, roofers, heavy equipment operators, laborers, and safety personnel.
- Post-Construction: Ongoing maintenance, landscaping, repairs, security services, cleaning vendors, supply vendors, and facility-support contracts.

This intentional local hiring strategy ensures that economic benefits stay in the North Fork neighborhood and support community-based businesses.

🏘️ Creating Hospitality Jobs for Local Residents

The hotel provides year-round employment opportunities in front-desk operations, housekeeping, facilities management, guest services, food service, and administrative support. Local residents will be prioritized to ensure the hotel directly contributes to neighborhood stability and family income growth.

📚 Training & Upward Mobility for Hospitality Workers

Partnerships with hospitality companies, workforce development agencies, and local schools will turn the hotel into a training site where residents can earn industry-recognized certifications and develop skills for supervisory, management, and specialized hospitality roles. This creates long-term pathways to upward economic mobility.

💰 Revenue Generation to Sustain the Project

Hotel operations will generate reliable revenue that helps support long-term project sustainability. Funds can be reinvested into community programming, youth development, shared amenities, neighborhood maintenance, and future redevelopment phases.

4 NATIONAL BRAND HOTEL - LOOK BOOK

Conceptual Design Reference (not exact depiction)









5 TRANSPORTATION HUB

🌐 A Connected Mobility Center
The Transportation Hub integrates neighborhood transit with regional systems, improving mobility and expanding access to education, employment, healthcare, and community services. It supports sustainable growth while reducing transportation barriers for low-income households.

🚌 Expansion of “Tops-Style” Local Trolley Routes
The Northfork site will serve as a major stop for multiple community trolley routes modeled after the popular “Tops” circulators. These routes create reliable, low-cost access to schools, childcare centers, employment hubs, parks, commercial corridors, and healthcare providers.

🚏 Regional Route Integration
The Transportation Hub is designed for seamless linkage with countywide and statewide transit options, including Broward County Transit, express bus routes, Tri-Rail and Brightline stations, Miami-Dade transit connections, and longer-range mobility corridors extending toward Orlando.

🔗 Gateway to Opportunity
By connecting neighborhood routes to regional systems, residents gain direct access to economic, educational, and cultural destinations throughout South Florida. The hub strengthens pathways to jobs, colleges, airports, and major business districts from Miami to Fort Lauderdale, Palm Beach, and Orlando.

🌱 Catalyst for Community Growth
The hub supports transit-oriented development, reduces congestion, improves access for seniors and youth, and stimulates new commercial investment around the redevelopment site while advancing equitable, long-term mobility solutions.

6 HOME OWNERSHIP OPPORTUNITIES (TOWNHOMES)

🏘️ Attainable homeownership opportunities for BCPS employees and beyond

The Teacher Village @ North Fork development includes 18-20 attainable townhomes designed to create homeownership opportunities for educators, school staff, and other workforce professionals connected to the surrounding community.

💰 Generational wealth building through home equity

These homes provide a pathway to long-term housing stability and wealth-building for individuals who may otherwise be priced out of homeownership in Broward County's increasingly expensive housing market.

🏡 Neighborhood stability through resident homeownership

By integrating attainable homeownership into the Teacher Village campus, the townhome component helps create a balanced, mixed-use community where educators and working families can build equity, establish roots, and contribute to the long-term vitality of the Sistrunk corridor.

$ Competitive Pricing & Purchase Assistance

To further expand access to homeownership, the Teacher Village @ North Fork development will combine competitive pricing with targeted purchase assistance (for eligible applicants) to make the townhomes attainable for educators, school staff, and other workforce professionals in the community. Therefore, our project creates realistic pathways to ownership for individuals who might otherwise remain long-term renters.

Summary of Direct Benefits

SISTRUNK RISING PROJECT
NORTHFORK ELEMENTARY

→ DIRECT BENEFIT #1

Demonstrates Public Return on Public Land

- **Land Lease Revenue (% of market):** Generates meaningful financial income (over six figures $ per year) for the District every year.
- **Tax Revenue Increases:** Approximately $150,000 annually ($108,450: General Fund + $33,750: Capital Outlay + $3,701: Debt Levy)
- Preserve the site's educational use — meeting BCPS's stated need for space to host workforce development, adult education and professional development activities

→ DIRECT BENEFIT #2

Addresses Teacher & Family Needs Through Housing and Support Services

- More than $2.1 million value annually
- Average Rent savings to BCPS staff = $500 per month
- Up to 350 units of affordable units reserved for teachers and school support staff directly responds to one of Broward County's top educational crises: teacher retention and cost-of-living.
- $550,000/year in annual leveraged resources for individual and family support services to teachers and residents (through partners CBCI and BTU)

→ DIRECT BENEFIT #3

Creates Continuous Economic Circulation Within the Community

- The hotel and apartment rents generate ongoing local tax revenue
- Site uses create jobs for neighborhood residents
- Builds a self-sustaining local economy.

→ DIRECT BENEFIT #4

Expands Mobility and Regional Connectivity Through a Transportation Hub

- Creates a centralized mobility anchor that links expanded trolley routes, Broward County Transit, and Brightline access points with connections stretching from Miami to Orlando.
- Reduces transportation barriers - improving access to jobs, healthcare, and services.

SISTRUNK RISING
PROJECT
NORTHFORK ELEMENTARY

LETTERS OF SUPPORT/ INTEREST

Community-Based Connections, Inc.

Letter of Support

Date: 12.02.2025

Brian C. Johnson
Sistrunk Rising North Fork Redevelopment Project

Dear Mr. Johnson,

On behalf of Community Based Connections, Inc. (CBCI), we are pleased to express our strong support for the Sistrunk Rising North Fork Redevelopment Project. We are excited to serve as a core partner in this transformative initiative and to help build a comprehensive, community-centered model that strengthens families, supports educators, and expands opportunities for residents throughout the historic Sistrunk corridor.

As part of our commitment, CBCI will serve as the lead community and family resources provider for the North Fork Redevelopment Project. CBCI staff will maintain on-site offices dedicated to increasing direct access to our growing menu of programs and services, including:

- Family Strengthening Programs
- Academic Support and Youth Development Services
- Fatherhood Engagement and Workforce Initiatives
- Mental Health and Wellness Navigation
- Wraparound Support for Children, Parents, and Caregivers

Embedded within the redevelopment, these services will ensure families have convenient, stigma-free access to resources that improve stability, educational outcomes, and long-term economic mobility.

CBCI is equally excited to partner with the Broward Teachers Union (BTU) to co-manage the new Teacher–Family Resource Center. Through this partnership, we will help design, operate, and maintain a high-impact resource hub that provides teachers with school supplies, professional supports, and personal and family resources that improve retention and instructional readiness. Together with BTU, we are committed to building

a system of support that uplifts educators and enhances their ability to succeed in the classroom.

The Sistrunk Rising Project represents a bold and necessary investment in the future of Fort Lauderdale's historic Sistrunk community. CBCI is honored to contribute our expertise, our programs, and our commitment to ensuring that residents—especially children and families—benefit from this redevelopment in meaningful, measurable, and transformative ways.

We look forward to our continued collaboration and to helping bring the North Fork vision to life.

Sincerely,

Mikelange Olbel
President/Chief Executive Officer
Community Based Connections, Inc.

Our mission is to expand the available options for helping children to be socially and academically successful despite the many challenges they face and regardless of the many negative influences around them.

1021 NW 6th Street. Fort Lauderdale. Fl. 33311. Phone 954-908-5249. Fax (954) 524-2119

A Union of Education, Technical Support, Charter School and Education Support Professionals
Broward Teachers Union
Engaging & Empowering Educators

December 2, 2025

Dr. Howard Hepburn and members of the School Board of Broward County
Broward County Public Schools
600 S.E. Third Avenue
Fort Lauderdale, FL 33301

RE: Letter of Support/Collaboration for the NorthFork Redevelopment Project

Dear Dr. Hepburn and School Board members,

On behalf of the Broward Teachers Union (BTU), we are pleased to express our full support for the NorthFork Redevelopment Project and to formally commit to serving as a Title Sponsor—alongside Community Based Connections, Inc. (CBCI)—for the Teacher–Family Resource Center.

BTU is excited to partner with CBCI on this transformative initiative. The Teacher–Family Resource Center represents an innovative and deeply needed community-based solution that will strengthen the professional, emotional, and household stability of Broward County's educators and the families they serve. Your vision for creating a comprehensive "Cradle to Career Campus", that includes affordable housing for teachers (including BCPS staff and other low to moderate income families), directly aligns with BTU's mission to uplift educators, improve working conditions, and strengthen public education as a whole.

As part of this partnership, BTU is committed to the following:

- Providing an annual sponsorship contribution of at least $25,000 to support core operating needs of the Teacher–Family Resource Center.
- Collaborating with the National Education Association (NEA) and the American Federation of Teachers (AFT) to align national best practices with local implementation – and to attract larger corporate sponsors
- Assisting in engaging Broward teachers, ensuring their voices shape the design, services, and ongoing impact of the Center.
- Partnering with CBCI and North Fork Community Builders Collaborative in fundraising efforts to support long-term sustainability, expansion, and continuous improvement.

The Broward Teachers Union is proud to stand with CBCI and the North Fork Community Builders Collaborative to ensure that this project serves as a model of how community, education, and economic development can work hand-in-hand. We look forward to continued collaboration and to celebrating the success of this project as it supports generations of educators and families.

Sincerely,

Anna Fusco
President, Broward Teachers Union

6000 N.University Drive • Tamarac, FL 33321 • T:954.486.6250 • F:954.739.1803 • communications@btuonline.com
An Affiliate of the Florida Education Association, American Federation of Teachers, National Education Association and AFL-CIO

December 1, 2025

Sistrunk Rising Redevelopment
Attn: Brian C. Johnson, Lead Sponsor

Re: Letter of Interest – Affordable Housing Partnership for the "Sistrunk Rising – Cradle to Career Campus" at North Fork Elementary School (101 NW 15th Ave, Fort Lauderdale, FL 33311)

Dear Mr. Johnson,

McDowell Housing Partners ("MHP") is pleased to submit this Letter of Interest expressing our commitment to serve as the **Affordable Housing Developer**, in collaboration with Woodwater Housing, for the Sistrunk Rising "Cradle to Career" Campus proposed for the **North Fork Elementary School site** located at **101 NW 15th Ave, Fort Lauderdale, FL 33311**.

Your proposal outlines a progressive, mission-driven redevelopment that integrates **education, affordable teacher housing, workforce development, small-business support, transportation connectivity, and family resources** into a unified, self-sustaining campus. MHP is fully aligned with this vision and prepared to deliver the affordable housing component in partnership with Sistrunk Rising, the Broward Teachers Union (BTU), and Broward County Public Schools ("BCPS").

Alignment with the SISTRUNK RISING Proposal:

The **SISTRUNK RISING proposal** identifies a mixed-use, multi-benefit redevelopment model that directly tackles several district and community challenges - including teacher retention, housing affordability, family stability, transit access, and underutilized school properties.

Specifically:

1. Affordable Housing for Teachers & District Staff
The SISTRUNK RISING proposal features **up to 350 affordable residential units**, with **"reserved units for teachers and district staff,"** alongside an on-site Teacher & Family Resource Center. Recent state legislation under the **Live Local Act permits developers to apply a preference for** "essential services personnel, including instructional staff, teachers, and school district employees," provided income-eligibility requirements are met. MHP will implement a **legally compliant preference for BCPS teachers and employees**, enabled by the Live Local Act amendments enacted in 2024 (SB 328), which revised **§420.5096 and §421.02, Florida Statutes**.

2. Educational Anchoring via a Community School Model
Your plan maintains BCPS' educational presence on-site and expands it to include Pre-K, STEM innovation, teen career pathways, and adult learning. MHP will ensure the housing is positioned to support educators and families who participate in these programs.

3. Economic Development & Mobility Integration
The SISTRUNK RISING proposal includes a national-brand hotel and a regional transportation hub aimed at workforce development and economic mobility. MHP's role is to ensure the residential program integrates seamlessly with these economic engines.

4. District-Aligned Benefits
Pages 16 of the proposal outlines the **five direct benefits** your plan offers to BCPS—retaining educational use, addressing teacher housing needs, supporting economic circulation, expanding mobility, and generating revenue for the district (ground lease). MHP's affordable housing component directly advances at least four of these outcomes.

Our Proposed Role & Commitment as Lead Developer – Affordable Housing
MHP will lead the development, financing, design, construction management, and stabilization of the mixed-income housing program. Our responsibilities include:

- Providing **affordable housing developer experience** required to secure bonds, housing tax credits, and gap financing
- Providing **pre-development capital and financial guarantees**
- Structuring a **Live Local–compliant housing program**
- Delivering **up to 350 affordable units** focused on educators, staff, and local workforce
- Inserting a **lawful tenant-selection preference** for BCPS school and district employees
- Integrating the housing with **shared amenities and on-site services**
- Ensuring **long-term affordability and operational sustainability**

Experience & Track Record (Company Overview Enclosed)
- Principals of MHP have closed and completed construction on multiple affordable housing developments in **Broward County comprising 1,561 units within 10 developments.**
- In total MHP principals and key staff have completed **over 15,000 affordable/workforce units** utilizing LIHTC and state funding programs in total.
- Closed **$7+ billion in debt and equity financing to acquire and renovate 45,000+ units** nationally
- MHP has delivered more than **2,500 FHFC-financed units** across Florida since 2019
- Operates through a **fully vertically integrated team** spanning development, finance, construction, legal, accounting, and asset management.

Why MHP is Uniquely Positioned to Support the SISTRUNK RISING Proposal

1. Deep Florida Program Expertise
We have extensive experience with Broward County, City of Fort Lauderdale, and FL Housing Finance Corporation programs – including Housing Trust Funds, CDBG, HOME, SAIL, NHTF, 4%/9% Housing Tax Credits.

2. Vertically Integrated Delivery
MHP manages all major development functions in-house - economies that allow for cost-effective, high-quality execution.

3. Alignment with THE SISTRUNK RISING Vision
Your proposal emphasizes stability, mobility, and economic opportunity. Our communities are designed around these same themes.

4. Proven Nonprofit Partnerships
MHP has a strong history of partnering with nonprofits, government agencies, and service providers to deliver community-focused housing.

5. Ability to Scale & Deliver Quickly
Given project urgency and district timelines, MHP can immediately begin feasibility analysis, site programming, and Live Local evaluation.

Next Steps
With your direction, MHP will immediately initiate:

- Site due diligence and conceptual massing studies
- Preliminary financial modeling aligned to mixed-use vision
- A Live Local zoning/density analysis specific to the North Fork parcel
- Draft terms of understanding between Sistrunk Rising and MHP
- Preparation of supportive materials for BCPS
- Apply for available sources of funding

Conclusion
The Sistrunk Rising redevelopment represents a once-in-a-generation opportunity to create a **Cradle-to-Career campus** that advances district goals, supports educators, stabilizes families, strengthens the local economy, and reimagines an underutilized school property into a community engine.

MHP is honored to be included in the SISTRUNK RISING proposal and stands ready to collaborate as your **affordable housing development partner** to bring this transformative project to life.
We appreciate your leadership and look forward to working together.

Sincerely,



President
McDowell Housing Partners

777 Brickell Avenue, Suite 1300, Miami, FL 33131
Tel. 786-584-2725
www.mcdhousing.com

McDowell
HOUSING PARTNERS





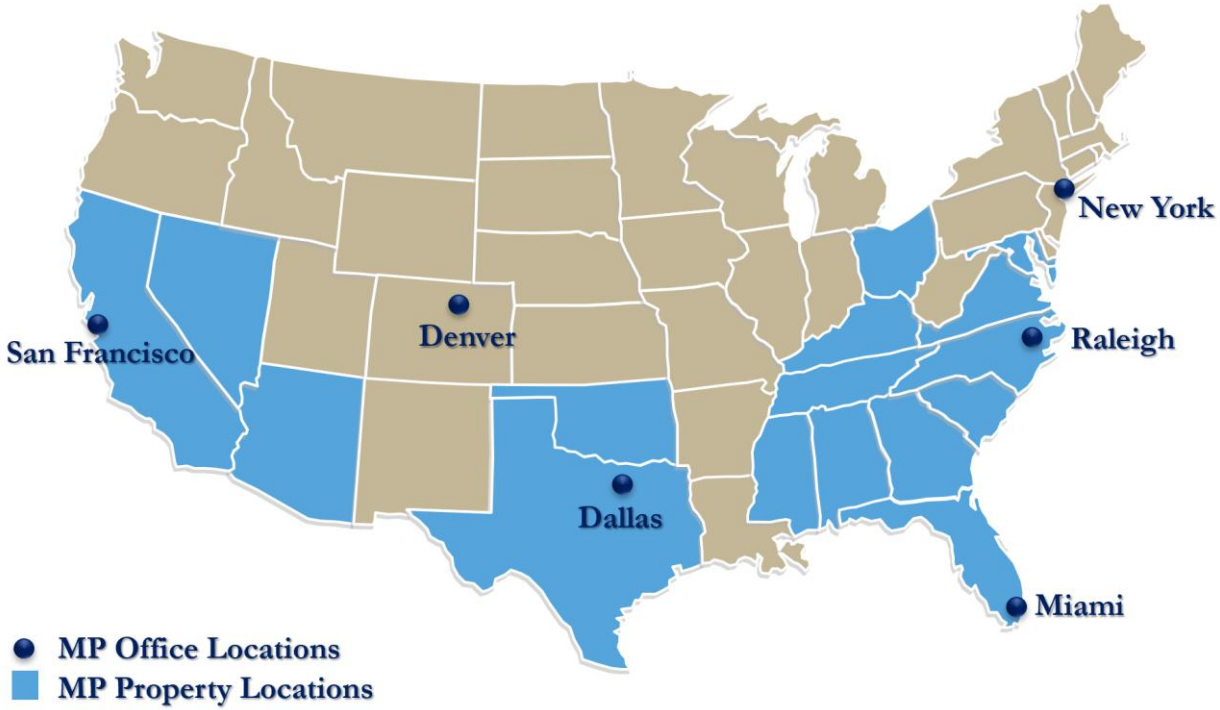


Company Overview

2025

McDowell Companies Overview

Regional Offices & Property Locations



- McDowell Headquarters located in Addison, TX. With active offices in Miami, New York, Denver, Raleigh, and San Francisco.
- Company principals and the executive team have **closed over $7 Billion in debt and equity financing comprising over +45,000 apartment units.**
- Extensive experience successfully developing, constructing, operating, and recapitalizing conventional, workforce, and Section 42 (LIHTC) housing across the country.

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McDowell Housing Partners

MISSION: Our mission is to create and preserve transformative housing communities for working families and seniors, regardless of socioeconomic status.

OBJECTIVE: To provide residents not only with housing but also valued amenities, services, and programs that will directly benefit their well-being and improve their quality of life.

STRUCTURE: A "full-service" vertically-integrated team of in-house finance, development, construction management, legal, accounting, and asset management professionals.

Track Record: MHP principals and executives have completed the development of over 15,000 affordable/workforce units utilizing low-income housing tax credits.

SUCCESS STRATEGIES:

- Strategic Partnerships – Non-Profits, HFAs, PHAs, CRAs, and Local Governments
- Construction Efficiency – Design-Build Approach to drive efficiencies and mitigate cost risk
- Creative Debt & Equity Structuring – Optimization of the capital stack
- Green Building Value - NGBS & LEED Certification, Energy-Star Certification, Solar Energy (Tax Credits), 45L & Zero Energy (Tax Credits)

McDowell Companies – Success Strategy

Workforce/Affordable Housing Development

- Pipeline of over 1,700 LIHTC units completed and under construction
- Strong relationships with State LIHTC allocation agencies and local governments
- Creative approach to optimize financing
- New construction focus on high growth markets/states
- In-house verticals - development, finance, construction, compliance, asset management, and legal under one roof.
- Provide social, health, and wellness supportive services to residents to enhance quality of life and create a stronger sense of community

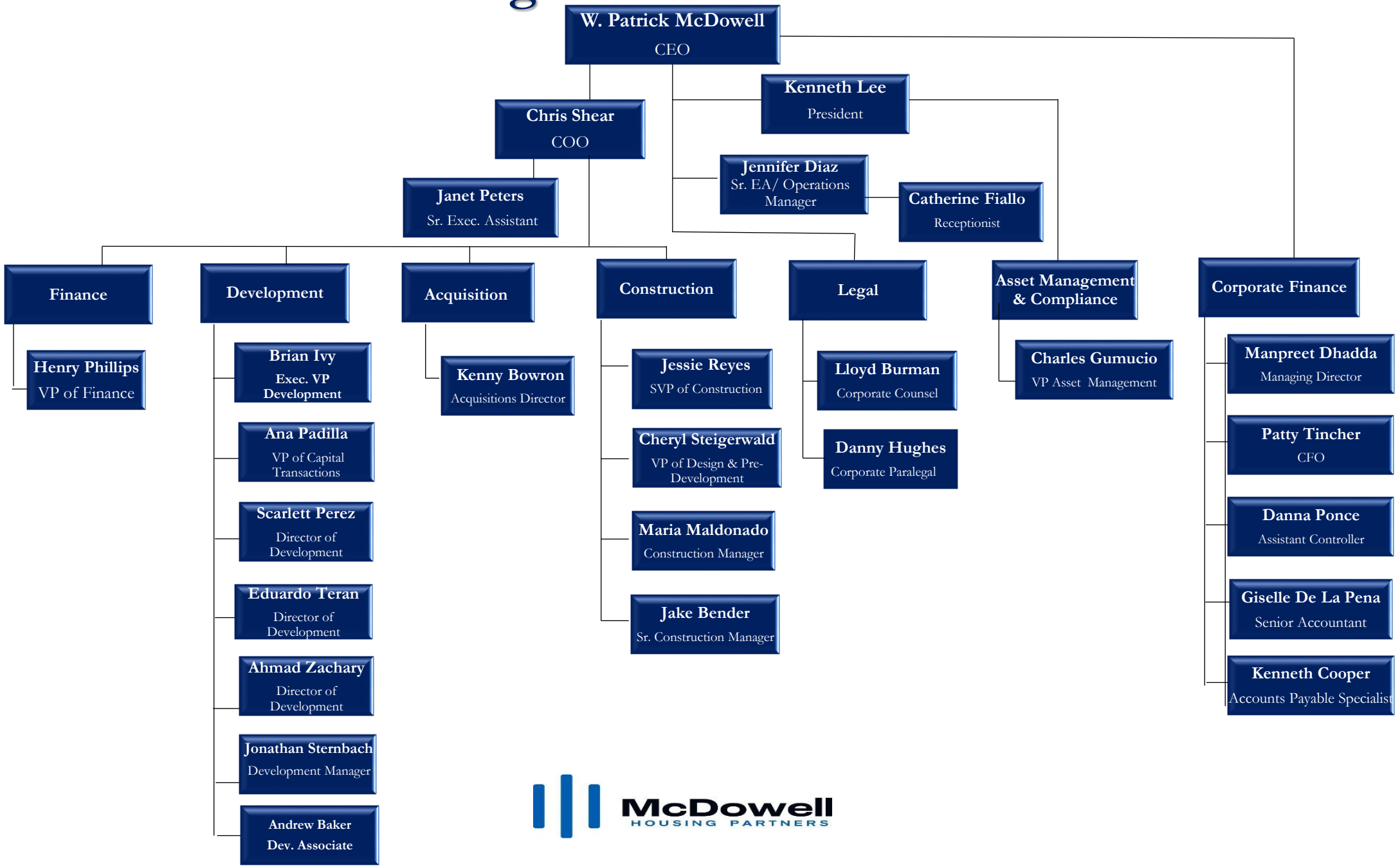
Operations and Acquisitions

- Current portfolio is over 13,000 total units within 7 states
- Operate multiple funds that acquire existing LIHTC and workforce value-add multifamily properties
- Preserve affordability via recapitalization or tax credit re-syndications
- Implement moderate to substantial renovation programs
- Implement more efficient property management through proven means and methods

Multifamily Real Estate Debt

- One of the first purchasers of Freddie K subordinate debt in 2010
- Invested over $500 million of equity in 16 Freddie K-Series transactions (1)
- Strong performance with 6 Freddie K-Series realized investments (realized net IRRs over 25%) and the current portfolio has only 1 default (opportunistic purchase of distressed loans)
- A/B Note joint lending venture with a Top 5 U.S. Bank – venture provides loans on U.S. multifamily projects

Organization Chart



McDowell HOUSING PARTNERS

Ekos Arbor Park, North Port, FL



1191 W Price Blvd. | 136 Units

Affordable Elderly Restricted 55+

- Property Type: One 4-Story Mid-Rise w/ surface parking
- Demographic: Elderly 55+
- Number of Units: 136
- Construction Type: Wood Frame
- Funding: 4% Tax Credits w/ SAIL, ELI, NHTF and North Port Grant
- Development Cost: $38,320,000

Highlights/Amenities:

- JV Partnerships: MHP- Hennessy Construction
- Funding Partners: Wells Fargo LITHC Equity and Debt
- Amenities include Clubhouse, Media-Room, Fitness Center, Pool, Picnic Area and Walking Trail.
- Resident Programs and Services: Adult Literacy, Daily Activities and Assistance with Light Housekeeping, Grocery Shopping and/or Laundry

Ekos on Santa Barbara, Naples, FL



4660 Santa Barbara Blvd. | 82 Units

Highlights/Amenities:

- JV Partnerships: MHP – Hennessy Construction
- Collier County Ground Lease
- Funding Partners:
  - CREA– LITHC Equity
  - Key Bank – Debt
- Amenities include Clubhouse, Media-Room, Fitness Center, Pool, Tot Lot and Picnic Area
- Resident Programs and Services: Financial Management and Adult Literacy

Affordable Family Development

- Property Type: Two Garden-Style Apartments w/ surface parking and stand-alone clubhouse
- Demographic: Family
- Number of Units: 82
- Construction Type: Concrete Block
- Funding: 4% Tax Credits with CBDG
- Development Cost: $25,450,000

Ekos Allegro - Naples, Florida



8455 Rattlesnake Hammock Rd, Naples, FL | 160 Units

Highlights/Amenities:

- JV Partnerships: Collier County Community Land Trust, Inc.
- Funding Partners: CREA, Key Bank, Fannie
- Amenities include Clubhouse, fitness center, cyber café, resort style swimming pool, community room and outdoor seating, bocce court, pickleball court, barbeque area
- Resident Programs and Services: Assistance with light housekeeping, adult literacy, daily activities

Affordable Senior (62+)

- Property Type: Midrise 5-Story
- Demographic: Senior
- Number of Units: 160
- Construction Type: Concrete Block
- Funding: 4% LIHTC + Tax Exempt MMRB
- Development Cost: $45,000,000

Ekos Cadenza - Naples, Florida



8369 Rattlesnake Hammock Rd. | 160 Units0

Highlights/Amenities:

- JV Partnerships: Collier County Community Land Trust, Inc.
- Funding Partners: CREA, Key Bank, Freddie
- Amenities include Clubhouse, fitness center, cyber café, resort style swimming pool, community room and outdoor seating, bocce court, pickleball court, barbeque area
- Resident Programs and Services: Assistance with light housekeeping, adult literacy, daily activities

Affordable Senior 62+

- Property Type: Midrise 5-Story
- Demographic: Senior
- Number of Units: 160
- Construction Type: Concrete Block
- Funding: 4% LIHTC + Tax Exempt MMRB
- Development Cost: $46,000,000

Ekos at Lake Shadow, Eatonville, FL



2051 W Kennedy Blvd.	96 Units

Highlights/Amenities:

- JV Partnerships: MHP- Hennessy Construction
- Funding Partners: Wells Fargo LITHC Equity and Debt
- Amenities include Clubhouse, Media-Room, Fitness Center, Tot-Lot, Community Garden and walking dock overlooking lake.
- Resident Programs and Services: Employment Assistance, Financial Management and Adult Literacy

Affordable Family Development

- Property Type: Four Garden-Style Apartments w/ surface parking and stand-alone clubhouse
- Demographic: Family
- Number of Units:96
- Construction Type: Wood Frame
- Funding: 9% Tax Credits and Orange County Grant
- Development Cost: $27,220,000

Ekos Magnolia Oaks, Tallahassee , FL



821 E Magnolia Drive | 110 Units

Highlights/Amenities:

- JV Partnerships: MHP - Marmer Construction
- Funding Partners:
  - Raymond James – LITHC Equity
  - Truist – Construction Loan
  - Grandbridge RE Capital – Permanent Loan
- Amenities include Clubhouse, Media-Room, Fitness Center, Pool, Tot Lot and Picnic Area
- Resident Programs and Services: Employment Assistance, Financial Management and Adult Literacy

Affordable Family Development

- Property Type: Five Garden-Style Apartments w/ surface parking and stand-alone clubhouse
- Demographic: Family
- Number of Units:110
- Construction Type: Wood Frame
- Funding: 4% Tax Credits with RRLP, ELI and Tallahassee CRA
- Development Cost: $24,930,000

Ekos at the Preserve, Irving, TX



2800 South MacArthur Blvd.	82 Units

Highlights/Amenities:

- JV Partnerships: None
- Funding Partners: Wells Fargo Construction Debt & LIHTC Equity
- Amenities include Clubhouse,, Fitness Center, Computer/Media-Room, Pool, and Playground

Affordable Family Development

- Property Type: Garden-Style Apartments
- Demographic: Family
- Number of Units: 82
- Construction Type: Frame
- Funding: 9%
- Development Cost: $27,900,000

South Pointe Vista - Phase I, Miami, FL

Unde



SW 214th Street & SW 117th CT | 124 Units

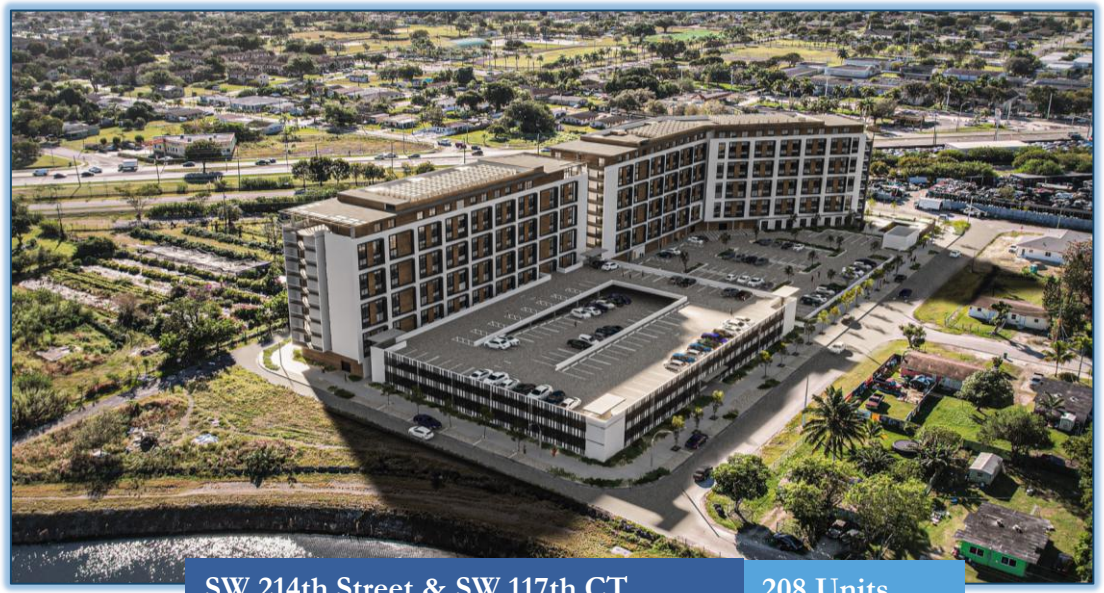
Highlights/Amenities:

- JV Partnerships: None
- Funding Partners: Wells Fargo Construction Debt & LIHTC Equity
- Amenities include Clubroom, Fitness Center and Computer/media Lab

Affordable Family

- Property Type: High-rise, 10 stories, elevators
- Demographic: Family
- Number of Units: 124 units
- Construction Type: Block
- Funding: 9% LIHTC
- Development Cost: $46,000,000

South Pointe Vista - Phase II, Miami, FL



SW 214th Street & SW 117th CT | 208 Units

Highlights/Amenities:

- JV Partnerships: None
- Funding Partners: Wells Fargo Construction Debt & LIHTC Equity
- Amenities include Multipurpose Community Room

Affordable Senior

- Property Type: High-rise, 10 stories, elevators
- Demographic: Senior
- Number of Units: 208 units
- Construction Type: Block
- Funding: 4% with Tax Exempt Bonds
- Development Cost: $52,000,000

Douglas Gardens Senior Health & Living - Pembroke Pines, Florida



709 SW 88th Ave, Pembroke Pines, FL | **410 Units**

Highlights/Amenities:

- JV Partnership: Miami Jewish Health Systems, Inc. (Hospital, Nursing, and ALF Operator)
- Equity Partners: CREA, Goldman Sachs
- Debt Partners: Citi Community Capital and Broward County
- Amenities include 15K sf medical clinic, fitness center, cyber café, community room
- Resident Programs and Services: Assistance with light housekeeping, adult literacy, daily activities, health clinics/check-ups, physical/occupational therapy

Development Program

- Property Type: Mid-rise 6 story (elevator)
- Demographics: Senior (62+)
- Unit Mix: 410 Total Units
  - 390 Affordable Units and 20 Market Rate Units
  - 5 Studios, 272 1 Br/1Ba, 133 2 Br/2Ba
- Construction Features:
  - Concrete Block
- Funding: 4% LIHTC + Tax Exempt MMRB
- Development Cost: $113,000,000
- Amenities include swimming pool, community room, fitness room, computer stations, BBQ grills, gazebo, walking trail with fit stations

Ekos City Heights - Austin, TX



4400 Nuckols Crossing Road, Austin, TX | **179 Units**

Highlights/Amenities:

- Partnership with City of Austin
- Austin Housing Finance Corporation
- Partnership with local continuum of Care non-profit (ECHO)
- Utilized Austin's Affordability Unlocked Zoning Ordinance
- Overcame material neighborhood opposition
- Mitigated challenging topography and environmental features

Affordable Senior (55+)

- Property Type: Mid-rise (elevator)
- Demographics: Senior (55+)
- Number of Buildings: One
- Building Heights: Six Stories (five frame over concrete podium)
- Funding: 4% LIHTC, Tax-Exempt Bonds, Austin RHDA Loan
- Development Cost: $41,984,154
- Completion Date: Est.: Dec 2022
- Amenities include swimming pool, community room, fitness room, computer stations, BBQ grills, gazebo, walking trail with fit stations

Silver Pointe Apartments- Ocala, FL



221 NE 3rd Street, Ocala, Florida | 90 Units

Highlights/Amenities:

- JV Partnerships: Co-Development between MHP and Heartland Development Group
- Funding Partners: Regions – Construction Debt & LIHTC Equity; NLP – Permanent Debt
- Amenities include Multipurpose Community Room, Computer lab, Pool, & Fitness Center

Affordable Family

- Property Type: 3-Story Garden Walk-up
- Demographic: Family
- Number of Units: 90 units
- Construction Type: Frame
- Funding: 9% LIHTC Combined with FHFC Viability Loan
- Development Cost: $22,366,933

Acquisition/Rehab - HDSA Portfolio



Highlights/Amenities:

- Description: Seven-property, 1,732-unit apartment portfolio located in Houston, Dallas, and San Antonio, TX
- Acquisition Date: May 2014
- Purchase Price: $67,000,000
- Vintage: 1981-1985
- Occupancy: N/A
- JV Partner: ARES Management
- Realized Gross IRR/Multiple: 38%; 2.60x

Investment Opportunity & Status:

- At acquisition, the 1,732-unit, seven-property distressed portfolio that was in need of significant capital infusion
- Provided substantial rehab including windows, mechanical systems, roof, and
- Attractive, three-year bridge loan provided by Wells Fargo
- McDowell Properties substantially improved the tenant profile
- Improvements made include upgrading common areas and unit interiors
- The portfolio was fully realized in September 2018

W. Patrick McDowell – Chairman and CEO



Mr. McDowell has 48 years of experience in the real estate industry. As McDowell Properties Founder, Chairman and CEO, he leads the senior team in all aspects of the firm's business activities and strategic planning efforts and is Chairman of the firm's Investment Committee. Since inception, the company has purchased over 40,000 rental units valued at over $3.0 billion and has made investments in subordinate, commercial mortgage-backed securities representing $16.0 billion of multifamily loans secured by over 232,000 units.

Mr. McDowell was a founder and partner of The Fox Group and its successor company Metric Realty, a joint venture with Metropolitan Life Insurance Company, from 1971 until 1993. Fox/Metric invested in and managed over $4 billion in real estate assets, comprising in excess of 400 individual properties located in more than 30 states. Mr. McDowell was Executive Vice President of Fox from 1975 until 1986, in charge of all acquisition, disposition and financing activities, and from 1986 until 1993, he was President and Chief Executive Officer.

Mr. McDowell has extensive experience investing and managing capital as a fiduciary for investors in public and private securities offerings and for public pension funds. While at Metric Realty, Mr. McDowell raised and managed over $1 billion in capital for more than 30 public pension plans, including CALPERS and CALSTRS.

Mr. McDowell is active in numerous industry organizations. He has served on the Advisory Committee for Troubled Projects of the U.S. Department of Housing and Urban Development, as well as the Vice Chairman of the National Multi Housing Council. He is on the Advisory Board of the Fisher Center for Real Estate at the University of California, Berkeley, a member of the Urban Land Institute and a Board member of the National Multi Housing Council. Mr. McDowell has a BA from Stanford University and an MBA in Real Estate from the Graduate School of Business at the University of California, Berkeley.

Kenneth Lee – President



Kenneth Lee is President for McDowell Properties. Mr. Lee is responsible for the firm's overall investment strategy overseeing all real estate acquisition, disposition and financing activities. Mr. Lee is also responsible for the firm's debt and preferred equity investments, and its institutional investment vehicles, including capital formation. During his tenure, he has acquired over $3.0 billion of real estate assets and made investments in subordinate, commercial mortgage-backed securities representing $16.0 billion in multifamily loans.

Prior to joining McDowell Properties in 2004, Mr. Lee worked at Chase Securities, Inc. and its affiliates where he evaluated high-yield debt investments, completed over $2.0 billion in merger advisory and debt/equity placement transactions and worked in the finance department of a portfolio company. He also worked at GMS Realty, LLC, a private real estate investment company.

Mr. Lee has a BA from Boston University and an MBA in Real Estate from the Haas School of Business at the University of California, Berkeley. He is currently a board member of the National Multi Housing Council, a member of the Advisory Board at the Fisher Center for Real Estate at the University of California, Berkeley and a member of the Urban Land Institute.

Christopher Shear – Chief Operating Officer



Mr. Shear serves as the Chief Operating Officer of McDowell Housing Partners, LLC (MHP), the affiliated affordable/workforce housing development and investment arm of McDowell Properties. Over the course of his career Mr. Shear has been responsible for the development of over 2,900 affordable/workforce housing units within an array of complex financial and partnership structures, including 9% and 4% LIHTCs, tax-exempt bonds, Tax-Increment Financing, Community Development Block Grants, HOME investment Partnership Loans, Federal Home Loan Bank (AHP) loans, FHA insured mortgage products, project-based rental assistance (Section 8), and various local housing subsidies.

As COO of McDowell Housing Partners, Mr. Shear continues to apply his leadership and experience across MHP's acquisition, development, accounting, and operational teams. Mr. Shear is responsible for formulating and implementing MHP's growth, development, and investment strategies; hiring and assignment of key personnel; and formulating strategic partnerships with local governments, mission driven non-profits, housing authorities, and faith/community-based organizations. He maintains a resolute passion for the development and preservation of housing that serves low- and moderate-income families and seniors.

Prior to joining McDowell Housing Partners, Mr. Shear served in leadership roles with prominent for-profit and non-profit affordable housing firms. Most recently, Mr. Shear served as Senior Vice President of Housing Trust Group, where he was instrumental to the company's rapid growth and success, delivering 12 competitively-funded new construction developments (1,112 units) during his 7-year tenure. Mr. Shear is a LEED Accredited Professional and holds a B.S. in Economics, with a concentration in Real Estate and Urban Land Economics, from the University of Wisconsin–Madison. He serves on the Board of Directors of the Florida Coalition of Affordable Housing Providers (CAHP) and the Miami Beach Community Development Coalition.

Patty Tincher – Chief Financial Officer



As CFO at McDowell Housing Partners, Patty Tincher is responsible for overseeing the firm's accounting and financial reporting functions, ensuring accuracy and compliance across all financial operations.

Before joining McDowell Housing Partners, Ms. Tincher led accounting and finance at Carrfour Supportive Housing, a non-profit developer and manager of affordable housing with on-site supportive services. Before Carrfour, she was the Controller for Pinnacle Housing Group, specializing in affordable multifamily development.

Ms. Tincher is a Florida-licensed Certified Public Accountant and holds a Bachelor of Business Administration in Accounting and Finance from the University of Miami and a Master of Accounting from Florida International University.

Jessie Reyes – Senior Vice President of Construction



Jessie Reyes serves as Vice President of Construction at McDowell Housing Partners ("MHP"), where he is responsible for leading and managing pre-construction and construction for all the company's development pipeline. Mr. Reyes is responsible for construction estimating and scheduling, permitting, procurement, builder negotiations and contracts, design and on-site team management, reporting, close-out and working with the company's development and investor teams to ultimately execute all project construction budget, schedule and quality goals.

Prior to joining McDowell Housing Partners, Mr. Reyes served in construction management and leadership roles with prominent national firms in the multifamily, commercial, healthcare, government, and educational markets on projects with a combined construction total of more than $750M.

Mr. Reyes holds a B.S. in Construction Management from Florida International University and is a licensed General Contractor in the State of Florida.

Kenny Bowron - Director of Acquisitions



Kenny Bowron Jr., has joined McDowell Housing Partners as Director of Acquisitions. Kenny plays a pivotal role at the front end of the development process. His focus includes analyzing QAP's and competitive funding solicitations, formulating site selection strategies, performing due diligence for site feasibility, LOI and purchase contract negotiations, cultivating community partnerships, and overseeing the funding application production process.

Prior to joining McDowell Housing Partners, Mr. Bowron led acquisitions and predevelopment for Beneficial Communities, a Florida tax credit developer, for over a decade. Mr. Bowron has sourced multiple development's comprising over 2000 units from Florida to Washington State with Beneficial Communities.

Mr. Bowron holds a B.S. from Keiser University.

Brian Ivy – Executive VP of Development



As Executive Vice President of Development for McDowell Housing Partners, Brian Ivy is responsible for leading the company's development team through every stage of the development life cycle, from funding award to property stabilization. His role includes implementing systems and processes to enhance company performance and building key relationships with financing partners and government agencies.

Prior to joining McDowell Housing Partners in 2024, Mr. Ivy was the Senior Vice President of Finance at Conifer Realty, LLC, a national multifamily developer and property manager focused on affordable, workforce, and market-rate housing. There, he led a team responsible for structuring, negotiating, and closing all project-level debt and equity for affordable housing development efforts. Additionally, Mr. Ivy led the Strategic Asset Management group, managing Year 15 refinancing, restructuring transactions, limited partner buyouts, and property acquisitions and dispositions. Before Conifer, he was a Partner in the Banking and Finance practice at Phillips Lytle LLP, representing financial institutions on construction and permanent debt for affordable housing projects.

Mr. Ivy holds a B.A. from Yale University, an MSc from The London School of Economics and Political Science, and a J.D. from William and Mary School of Law.

Ana Padilla – Vice President of Capital Transactions

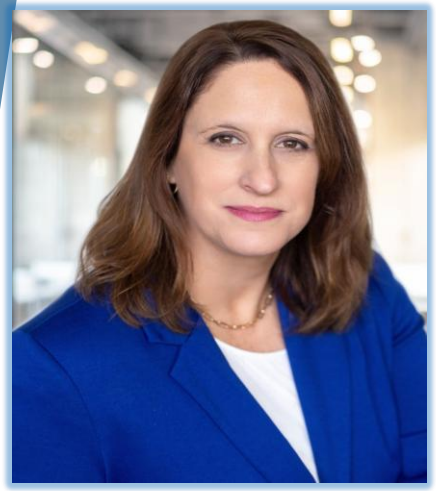


Ana Padilla joined McDowell Housing Partners in March 2020 as a Senior Development Manager with extensive experience in Low Income Tax Credit (LITC) developments. Having worked in Construction and Development of Affordable Projects for the past 15 years, Ms. Padilla has closed over 5,500 units with emphasis in LIHTC mixed financing developments. She has successfully closed 9%, 4%, PFC and Market Rate developments with several layers of finance such as HOME, CDBG, TCAP, PHA and PBV units with overlapping timelines, while delivering on time. Previously she worked as an Architect, Design Manager and General Manager.

At McDowell Housing Partners she is responsible for managing LIHTC projects with emphasis in financial closings. This will include responsibility in identifying critical paths and securing all documents required for closings, managing each development through local permit approvals, ensuring that State Agency regulatory obligations are being followed, and commitments made during development are effectively incorporated into design development, construction, ownership, and management.

Previously, Ms. Padilla worked at The NRP Group as Project Manager and The Cleveland Housing Network as Construction Project Manager. In 2017 The NRP Group was ranked by the Affordable Finance magazine as the #1 affordable developer with 1,798 units closed, of which Ms. Padilla closed 1,294 units. She also worked at Rysar Properties where she assisted in the Construction of single-family houses as Design Manager. She worked as Architect of multifamily and single-family developments and as Construction Project Manager. She has also worked independently as an interior designer. Ms. Padilla graduated from the University of Maryland, College Park with a Bachelor of Science in Architecture, and a Bachelor of Architecture from the Universidad Central de Venezuela. In addition, Ana holds a professional license in real estate.

Cheryl Steigerwald – VP of Design &Pre-Development



Cheryl Steigerwald has joined McDowell Housing Partners (MHP) as the VP of Design and Pre-Development. Steigerwald brings over 25 years of experience in real estate development and architectural design to the McDowell team. Previously, at The NRP Group, she oversaw vertical design on over 4000 units and a billion dollars in yearly development of both affordable and market-rate multi-family housing. Steigerwald's background includes a successful career as a practicing architect specializing in large-scale commercial development for major US-based REITs.

At McDowell Housing Partners, she leads the design management of third-party consultants, driving the growth of the affordable housing portfolio and supporting MHP's expansion efforts. With a passion for innovation, Steigerwald will also bring years of best practices to MHP to increase the consistency of delivery of well-positioned developments. She will be implementing and leveraging new software, resources, and processes to ensure complete design documentation with clarity of scope and cost efficiency.

Ms. Steigerwald has a master's degree in Architecture and urban design from Kent State University and is a licensed architect in Ohio.

Scarlett Perez – Director of Development



As Director of Development at McDowell Housing Partners, Scarlett Perez is responsible for participating in all aspects of development including financing, budgeting, preliminary design concepts and preparing applications for development project funding.

Prior to joining McDowell Housing Partners, Ms. Perez worked with some of the largest General Contractors in the state of Florida on various luxury residential, multifamily, and commercial projects with a combined construction total of more than $660 million.

Ms. Perez holds a Bachelor of Science in Construction Management from the University of Florida.

Eduardo Teran – Director of Development



As Director of Development at McDowell Housing Partners, Eduardo Teran is responsible for participating in all aspects of development including site selection, feasibility analysis, financing applications, due diligence, design, vendor procurement, entitlements and permits, and closing coordination.

Prior to joining McDowell Housing Partners, Mr. Teran first gained extensive experience in multifamily construction in the Mid-Atlantic, managing projects with a combined total value exceeding $200 million. He later led the oversight of all development projects for Arcland Property Company, a self-storage facilities developer, where he was involved from preconstruction through construction and turnover, ensuring successful project delivery at every stage.

Mr. Teran holds a Bachelor of Science in Civil Engineering from The Catholic University of America.

Ahmad Zachary– Director of Development



As Director of Development at McDowell Housing Partners, Ahmad Zachary leads the development process in delivering innovative, high-quality, and affordable housing solutions. He oversees all phases of the development life cycle, including project conceptualization, securing financing, permit and entitlements, closing coordination and project stabilization. Mr. Zachary is committed to fostering relationships with key stakeholders, including public and private financing partners, governmental agencies, and community organizations.

With extensive experience in real estate development with both the non-profit and private sector, Mr. Zachary brings a unique perspective and skill set to his role. He has successfully closed financing for a diverse range of multifamily housing projects, leveraging tools such as Low-Income Housing Tax Credits (LIHTCs), tax-exempt bonds, and a variety of federal, state, and local funding programs. His efforts have been instrumental in creating sustainable, community-focused housing that supports urban revitalization and fosters economic opportunity.

Mr. Zachary holds a Bachelor's degree in Community and International Development from the University of Vermont, where he was a captain of the Men's lacrosse team.

Jonathan Sternbach – Development Manager



As Development Manager at McDowell Housing Partners, Jonathan Sternbach is responsible for leading the complete development process including site selection, feasibility analysis, financing applications, due diligence, design, vendor procurement, entitlements and permits, and closing coordination.

Prior to joining McDowell Housing Partners, Mr. Sternbach was a Development Manager with Landmark Companies, where he led the development of market-rate multifamily and build-to-rent projects with a combined total value exceeding $400 million. Before Landmark, he was a structural engineer at Stantec, a global design firm, where he was a key member on major transportation infrastructure projects throughout the United States.

Mr. Sternbach holds a Bachelor of Civil Engineering from the University of Delaware and a Master of Science in Civil Engineering from New York University.

McDowell
HOUSING PARTNERS

Contact

Chris Shear - President

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Email: cshear@mcdhousing.com



Capital Program Overview

Organizational Assessment & Procurement Recommendation

March 24, 2026
SBBC Board Workshop

PRESENTED BY:
Mark Dorsett, Chief Operating Officer, Task Assigned
Sonja Coley, Executive Director, Office of Capital Programs
John Wesley White, Executive Director Task Assigned, Procurement & Logistics Operations



Established 1915
BROWARD County Public Schools

INTRODUCTION

Presentation Rationale:	**ORGANIZATIONAL ASSESSMENT & PROCUREMENT RECOMMENDATIONS** At the Board's request, this presentation examines whether the current organizational structure, staffing model, and consultant support framework are aligned with the scale and complexity of the capital program. The Board asked for a clear set of findings benchmarked against other districts and agencies, associated costs for the proposed options and actionable recommendations to strengthen program and project delivery and oversight.
Purpose:	To provide an overview of the available options and key considerations identified during that review. Presenting these options will enable staff to provide a recommendation to the Board for consideration.
Connection to the Strategic Plan:	The Superintendent may not allow the District to operate without an accountability system for policy implementation that includes expectations, evaluations, transparency, and continuous improvement.
Request to the School Board:	Please review the recommendation presented in this presentation and provide guidance and direction to the Superintendent for moving forward with solicitation. **Financial Impact:** There is no financial impact, at this time.

Agenda

- Purpose of the Presentation
- Recommended Path Forward
- Roles and Responsibilities
- Benchmarking Against Other Agencies
- Procurement Strategy
- Transition Plan
- Questions & Answers
- Appendix 1 – Detailed Organizational Charts
- Appendix 2 – Active Projects

Purpose of Presentation

- Provide Overview
- Recommended Path Forward
- Roles & Responsibilities
- Benchmarking Against other Agencies
- Procurement Strategy
- Transition Plan
- Questions & Answers

Overview

This presentation outlines the recommended roles and functions needed to complete the remaining SMART and capital projects, strengthen operational stability, and improve long-range planning. It compares the proposed structure with models used by other districts and major agencies, details the procurement approach supported by Civic Initiatives—including a Mentor-Protégé program to support local small businesses—and provides a draft solicitation timeline along with a phased transition plan for onboarding new consultant teams.

Recommended Path Forward

To support continuity, accountability, and strategic alignment across the capital program, staff recommends that the Board approve the engagement of four critical external roles:

- **Program Manager / Strategic Advisor**
- **Long-Range Master Planner**
- **Cost & Program Controls Manager**
- **Construction Manager Owner Representative(s)**

The current volume of active and upcoming capital projects exceeds existing staffing capacity, creating operational and delivery risks. These external resources will:

- **Help Stabilize Program Operations**
- **Preserve Project Momentum**
- **Enable Proactive Long-term Planning**
- **Safeguard the District from Cost, Schedule, and Compliance Challenges**

Concurrently, the Office of Capital Programs is advancing recruitment efforts to fill key permanent internal positions.

Roles and Responsibilities

Program Manager Owner Representative

Current Program Manager Owner Representative Existing Support:

- Board Document Preparation
- Commissioning
- Project Managers
- Assistant Project Managers
- Schedulers
- Team Leads
- Construction Coordinators
- Director of Construction
- Project Controls
- Director of Administration
- Program Lead
- Procurement Support
- Communications

Roles and Responsibilities

Program Manager/ Strategic Advisor

Needs Requiring Program Manager/ Strategic Advisor Support:

- Planning and Early-Stage Program Strategy (Future Internal Hire)
- Board Document Preparation (Future Internal Hire)
- Commissioning
- Scheduling Support
- Communications
- Director Construction (Future Internal Hire)
- Procurement (Future Internal Hire)

Construction Manager Owner Representative

Needs Requiring Construction Manager Owner Representative Support:

- Project Manager (Future Internal Hire)
- Assistant Project Managers
- Team Leads (Future Internal Hire)
- Construction Coordinators

New Vendor(s)

Roles and Responsibilities

Cost and Program Controls Manager

Cost and Program Controls Manager Support:

- Office of Capital Programs Monthly Reports
- Quarterly Risk Assessment and Market Analysis
- Budget Management
- Schedule Management
- Program Management Software Administration

Roles and Responsibilities

Master Planner

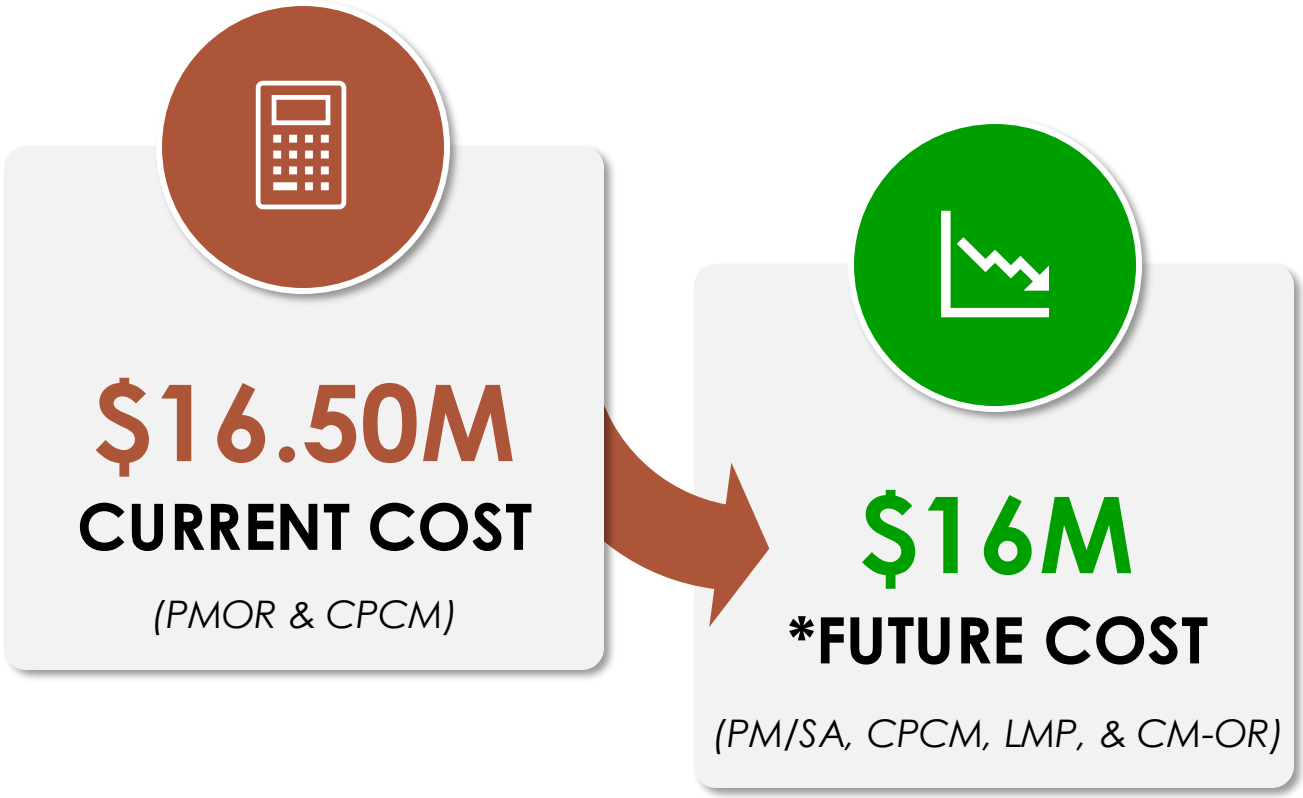
Needs Requiring Master Planner Support:

- Long Range Facilities Planning
- Enrollment Forecasting & Demographic Analysis
- Capital Program Prioritization
- Educational Adequacy & Space Planning

New Vendor

Roles and Responsibilities

Annual Consultant Cost



Current and Future are budgeted in the ADEFP

**Based on rough order of magnitude estimate*

Benchmarking Against Other Agencies

AGENCIES	CIP/GOB	DURATION	GOVERNANCE MODEL
Duval County Public Schools	$2.7 Billion	15 Years	Internal /External Staff
Broward College	$100 Million	5 Years	Internal Staff
Denver International Airport	$8 Billion	11 Years	External
Dallas Fort Worth International Airport	$2.6 Billion	1 Year	External (Multiple Vendors)
Los Angeles Unified School District	$8.5 Billion	10 Years	Internal/External
Miami-Dade Public Schools	$1.2 Billion	20 Years	Internal/External
University of Central Florida	$417 Million	5 Years	Internal/External
Palm Beach Schools	$2 Billion	10 Years	Internal/External

See sample organizational charts for all agencies listed above in Appendix 1.

CIP – Capital Improvement Plan
GOB – General Obligation Bond

Procurement Strategy

To expedite our Capital Program Procurement efforts, Civic Initiatives has been retained to assist with Statement of Work (SOW) and solicitation development support.

Civic Initiatives is a consulting firm solely focused on supporting public sector clients in streamlining operations, implementing automation initiatives, and providing temporary operational support.

Mike Thornton is assigned as our Lead Consultant and brings 30+ years of diverse experience in strategic roles as a public procurement practitioner, trusted advisor, and educator on best practices. Mike has industry experience in all procurement and contracting methods, including school district procurement.

As Practice Lead, Mike oversees 14 public procurement professionals providing procurement support services to clients at all levels of government and quasi-government entities.

civicinitiatives
Serving Public Procurement Since 2010

civicinitiatives.com

Procurement Strategy

Mentor Protégé Program

With the Program Manager (PM)/ Strategic Advisor and Master Planner consultants not being afforded significant subcontracting opportunities, SBBC will implement a Mentor/Protégé Program designed to ensure that the local Small Business Communities still benefit from the investment we are making in our Capital Program.

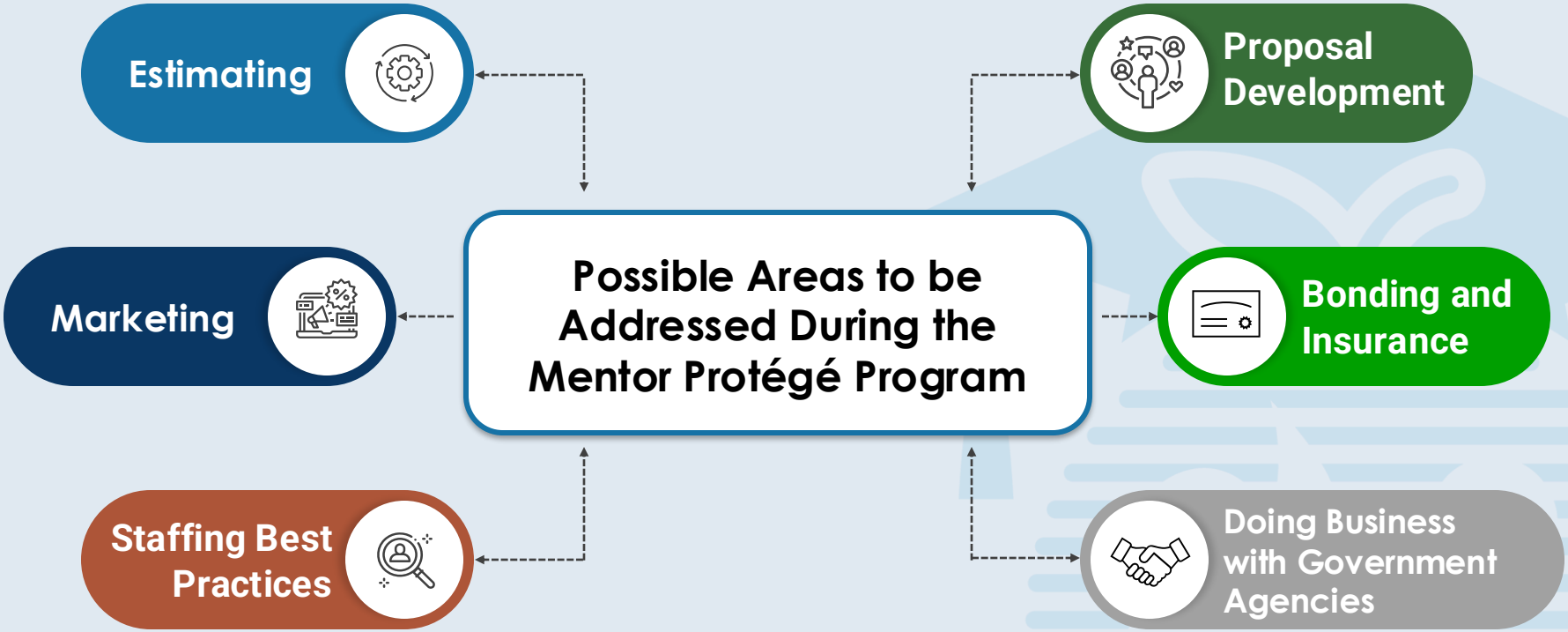
Annually EDOC and the Consultants (PM, MP) will jointly identify five local firms to be mentored..

The Consultants (PM, MP) and the selected firms will agree in writing on specific goals to be accomplished and independently report to EDOC on progress and results each month.

SBBC - School Board of Broward County
EDOC - Economic Development Opportunity Compliance

Procurement Strategy

Mentor Protégé Program



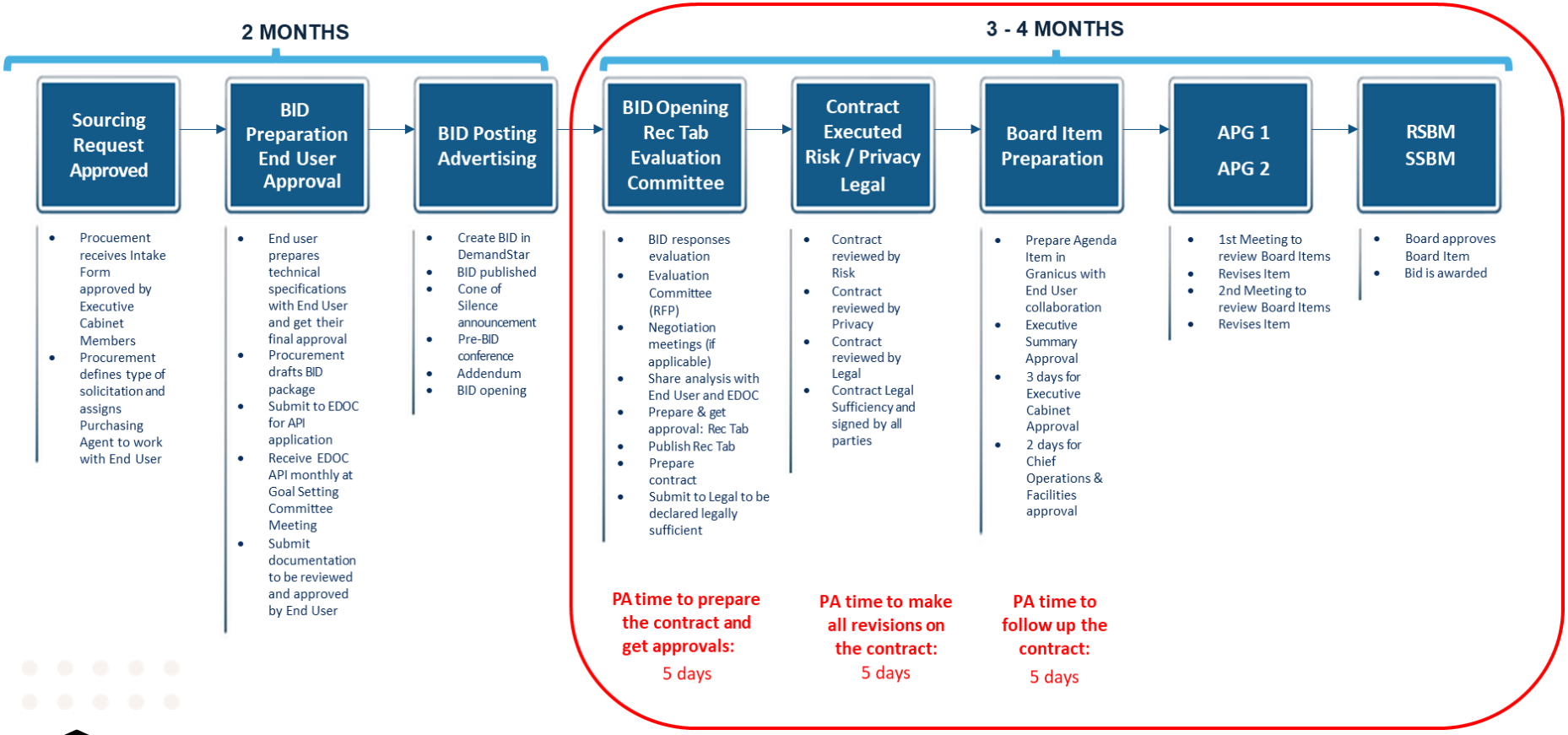
No expectations made regarding subcontracting any current/future business.

Procurement Strategy

Procurement Timeline

PHASES OF THE BID PROCESS

Average of 5-6 months to process a Board Item **(Contract Phase 4 months)**



Procurement Strategy

Draft Solicitation Schedule

March 24	Board Approval of Procurement Strategy
March 31	Solicitations Released
April 6	Proposers Conference
April 10	Written Questions Due
April 17	SBBC Responses Issued
May 1	Proposals Due Electronically
May 7-15	Evaluation Committee Meeting/Presentations
May 22	Posting of Recommendation(s)
June 2026	Board Approval

Proposed Transition Plan

Timeline for transition after selection of a new Program Manager/ Strategic Advisor and Construction Manager Owner Representative



Questions and Answers



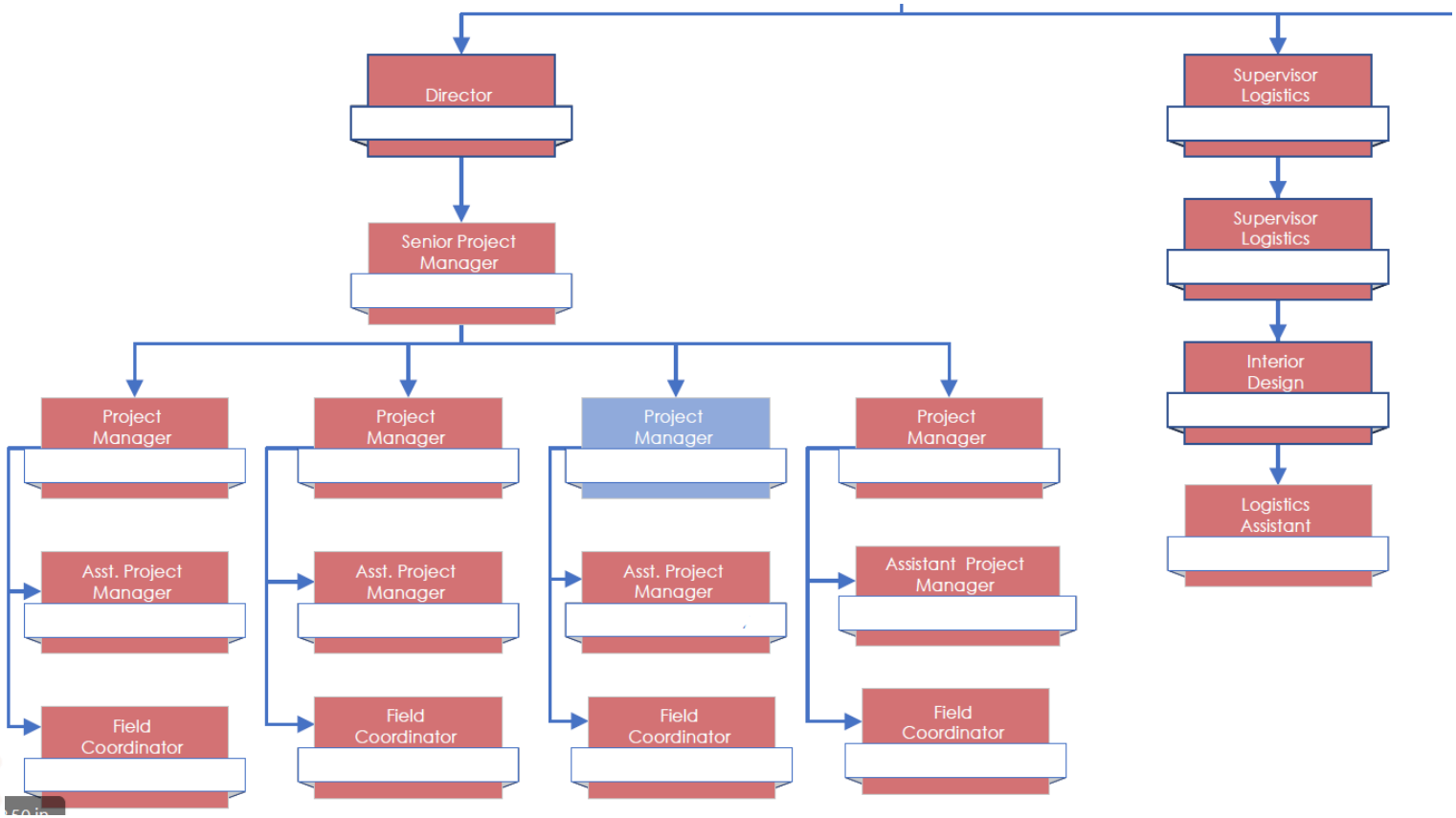
- Are the roles that are delineated accurately reflect the scope and intent?
- Is the proposed vendor nomenclature appropriate and consistent with expectations?

APPENDIX 1
Detailed Organizational Charts

Appendix 1: Detailed Organizational Charts

DUVAL COUNTY PUBLIC SCHOOLS

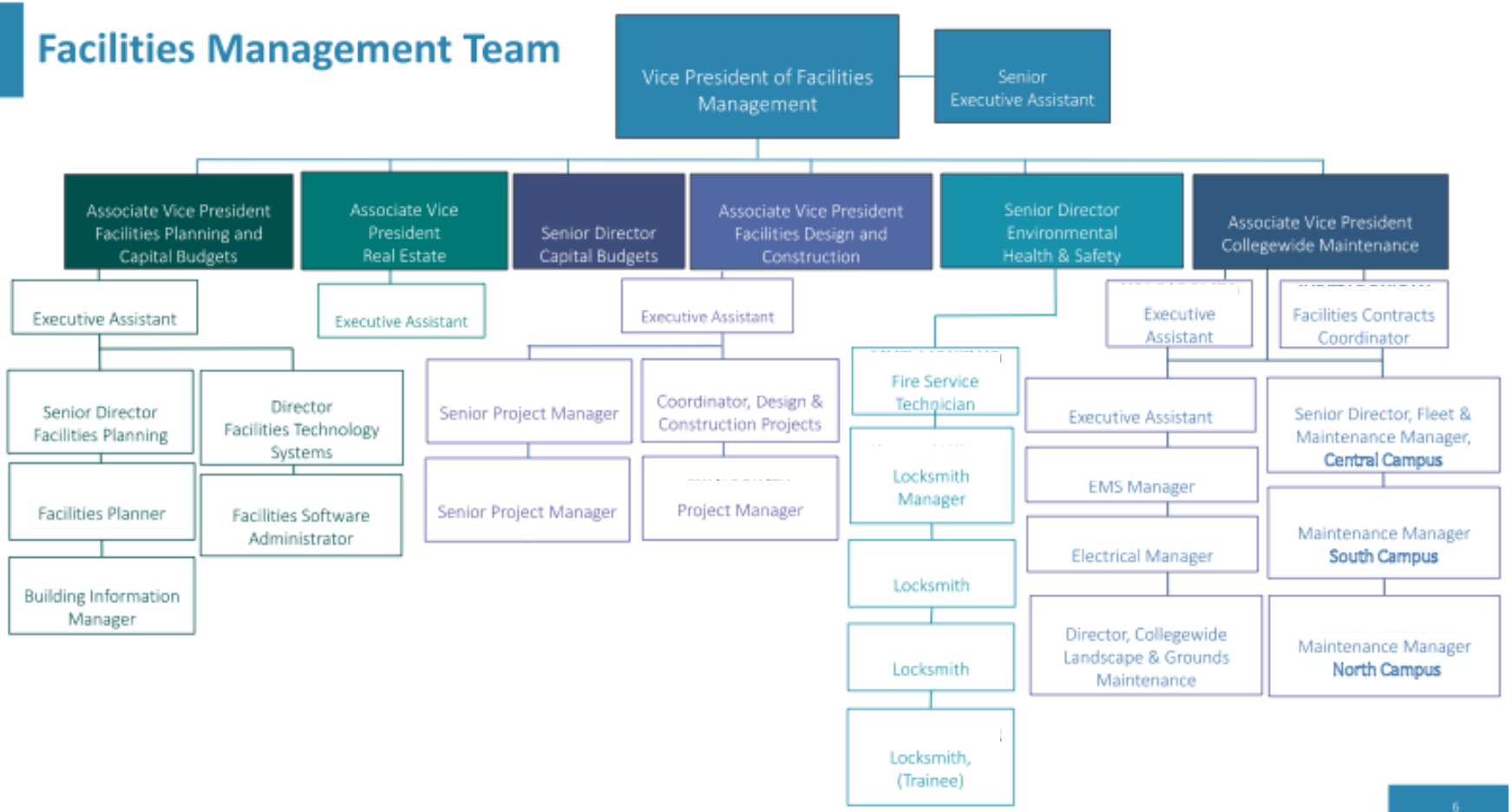
The organizational chart below represents positions supporting the Master Facilities Plan Projects. The positions in red represent contracted positions. Those in blue are internal DCPS positions.



Appendix 1: Detailed Organizational Charts

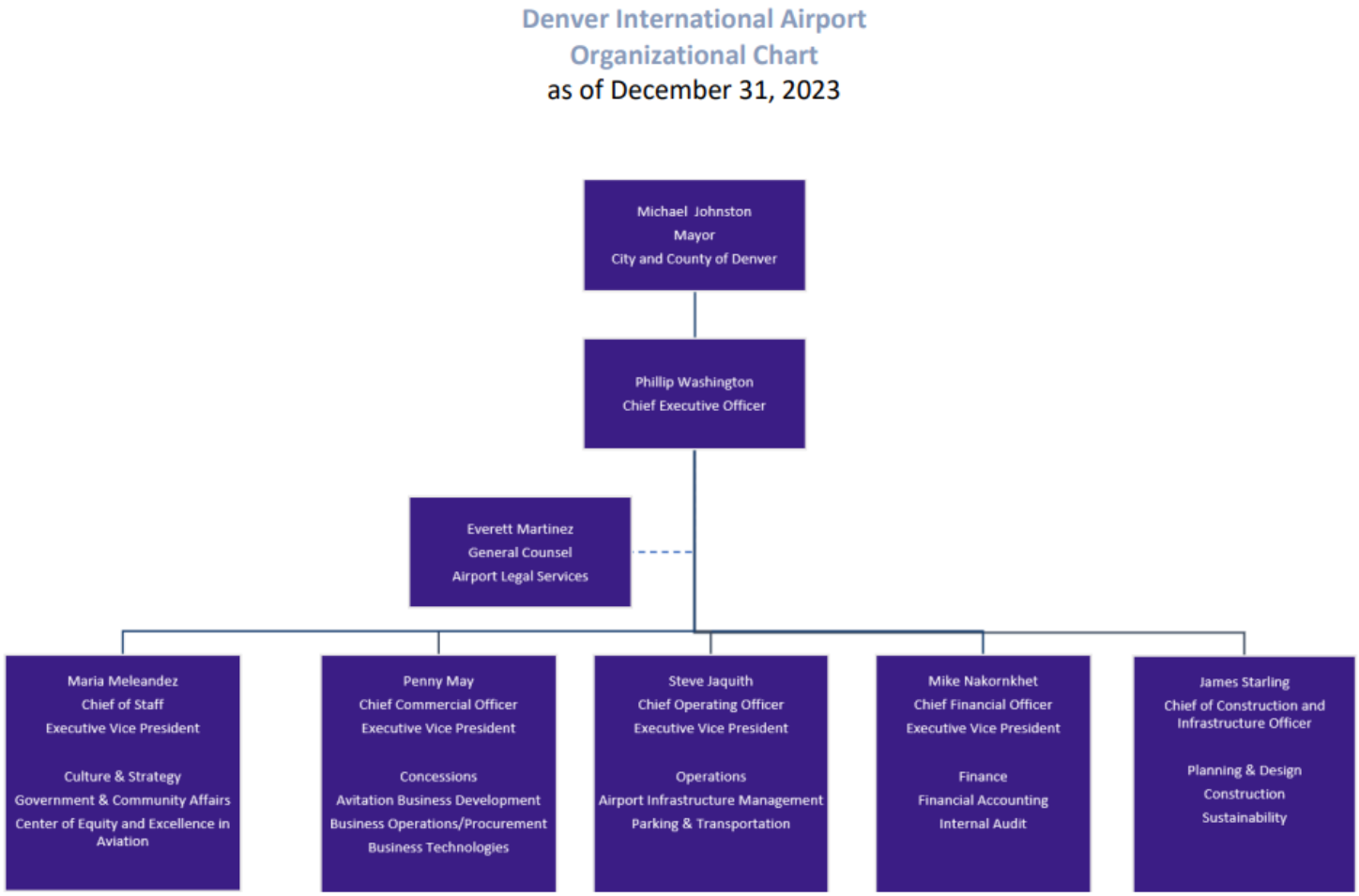
BROWARD COLLEGE

Facilities Management Team



Appendix 1: Detailed Organizational Charts

DENVER INTERNATIONAL AIRPORT



Appendix 1: Detailed Organizational Charts

DALLAS FORT WORTH INTERNATIONAL AIRPORT



Effective 07.28.2025

Appendix 1: Detailed Organizational Charts

LOS ANGELES INTERNATIONAL AIRPORT

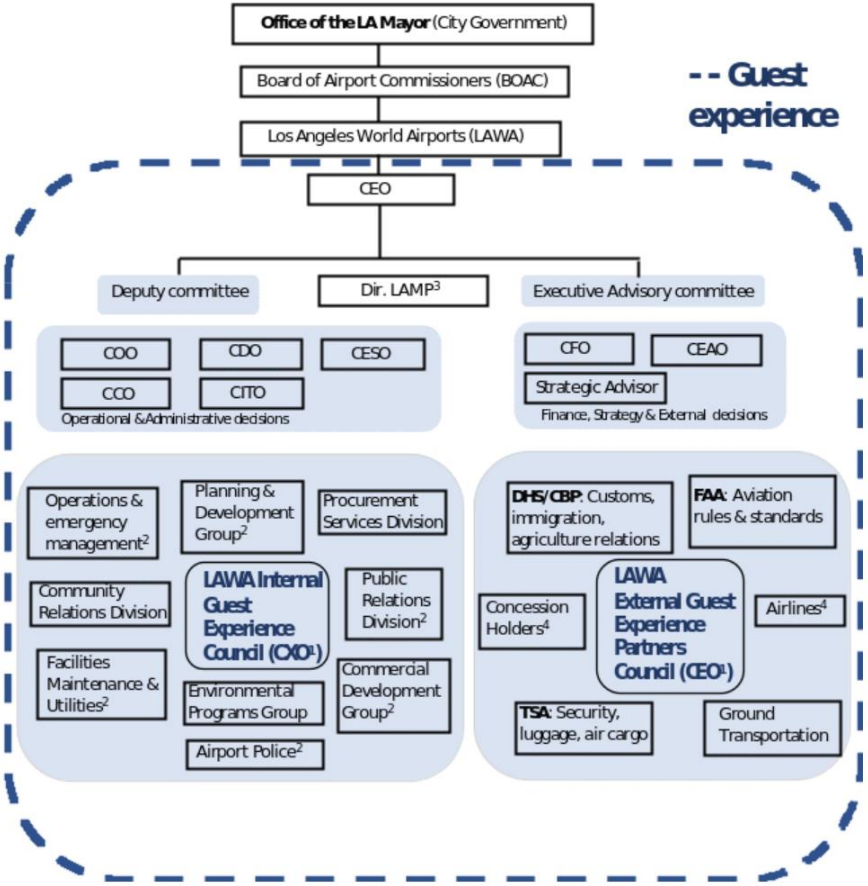
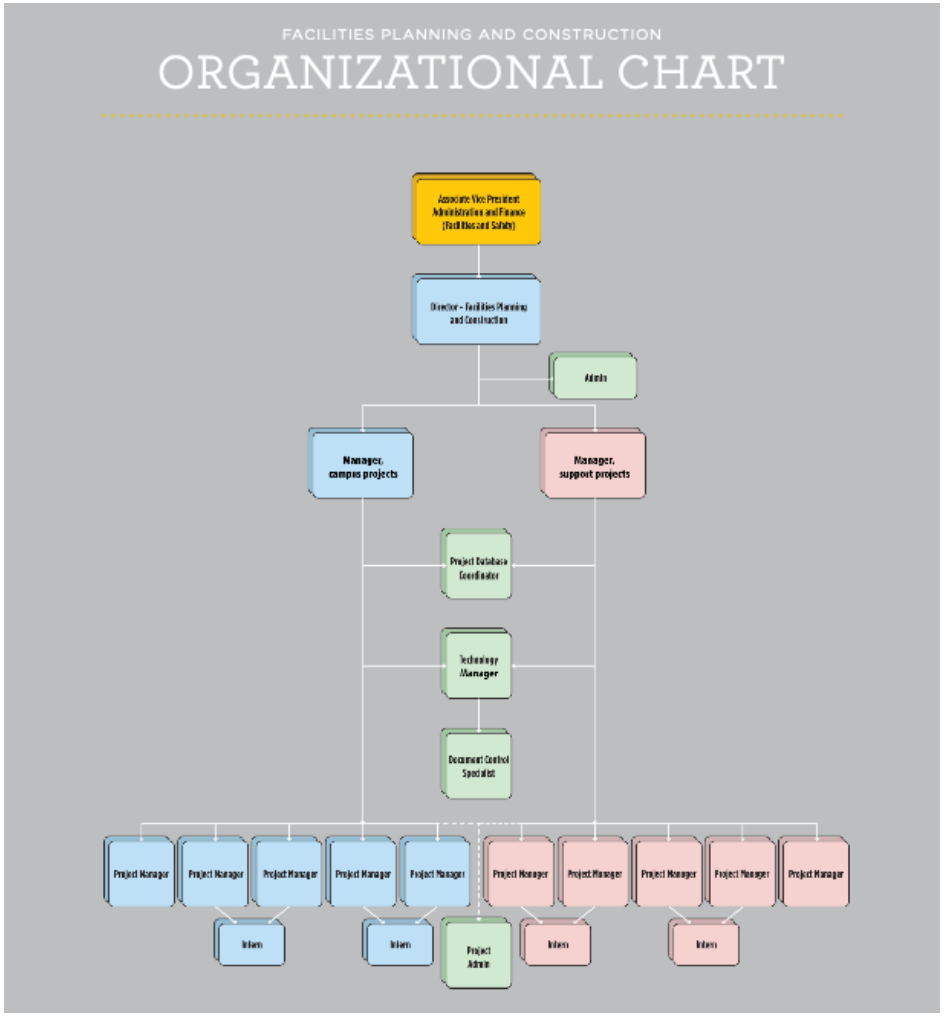


Figure 1: Organizational Structure of LAX Airport

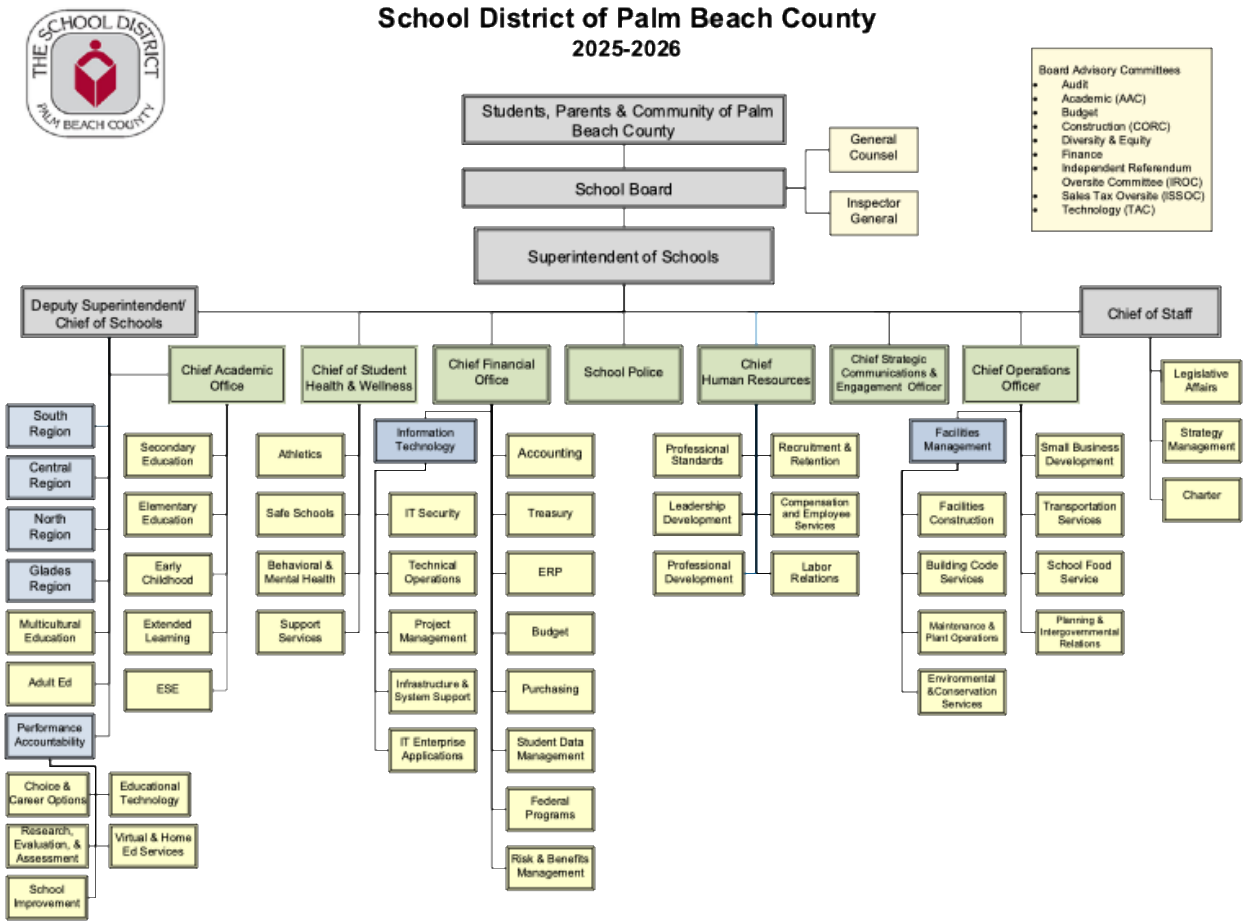
Appendix 1: Detailed Organizational Charts

UNIVERSITY OF CENTRAL FLORIDA



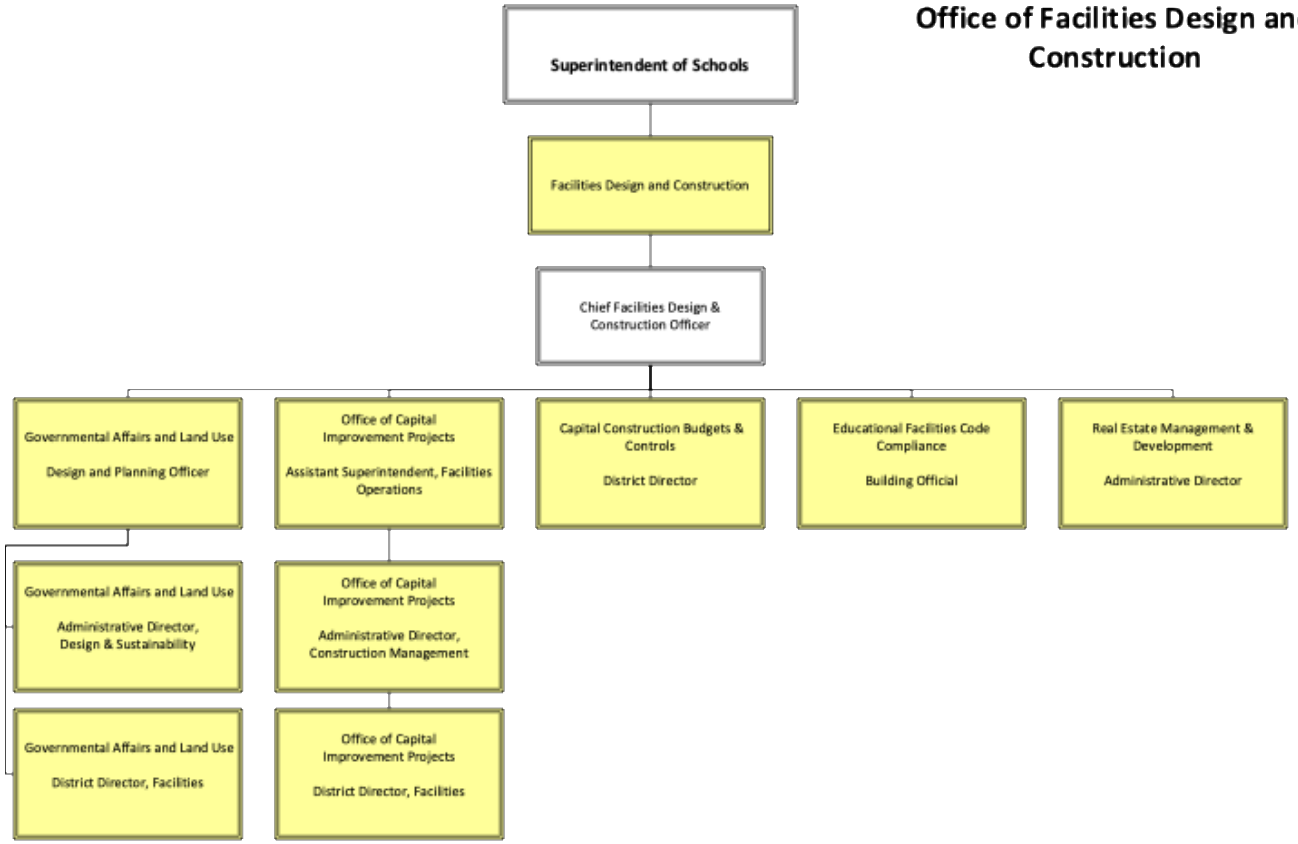
Appendix 1: Detailed Organizational Charts

PALM BEACH COUNTY SCHOOL BOARD



Appendix 1: Detailed Organizational Charts

MIAMI-DADE COUNTY



Produced by Human Resources (SP)
December 2025

Sarah Leonardi, Chair
Dr. Jeff Holness, Vice Chair

Lori Alhadeff
Maura McCarthy Bulman
Adam Cervera, Esq.
Debra Hixon
Nora Rupert
Rebecca Thompson
Dr. Allen Zeman

Dr. Howard Hepburn
Superintendent of Schools

The School Board of Broward County, Florida, prohibits any policy or procedure which results in discrimination on the basis of age, color, disability, gender identity, gender expression, genetic information, marital status, national origin, race, religion, sex or sexual orientation. The School Board also provides equal access to the Boy Scouts and other designated youth groups. Individuals who wish to file a discrimination and/or harassment complaint may call the Director, Equal Educational Opportunities/ADA Compliance Department & District's Equity Coordinator/Title IX Coordinator at 754-321-2150 or email eeo@browardschools.com.

Individuals with disabilities requesting accommodations under the Americans with Disabilities Act Amendments Act of 2008, (ADAAA) may call Equal Educational Opportunities/ADA Compliance Department at 754-321-2150 or email eeo@browardschools.com.

browardschools.com



APPENDIX 2

Capital Program Overview

Organizational Assessment & Procurement Recommendation

March 24, 2026
SBBC Board Workshop

PRESENTED BY:
Mark Dorsett, Chief Operating Officer, Task Assigned
Sonja Coley, Executive Director, Office of Capital Programs
John Wesley White, Executive Director Task Assigned, Procurement & Logistics Operations

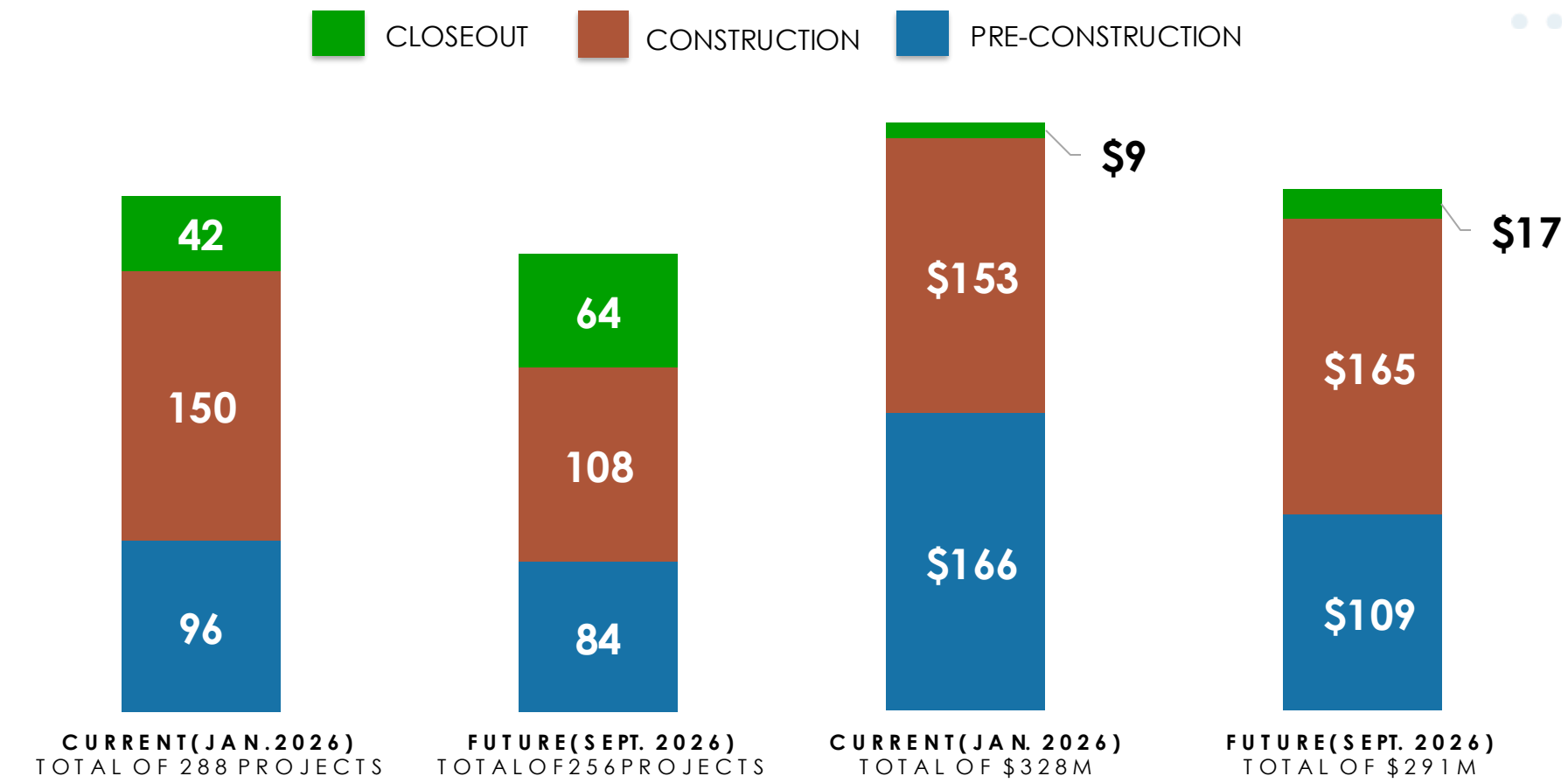


Established 1915
BROWARD
County Public Schools

INTRODUCTION

Presentation Rationale:	**ORGANIZATIONAL ASSESSMENT & PROCUREMENT RECOMMENDATIONS** At the Board's request, this presentation examines whether the current organizational structure, staffing model, and consultant support framework are aligned with the scale and complexity of the capital program. The Board asked for a clear set of findings benchmarked against other districts and agencies, associated costs for the proposed options and actionable recommendations to strengthen program and project delivery and oversight.
Purpose:	To provide an overview of the available options and key considerations identified during that review. Presenting these options will enable staff to provide a recommendation to the Board for consideration.
Connection to the Strategic Plan:	The Superintendent may not allow the District to operate without an accountability system for policy implementation that includes expectations, evaluations, transparency, and continuous improvement.
Request to the School Board:	Please review the recommendation presented in this presentation and provide guidance and direction to the Superintendent for moving forward with solicitation. **Financial Impact:** There is no financial impact, at this time.

Project Counts



CAPITAL PROGRAM PROJECT COUNT PROJECTION

REMAINING TO SPEND

**Dollars shown in millions*

Appendix 2: Active Projects

PROJECT FORECAST

BCPS MANAGED PROJECTS

SCHOOL NAME/ PROJECT	DISTRICT	PROJECT PHASE	SUBSTANTIAL COMPLETION	CURRENT BUDGET	REMAINING BALANCE
Atlantic Technical College & HS - Fire Alarm	7	3-Design	06.28.2028	620,000.00	578,078.00
Atlantic Technical College & HS - Parking Lot Renovations	7	1-Planning	11.24.2026	300,000.00	300,000.00
Atlantic Technical College & HS - Restroom Remodeling Building 3, 4, & 15	7	5B-Construction	03.31.2026	724,587.00	261,227.75
Bair MS - ADA Stage Lift	5	5A-Award	10.21.2026	237,986.00	222,603.24
Bennett ES - Sports Academy	3	2-Pre-Design	12.16.2026	882,319.00	882,319.00
Blanche Ely HS - Replace Fuel Tank	7	5B-Construction	05.22.2026	0.00	0.00
Blanche Ely HS - Turf Field Conversions Year 2	7	3-Design	08.09.2026	1,520,000.00	1,450,671.02
Boyd Anderson HS - ADA Parking Lot Renovations	5	5B-Construction	03.29.2026	132,000.00	132,000.00
Boyd Anderson HS - ADA Parking Lot Renovations - Phase 2	5	4-Bidding	05.04.2026	46,000.00	46,000.00
Broadview ES - Canopy Replacement	4	5B-Construction	05.15.2026	1,400,000.00	1,268,059.71
Broadview ES - New Playground	4	3-Design	06.30.2026	230,000.00	128,338.82
Broward Estates ELRC - Reroofing	5	1-Planning	03.02.2027	846,882.00	846,882.00
Castle Hill ES - Covered Walkways	5	3-Design	09.06.2027	1,170,000.00	1,129,880.57
Castle Hill ES - New Playground	5	3-Design	06.30.2026	230,000.00	123,603.61
Central Park ES - Playground 3rd-5th grade	6	5A-Award	11.06.2026	174,183.20	174,183.20
Charles W. Flanagan HS - Culinary Arts Lab Renovations	2	4-Bidding	01.30.2026	0.00	0.00
Coconut Creek HS - Turf Field Conversions Year 2	7	3-Design	08.09.2026	1,520,000.00	1,475,038.13
Community School North - Re-Roof Building 1	Admin	5B-Construction	03.31.2026	589,000.00	589,000.00
Cooper City ES - ADA Parking Lot Renovations	6	5A-Award		55,000.00	55,000.00
Cooper City ES - ADA Ramp and Walkway	6	5A-Award	02.22.2027	141,900.00	141,900.00

DATA AS OF JANUARY 31, 2026

Appendix 2: Active Projects

PROJECT FORECAST

BCPS MANAGED PROJECTS (CONTINUED)

SCHOOL NAME/ PROJECT	DISTRICT	PROJECT PHASE	SUBSTANTIAL COMPLETION	CURRENT BUDGET	REMAINING BALANCE
Cooper City HS - Concurrent Phased Replacement	6	6-Substantial Completion	02.26.2014	1,076,816.00	146,472.01
Coral Glades HS - Courtyard Drainage Improvements	4	6-Substantial Completion	01.16.2026	35,000.00	35,000.00
Coral Glades HS - Shade Structure	4	5B-Construction	05.15.2026	154,000.00	154,000.00
Coral Springs HS - ADA Restrooms Remodeling	4	5A-Award	05.30.2027	284,939.00	263,675.17
Country Hills ES - ADA Playground Replacement	4	5B-Construction	05.19.2026	150,000.00	150,000.00
Country Hills ES - Drainage Improvements	4	3-Design	11.27.2027	25,000.00	25,000.00
Crystal Lake MS - Repair Canopies	7	2-Pre-Design	08.29.2027	1,500,000.00	1,500,000.00
Cypress Bay HS - Accessible Bleachers	6	4-Bidding	07.13.2026	0.00	0.00
Deerfield Beach ES - Covered Walkway	7	5B-Construction	08.22.2026	567,600.00	56,199.58
Dillard 6-12 - ADA Parking Lot Renovations Phase 2	5	4-Bidding	06.14.2026	0.00	0.00
Districtwide - Long Range Facilities Plan - FCA/SUS	Admin	5B-Construction		4,290,000.00	591,196.51
Dolphin Bay ES - Re-Roof Building 1	2	1-Planning	11.18.2026	1,834,000.00	1,834,000.00
Dr. Martin Luther King Jr ES - Covered Walkway	5	1-Planning	03.21.2027	1,545,000.00	1,545,000.00
Dr. Martin Luther King Jr ES - HVAC Controls, Stormwater License and Campus Accessibility	5	1-Planning	11.25.2026	1,060,000.00	1,060,000.00
Dr. Martin Luther King Jr ES - New Playground for Grade 3-5 w/Canopy	5	1-Planning	01.31.2027	255,000.00	255,000.00
Driftwood ES - New Playground	1	3-Design	06.30.2026	225,000.00	225,000.00
Driftwood MS - ADA Portable Restrooms Remodeling	1	3-Design	07.16.2026	301,765.00	282,798.30
Eagle Point ES - Playground with PIP Surfacing	6	6-Substantial Completion	01.30.2026	105,000.00	105,000.00
Embassy Creek ES - Playground PIP and Equipment	6	2-Pre-Design	11.30.2026	50,000.00	50,000.00
Fairway ES - New Playground	2	2-Pre-Design	10.11.2026	250,000.00	250,000.00

DATA AS OF JANUARY 31, 2026

Appendix 2: Active Projects

PROJECT FORECAST

BCPS MANAGED PROJECTS (CONTINUED)

SCHOOL NAME/ PROJECT	DISTRICT	PROJECT PHASE	SUBSTANTIAL COMPLETION	CURRENT BUDGET	REMAINING BALANCE
Fort Lauderdale HS - Accessible Route & Bleacher Retrofit at Baseball Field	3	5B-Construction	03.30.2026	77,104.47	21,467.81
Fort Lauderdale HS - Exterior Stairwell Enclosure Building 21	3	5B-Construction	08.17.2026	1,467,000.00	1,407,692.84
Fort Lauderdale HS - Pool Pump Replacement Design Only	3	3-Design		60,000.00	50,100.00
Fort Lauderdale HS - Sports Academy	3	5A-Award	01.10.2027	392,557.00	392,557.00
Hallandale HS - Automotive Lab Building 2- Rm 900	1	3-Design	01.01.2028	55,000.00	55,000.00
Heron Height ES - Artificial Turf Drainage	4	6-Substantial Completion	09.27.2027	100,000.00	100,000.00
Hollywood Hills HS - Accessible Parking Spaces at Auditorium Parking Lot	1	6-Substantial Completion		87,541.00	4,691.42
Hollywood Park ES - ADA Parking Lot Renovations	1	4-Bidding	06.09.2026	70,000.00	70,000.00
Horizon ES - New Playground	5	2-Pre-Design	03.12.2027	250,000.00	250,000.00
Indian Trace ES - New Playground	6	3-Design	06.30.2026	230,000.00	127,314.12
James S Hunt ES - New Playground	4	2-Pre-Design	10.11.2026	250,000.00	250,000.00
James S. Rickards MS - Temporary Portable Campus	3	7-Final Completion	01.14.2022	6,992,631.00	301,236.99
KCW Administration Building - Remodeling 1st Floor Offices	Admin	3-Design	08.28.2026	0.00	0.00
Lake Forest ES - New Playground	1	2-Pre-Design	10.11.2026	250,000.00	250,000.00
Larkdale ES - Window Replacement	5	5A-Award	06.17.2026	100,000.00	90,400.00
Lauderdale Lakes MS - ADA Lift	5	5A-Award	07.31.2027	237,363.00	217,132.66
Lauderdale Manors SSC - ADA Parking	5	4-Bidding	05.24.2026	0.00	0.00
Lauderdale Manors SSC - Wood Covered Walkway Repairs	5	3-Design	01.22.2027	40,000.00	40,000.00
Lauderhill 6-12 STEM-MED Magnet School - ADA Lift	5	5A-Award	10.04.2027	363,722.00	343,281.63
Lloyd Estates ES - ADA Restrooms F109 & F110	3	5B-Construction	12.01.2026	337,513.00	298,616.82

DATA AS OF JANUARY 31, 2026

Appendix 2: Active Projects

PROJECT FORECAST

BCPS MANAGED PROJECTS (CONTINUED)

SCHOOL NAME/ PROJECT	DISTRICT	PROJECT PHASE	SUBSTANTIAL COMPLETION	CURRENT BUDGET	REMAINING BALANCE
Lyons Creek MS - Traffic Circulation Modification	7	3-Design	04.30.2026	1,465,000.00	1,402,579.50
Maplewood ES - Switchgear Replacement	4	1-Planning	08.29.2027	250,000.00	250,000.00
Marjory Stoneman Douglas HS - ADA Parking Lot Renovations	4	3-Design	06.28.2026	45,000.00	45,000.00
McArthur HS - Pool Replacement	1	2-Pre-Design	07.04.2029	1,200,000.00	1,200,000.00
McArthur HS - Re-Roof Building 5 (Media Center)	1	5B-Construction	02.26.2026	272,000.00	18,195.00
McArthur HS - Turf Field Conversions Year 2	1	3-Design	08.09.2026	1,520,000.00	1,484,921.75
McArthur HS - Walk-In Cooler / Freezer	1	6-Substantial Completion	05.15.2026	300,000.00	300,000.00
McFatter Technical College & HS - Classroom Additions (10)	6	5B-Construction	08.13.2026	5,646,700.00	4,013,493.00
McNicol MS - Solar Panels	1	5B-Construction	05.08.2026	150,000.00	150,000.00
Miramar HS - Re-Roof Building 1	2	5B-Construction	04.15.2026	1,212,000.00	83,745.55
Miramar HS - Turf Field Conversion - Year 2	2	3-Design	08.22.2026	1,520,000.00	1,444,705.14
New Renaissance MS - Wireless Communication Services	2	6-Substantial Completion	01.16.2026	200,000.00	200,000.00
Nob Hill ES - Marquee Sign	6	5B-Construction	05.29.2026	49,999.00	49,999.00
North Andrews Gardens ES - New Playground	3	2-Pre-Design	11.01.2026	250,000.00	250,000.00
North Area Maintenance Bus Parking - Bus Lift Power and Foundation	Admin	2-Pre-Design	08.17.2027	125,000.00	125,000.00
North Area Maintenance Bus Parking - Replace Underground Fuel Tanks and Canopy	Admin	5B-Construction	07.03.2026	775,000.00	775,000.00
North Lauderdale ES - Playground Drainage Improvements	4	6-Substantial Completion	03.31.2026	10,000.00	10,000.00
Northeast HS - ADA Science Labs Remodeling	3	6-Substantial Completion	01.29.2026	159,465.00	4,208.00
Northeast HS - Pool Pump Replacement	3	3-Design		60,000.00	50,100.00
Nova Blanche Forman ES - Traffic Circulation Improvement	6	6-Substantial Completion		1,025,000.00	89,213.78

DATA AS OF JANUARY 31, 2026

Appendix 2: Active Projects

PROJECT FORECAST

BCPS MANAGED PROJECTS (CONTINUED)

PAGE 5 OF 7

SCHOOL NAME/ PROJECT	DISTRICT	PROJECT PHASE	SUBSTANTIAL COMPLETION	CURRENT BUDGET	REMAINING BALANCE
Nova HS - Roofing Building 24, 25, & 38	6	4-Bidding	12.30.2026	1,000,000.00	1,000,000.00
Oakland Park ES - New Playground	3	3-Design	06.30.2026	233,000.00	135,678.49
Park Lakes ES - Walk-In Cooler / Freezer	5	6-Substantial Completion		300,000.00	300,000.00
Park Ridge ES - Three (3) Multizone Rooftop AC Units	7	3-Design	05.07.2026	1,600,000.00	1,052,718.30
Parkway MS - Auditorium Drainage	5	3-Design	10.18.2026	200,000.00	200,000.00
Pasadena Lakes ES - Kitchen Air Conditioning	1	5B-Construction	02.02.2026	1,161,930.63	700,688.49
Peters ES - Drainage Improvements	5	3-Design	09.27.2027	25,000.00	25,000.00
Peters ES - New Playground	5	3-Design	06.30.2026	205,000.00	205,000.00
Plantation ES - Covered Walkway	5	1-Planning	07.15.2027	540,000.00	540,000.00
Plantation ES - HVAC Controls and Campus Accessibility	5	1-Planning	07.27.2026	665,000.00	665,000.00
Plantation ES - Restroom Renovation	5	1-Planning	06.26.2027	1,020,000.00	1,020,000.00
Plantation HS - Building Guardrail Replacement	5	5B-Construction	08.18.2026	170,000.00	157,096.91
Pompano Beach HS - ADA Parking Lot Renovations	7	3-Design		130,000.00	130,000.00
Pompano Beach HS - Football Field ADA Restrooms Renovations	7	5A-Award	03.01.2027	350,000.00	321,250.00
Pompano Beach HS - North Parking Area Drainage Modifications	7	5B-Construction	01.28.2026	26,000.00	26,000.00
Pompano Beach HS - Turf Field Conversions Year 2	7	3-Design	08.09.2026	1,520,000.00	1,516,887.17
Pompano Beach MS - Building 7 Structural Repairs	7	4-Bidding	02.25.2028	630,000.00	596,690.10
Riverglades ES - K-1 and 2-5 Playground Pour-In-Place Rubber	4	2-Pre-Design	05.30.2026	49,000.00	49,000.00
Sheridan Technical HS - Civil for Solar Array	3	5A-Award		50,000.00	50,000.00
Sheridan Technical HS - Solar Panels	3	5A-Award	05.08.2026	150,000.00	150,000.00

DATA AS OF JANUARY 31, 2026

Appendix 2: Active Projects

PROJECT FORECAST

BCPS MANAGED PROJECTS (CONTINUED)

SCHOOL NAME/ PROJECT	DISTRICT	PROJECT PHASE	SUBSTANTIAL COMPLETION	CURRENT BUDGET	REMAINING BALANCE
Silver Lakes MS - HVAC Completion	4	3-Design	12.31.2026	432,000.00	370,640.51
South Area Bus Facility - Replace Underground Fuel Tanks and Fuel Canopy	Admin	6-Substantial Completion	05.29.2026	0.00	0.00
South Broward HS - Building Guardrail Enhancement	1	5B-Construction	11.30.2026	1,547,270.00	1,124,796.00
South Broward HS - Structural Repairs Building 10 Columns	1	5B-Construction	02.28.2027	1,193,556.00	772,325.00
South Broward HS - Turf Field Conversions	1	5B-Construction	01.31.2026	2,220,000.00	73,464.87
South Plantation HS - Bleacher Step Modification	6	3-Design	08.31.2026	0.00	0.00
South Plantation HS - Turf Field Conversions Year 2	6	3-Design	08.09.2026	1,520,000.00	1,485,441.65
Stephen Foster ES - ADA Parking Lot Renovations	3	3-Design	07.27.2026	0.00	0.00
Stranahan HS - ADA Asphalt Walkway Routes and Aluminum Bleachers	3	5B-Construction	06.28.2026	304,672.94	119,465.31
Stranahan HS - Castaldi Analysis	3	6-Substantial Completion		80,000.00	3,000.00
Stranahan HS - Covered Walkway	3	2-Pre-Design	03.14.2028	600,000.00	600,000.00
Sunrise MS - Field and Pool Improvements Permit Phase	3	5B-Construction	08.18.2026	0.00	0.00
Sunrise MS - Sports Academy	3	2-Pre-Design	12.03.2026	425,124.00	425,124.00
Sunrise MS - Sports Lighting for Aquatic Center	3	3-Design	05.02.2026	75,000.00	75,000.00
Tamarac ES - Re-Roof Building 3	4	5B-Construction	03.14.2026	93,000.00	10,000.00
Tedder ES - New Playground	7	3-Design	06.30.2026	228,000.00	138,708.48
The Quest Center - ADA Parking Lot Renovations	1	3-Design		0.00	0.00
Tradewinds ES - Covered Walkways	7	5A-Award	09.21.2026	780,000.00	750,154.84
Tradewinds ES - Marquee Sign	7	6-Substantial Completion		33,820.00	33,820.00
Twin Lakes Administration - Office Renovation FISH130	Admin	3-Design		30,000.00	30,000.00

DATA AS OF JANUARY 31, 2026

Appendix 2: Active Projects

PROJECT FORECAST

BCPS MANAGED PROJECTS (CONTINUED)

SCHOOL NAME/ PROJECT	DISTRICT	PROJECT PHASE	SUBSTANTIAL COMPLETION	CURRENT BUDGET	REMAINING BALANCE
Twin Lakes Administration - Office Renovation FISH130	Admin	3-Design		30,000.00	30,000.00
Twin Lakes Complex - Furnish and Install Large Blade Fans for Air Circulation.	Admin	5B-Construction	08.28.2026	118,512.10	118,512.10
Twin Lakes Complex - Office Renovations	Admin	5B-Construction	04.01.2026	17,000.00	17,000.00
Twin Lakes Complex - Re-Roof Building 1	Admin	5A-Award	12.29.2026	6,300,000.00	6,300,000.00
Twin Lakes Complex _Central Area Bus Facility - Fuel Tanks and Canopy	Admin	5B-Construction	05.29.2026	775,000.00	767,480.00
Twin Lakes Complex Central Area Bus Facility - ADA Restroom Renovations	Admin	5A-Award	12.31.2026	690,000.00	681,976.89
Village ES - Building Guardrail Replacement	5	5B-Construction	08.18.2026	135,000.00	490.32
Walter C. Young MS - Drainage Improvements	2	5B-Construction	03.23.2026	250,000.00	250,000.00
West Central Area Bus Parking - Indoor Air Circulation Improvements	Admin	5B-Construction	03.26.2027	60,000.00	15,660.88
Westchester ES - Drainage Improvements	4	3-Design	09.27.2027	25,000.00	25,000.00
Western HS - Marquee Sign	6	5A-Award	08.28.2026	50,000.00	50,000.00
Westpine MS -Verizon 5G Innovation Learning Lab	5	6-Substantial Completion		150,000.00	109,288.00
TOTAL				**$80,371,308.34**	**$57,825,986.94**

DATA AS OF JANUARY 31, 2026

Appendix 2: Active Projects

PROJECT FORECAST

PMOR MANAGED PROJECTS

SCHOOL NAME/ PROJECT	DISTRICT	PROJECT PHASE	SUBSTANTIAL COMPLETION	CURRENT BUDGET	REMAINING BALANCE
Atlantic Technical College & HS - Bldg 10 Canopy Repair/Replacement	7	3-Design	08.21.2027	0.00	0.00
Atlantic Technical College & HS - SMART Canopy Repair	7	5A-Award	04.25.2028	697,600.00	642,345.67
Atlantic Technical College & HS - SMART Program Renovations	7	5B-Construction	01.29.2027	21,879,240.00	6,785,118.99
Atlantic Technical College & HS- Smart Re-Roofing	7	6-Substantial Completion	09.24.2025	4,072,400.00	179,425.72
Atlantic West ES - SMART ADA Restrooms	7	5B-Construction	03.31.2027	450,311.38	264,494.15
Atlantic West ES - SMART HVAC Improvements	7	5B-Construction	04.25.2027	937,316.06	56,923.36
Attucks MS - SMART Program Renovations	1	5B-Construction	09.30.2027	4,394,819.00	566,080.22
Bair MS - SMART Program Renovations	5	5B-Construction	02.26.2027	1,309,843.00	78,882.84
Blanche Ely HS - Bus Loop Renovations	7	6-Substantial Completion	06.25.2025	4,130,290.00	22,758.97
Blanche Ely HS - SMART GOB Renovations	7	5B-Construction	05.31.2026	21,744,966.80	1,163,993.00
Boyd Anderson HS - SMART Program Renovation	5	5B-Construction	01.30.2027	10,645,733.96	328,100.76
Broadview ES - SMART ADA Restroom Renovations	4	5A-Award	03.28.2027	613,000.00	613,000.00
Broadview ES - SMART Program Renovations	4	5B-Construction	05.31.2026	5,495,396.00	61,864.81
C. Robert Markham ES - Phase 1A Temporary Portables	7	5B-Construction	06.30.2026	4,961,897.06	796,127.33
C. Robert Markham ES - Phase 1B FPL Vault/Chiller Plant	7	5B-Construction	09.30.2026	7,400,000.00	1,518,564.80
C. Robert Markham ES - Replacement of Building 1	7	4-Bidding	07.27.2028	29,738,102.94	26,076,269.36
Central Park ES - SMART Program Renovations	6	5B-Construction	08.31.2026	7,977,539.00	226,202.32
Chapel Trail ES - SMART Program Renovations	2	7-Final Completion	05.02.2023	4,538,436.00	212,820.87
Charles Drew ES - SMART HVAC Improvements	7	3-Design	09.30.2028	6,361,855.00	6,346,155.00
Charles W. Flanagan HS - SMART Program Renovations	2	5B-Construction	08.30.2026	15,224,782.44	1,040,517.78

DATA AS OF JANUARY 31, 2026

Appendix 2: Active Projects

PROJECT FORECAST

PMOR MANAGED PROJECTS (CONTINUED)

SCHOOL NAME/ PROJECT	DISTRICT	PROJECT PHASE	SUBSTANTIAL COMPLETION	CURRENT BUDGET	REMAINING BALANCE
Coconut Creek HS - SMART GOB Renovations	7	5B-Construction	07.30.2027	7,892,214.00	523,512.60
Collins ES - SMART Program Renovations and Restroom Renovations	1	5B-Construction	04.30.2026	3,080,343.00	399,191.76
Cooper City ES - SMART Program Renovations	6	5B-Construction	06.30.2026	1,177,238.00	56,095.54
Cooper City HS - SMART Partial Demolition of Bldg 9	6	3-Design	07.30.2027	20,000.00	7,124.33
Cooper City HS - SMART Program Renovations	6	5B-Construction	05.28.2027	11,940,000.00	3,125,996.46
Coral Glades HS - New Auditorium Facility	4	3-Design	08.31.2028	36,900,000.00	35,024,512.40
Coral Springs ES - ADA Restrooms, Fire Alarm, & Sprinkler	4	6-Substantial Completion	01.21.2026	3,089,270.00	188,835.13
Coral Springs HS - SMART Program Renovations	4	5B-Construction	06.30.2026	14,934,867.00	665,091.21
Coral Springs MS - Provide Fire Sprinkler	4	5B-Construction	11.30.2026	1,729,441.00	144,522.20
Coral Springs MS - SMART Program Renovations	4	5B-Construction	01.29.2027	21,313,094.00	802,164.18
Country Hills ES - SMART Program Renovations	4	5B-Construction	09.30.2026	5,777,500.00	266,304.61
Country Isles ES - SMART Program Renovations	6	5B-Construction	03.31.2026	1,239,660.00	246,012.56
Cresthaven ES - SMART Program Renovations	7	7-Final Completion	10.31.2025	8,783,680.00	562,240.75
Cross Creek School - SMART Program Renovations	7	5B-Construction	06.08.2026	1,921,500.00	162,170.26
Crystal Lake MS - SMART Program Renovations	7	5B-Construction	09.30.2026	2,603,321.00	282,155.01
Cypress Bay HS - SMART Program Renovations	6	6-Substantial Completion	08.17.2021	32,814,441.00	672,860.51
Dania ES - SMART Demolition of Bldg 2	1	6-Substantial Completion	01.26.2026	625,500.00	42,531.79
Dania ES - SMART Program Renovations	1	7-Final Completion	01.30.2026	3,537,500.00	89,799.20
Deerfield Beach ES - SMART Program Renovations	7	5B-Construction	03.31.2027	5,611,445.00	2,347,222.91
Deerfield Beach HS - SMART GOB Renovations	7	5B-Construction	11.30.2026	7,359,400.00	804,321.15

DATA AS OF JANUARY 31, 2026

Appendix 2: Active Projects

PROJECT FORECAST

PMOR MANAGED PROJECTS (CONTINUED)

SCHOOL NAME/ PROJECT	DISTRICT	PROJECT PHASE	SUBSTANTIAL COMPLETION	CURRENT BUDGET	REMAINING BALANCE
Deerfield Beach HS - SMART Program Renovations	7	5B-Construction	09.30.2026	7,054,980.00	712,593.48
Deerfield Beach MS - SMART Program Renovations	7	5B-Construction	11.30.2026	5,756,352.49	1,931,022.85
Deerfield Park ES - SMART Program Renovations	7	5B-Construction	09.30.2026	6,224,840.00	605,901.54
Dillard 6-12 School - SMART Program Renovations	5	5B-Construction	04.30.2027	8,861,605.57	3,050,865.68
Driftwood ES - Structural Repairs & Roofing Bldg 3,4 & 9	1	5B-Construction	02.28.2027	3,200,000.00	2,406,013.19
Driftwood MS - SMART Program Renovations	1	5B-Construction	04.30.2027	8,560,700.00	293,830.46
Eagle Point ES - SMART GOB Renovations	6	5B-Construction	03.31.2026	7,084,206.66	953,487.55
Falcon Cove MS - SMART Program Renovations	6	6-Substantial Completion	11.15.2023	23,584,425.00	504,069.28
Flamingo ES - SMART Program Renovations	6	5B-Construction	11.30.2026	2,160,000.00	212,701.84
Forest Glen MS - SMART HVAC Improvements	4	5B-Construction	08.30.2026	350,000.00	267,134.80
Forest Glen MS - SMART Program Renovation	4	6-Substantial Completion	09.19.2025	8,847,800.00	80,921.19
Griffin ES - SMART Program Renovations	6	7-Final Completion	04.29.2025	4,126,208.00	160,133.14
Gulfstream Early Learning Center - SMART Program Renovations	1	7-Final Completion	10.06.2023	6,397,696.00	165,994.62
Hallandale Magnet HS - SMART Program Renovations	1	5B-Construction	10.30.2026	8,013,731.00	565,012.63
Hollywood Hills ES - SMART Program Renovations	1	5B-Construction	09.30.2026	6,982,224.00	763,264.79
Indian Trace ES - SMART Program Renovations	6	5B-Construction	05.29.2026	10,252,100.00	967,203.99
J.P. Taravella HS - SMART Program Renovations	4	7-Final Completion	11.11.2025	15,699,000.00	996,372.82
James S. Rickards MS - Replacement of Building 1	3	5B-Construction	08.28.2027	82,703,872.00	22,085,930.70
Lauderdale Manors SSC - SMART Program Renovations	5	5B-Construction	07.31.2026	5,791,419.88	1,112,040.52
Lauderhill 6-12 STEM-MED Magnet School - SMART ADA Restrooms	5	5B-Construction	07.12.2027	621,104.78	529,021.90

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Appendix 2: Active Projects

PROJECT FORECAST

PMOR MANAGED PROJECTS (CONTINUED)

SCHOOL NAME/ PROJECT	DISTRICT	PROJECT PHASE	SUBSTANTIAL COMPLETION	CURRENT BUDGET	REMAINING BALANCE
Lauderhill 6-12 STEM-MED Magnet School - SMART Fire Alarm Replacement	5	5B-Construction	12.31.2026	2,019,395.22	266,845.22
Lauderhill 6-12 STEM-MED Magnet School - SMART HVAC	5	5B-Construction	11.28.2027	2,863,416.57	2,505,819.96
Lloyd Estates ES - SMART Program Renovations	3	5B-Construction	03.31.2027	6,917,631.00	76,688.01
Maplewood ES - SMART Building Renovations	4	5B-Construction	08.31.2026	4,694,902.00	39,351.14
Margate ES - SMART Building Renovations	7	7-Final Completion	11.28.2023	3,354,278.44	213,178.77
Margate MS - SMART Program Renovations	7	5B-Construction	04.24.2027	19,385,003.35	13,058,859.15
Margate MS Modulars - SMART Civil Work	7	6-Substantial Completion	01.30.2026	4,100,968.13	647,129.73
Margate MS Modulars - SMART Electrical Work	7	7-Final Completion	11.04.2025	25,337.24	10,688.24
Marjory Stoneman Douglas HS - Electrical Carve Out	4	5B-Construction	11.29.2027	1,585,000.00	1,585,000.00
Marjory Stoneman Douglas HS - HVAC VAVs and Controls	4	5B-Construction	11.09.2027	2,675,000.00	2,675,000.00
Marjory Stoneman Douglas HS - SMART Program Renovations	4	6-Substantial Completion	09.05.2025	21,052,605.00	459,797.25
Mary M. Bethune ES - Phase 2A & 2B (New Admin Bldg & Demo Existing Admin Bldg)	1	4-Bidding	08.28.2028	17,566,000.00	16,400,035.41
McArthur HS - New Classroom Addition	1	5B-Construction	01.26.2027	22,335,327.00	3,761,995.11
McArthur HS - SMART Program Renovations	1	5B-Construction	02.15.2027	16,944,920.72	945,476.04
McFatter Technical College & HS - SMART Program Renovations	6	5B-Construction	07.31.2026	9,797,585.00	1,234,031.66
Meadowbrook ES - SMART Switchgear	3	5B-Construction	01.31.2027	395,000.00	379,292.00
Millennium 6-12 Collegiate Academy - SMART Program Renovations	4	7-Final Completion	10.08.2025	5,572,600.00	292,185.86
Miramar HS - SMART Program Renovations	2	6-Substantial Completion	05.21.2025	21,538,560.00	836,076.74
Monarch HS - SMART Program Renovations	7	5B-Construction	12.31.2026	9,704,500.00	1,417,950.23
Morrow ES - Fire Sprinklers Building 1 - SMART Program	4	5B-Construction	09.30.2026	900,000.00	142,333.90

DATA AS OF JANUARY 31, 2026

Appendix 2: Active Projects

PROJECT FORECAST

PMOR MANAGED PROJECTS (CONTINUED)

SCHOOL NAME/ PROJECT	DISTRICT	PROJECT PHASE	SUBSTANTIAL COMPLETION	CURRENT BUDGET	REMAINING BALANCE
Nob Hill ES - SMART Program Renovations	6	5B-Construction	10.31.2026	2,767,224.64	350,797.53
North Fork ES - SMART Program Renovation - Design Only	5	1-Planning		1,933,000.00	1,511,245.34
North Lauderdale ES - SMART ADA Restrooms	4	5B-Construction	03.29.2027	380,000.00	249,442.53
North Side ES - SMART Program Renovations	3	5B-Construction	05.31.2026	3,724,214.00	739,393.55
Northeast HS - GOB SMART Program Renovations	3	5B-Construction	10.30.2026	24,453,453.02	2,844,380.37
Northeast HS - New Addition and Renovations to Building 12 SMART Program	3	5B-Construction	04.30.2026	22,379,408.00	459,891.25
Northeast HS - Roof btwn Bldg 4 & 6	3	3-Design	08.31.2027	100,000.00	71,437.00
Northeast HS - SMART Roof Shoring btwn Bldg 4 & 6	3	5B-Construction	02.28.2026	294,948.04	116,129.98
Nova Blanche Forman ES - SMART Program Renovations	6	5B-Construction	04.30.2026	3,633,055.00	352,555.90
Nova HS - SMART Program Renovations	6	5B-Construction	09.30.2026	30,842,833.76	1,110,230.27
Nova MS - SMART Fire Sprinklers (Design)	6	7-Final Completion		200,731.00	34,667.74
Nova MS - SMART Program Renovations	6	5B-Construction	02.28.2026	3,977,171.00	406,847.29
Oakland Park ES - SMART Program Renovations	3	5B-Construction	03.31.2026	5,762,330.00	331,301.92
Oakridge ES - SMART - Building 2 Renovations	1	7-Final Completion	03.09.2023	821,812.23	8,846.43
Oakridge ES - SMART GOB Renovations	1	5B-Construction	12.31.2026	5,207,020.77	455,601.26
Olsen MS - SMART Program Renovations	1	5B-Construction	03.31.2026	11,054,315.00	117,702.09
Oriole ES - SMART Program Renovations	5	5B-Construction	07.31.2026	7,166,974.00	233,471.69
Palmview ES - SMART Program Renovations	7	5B-Construction	09.11.2027	3,432,000.00	2,259,896.82
Palmview ES - Structural Repairs and Roofing Building 1	7	5B-Construction	05.06.2027	2,610,000.00	2,507,260.16
Park Springs ES - SMART Program Renovations	4	5B-Construction	10.30.2026	9,771,200.00	688,147.62

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Appendix 2: Active Projects

PROJECT FORECAST

PMOR MANAGED PROJECTS (CONTINUED)

SCHOOL NAME/ PROJECT	DISTRICT	PROJECT PHASE	SUBSTANTIAL COMPLETION	CURRENT BUDGET	REMAINING BALANCE
Park Trails ES - SMART Program Renovations	3	6-Substantial Completion	12.08.2023	4,057,192.00	278,735.80
Parkway MS - Demolition - Phase 1	4	5B-Construction	08.31.2026	2,224,500.00	139,759.04
Parkway MS - Phase 2 - New Addition	7	5B-Construction	10.30.2026	9,435,000.00	924,240.83
Parkway MS - Phase 2 - Renovations	6	5B-Construction	08.31.2026	4,777,117.00	328,609.27
Pasadena Lakes ES - SMART Program Renovations	2	5B-Construction	12.31.2026	4,374,154.00	24,581.49
Pembroke Lakes ES - SMART Program Renovations	3	5B-Construction	11.30.2026	2,820,082.00	159,857.43
Peters ES - SMART Program Renovations	6	5B-Construction	10.30.2026	6,846,985.35	671,945.89
Piper HS - SMART Program Renovations	6	6-Substantial Completion	03.27.2025	2,073,000.00	139,376.00
Plantation HS - SMART Program Renovations	1	5B-Construction	12.31.2026	7,087,680.00	398,056.21
Plantation MS - SMART ADA Restrooms	1	5B-Construction	03.31.2026	4,113,906.00	382,209.16
Plantation MS - SMART Electrical Improvements	1	5B-Construction	10.31.2027	19,660,000.00	15,842,512.44
Plantation MS - SMART Fire Sprinklers	1	5B-Construction	06.30.2026	4,000,000.00	366,502.34
Plantation Park ES - SMART Program Renovations	1	5B-Construction	07.31.2026	10,546,285.33	482,740.16
Pompano Beach HS - SMART Program Renovations	6	5B-Construction	10.30.2026	1,466,899.81	303,942.85
Pompano Beach MS - SMART Fire Sprinklers	6	5B-Construction	10.31.2026	1,882,850.00	607,892.47
Pompano Beach MS - SMART Program Renovations	3	5B-Construction	06.30.2026	21,656,760.00	1,150,663.80
Quiet Waters ES - SMART GOB Renovations	3	5B-Construction	03.25.2026	25,496,234.00	110,975.63
Ramblewood ES - SMART Program Renovations	3	5B-Construction	05.29.2026	1,500,000.00	202,649.02
Ramblewood MS - SMART Program Renovation	7	5B-Construction	04.30.2026	4,215,616.00	331,630.93
Riverglades ES - SMART Program Renovation	6	5B-Construction	01.29.2027	10,376,160.00	746,773.41

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Appendix 2: Active Projects

PROJECT FORECAST

PMOR MANAGED PROJECTS (CONTINUED)

SCHOOL NAME/ PROJECT	DISTRICT	PROJECT PHASE	SUBSTANTIAL COMPLETION	CURRENT BUDGET	REMAINING BALANCE
The Quest Center - SMART Program Renovations	1	5B-Construction	08.31.2026	1,823,000.00	114,126.74
Tropical ES - SMART Program Renovations	6	5B-Construction	08.31.2026	1,590,085.00	120,504.61
Village ES - SMART Program Renovations	5	5B-Construction	03.31.2027	1,336,189.00	148,159.62
Virginia Shuman Young ES - SMART Program Renovations	3	5B-Construction	01.31.2027	4,769,061.25	416,024.73
Walker ES - SMART Program Renovations	5	5B-Construction	10.31.2026	3,450,542.00	59,122.67
Welleby ES - SMART Program Renovations	5	5B-Construction	08.31.2026	3,061,589.61	404,549.72
Westchester ES - SMART Program Renovations	4	5B-Construction	04.30.2026	3,326,620.00	58,686.31
Western HS - SMART Program Renovations	6	5B-Construction	05.29.2026	4,569,560.00	661,451.81
Westpine MS - Roof Guard Rail Installation	5	5A-Award	05.31.2027	30,000.00	30,000.00
Westpine MS - SMART Program Renovations	5	5B-Construction	04.30.2027	4,615,500.00	262,263.03
Whiddon-Rogers Education Center - SMART GOB Renovations	3	5B-Construction	11.30.2026	10,903,680.00	1,108,150.15
Whispering Pines Education Center - SMART Program Renovations	2	5B-Construction	09.30.2026	4,849,580.00	601,351.00
William E. Dandy MS - SMART Fire Sprinkler Bldg 2	5	5B-Construction	02.25.2027	470,400.00	90,427.13
William E. Dandy MS - SMART Program Renovations	5	5B-Construction	11.30.2026	6,918,550.00	340,252.38
Wilton Manors ES - SMART Program Renovations	3	5B-Construction	06.30.2026	5,808,160.00	673,418.45
TOTAL				**$1,230,380,158.66**	**$270,085,429.00**

DATA AS OF JANUARY 31, 2026

Sarah Leonardi, Chair
Dr. Jeff Holness, Vice Chair

Lori Alhadeff
Maura McCarthy Bulman
Adam Cervera, Esq.
Debra Hixon
Nora Rupert
Rebecca Thompson
Dr. Allen Zeman

Dr. Howard Hepburn
Superintendent of Schools

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