

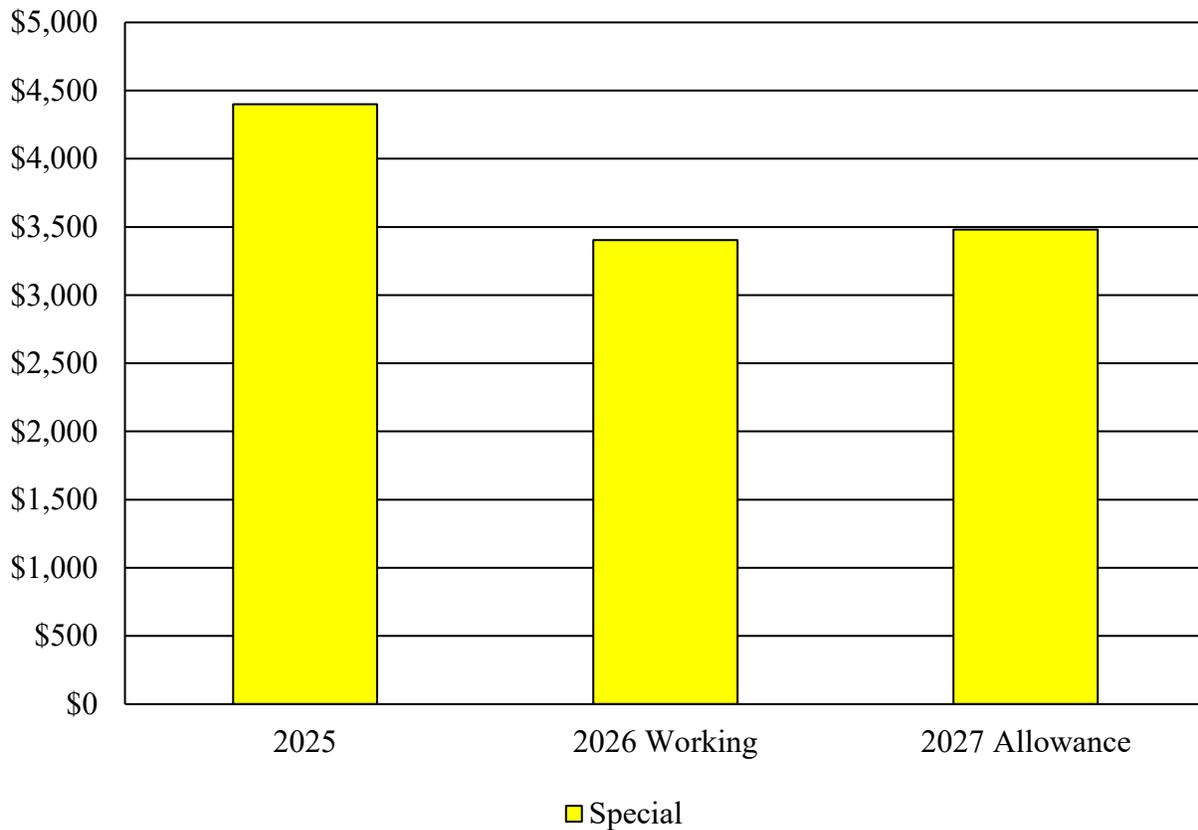
R12 Accountability and Implementation Board

Program Description

The Accountability and Implementation Board (AIB) was established as part of Chapter 36 of 2021, the Blueprint for Maryland’s Future – Implementation (Blueprint) and is funded entirely with Blueprint special funds. AIB acts as an independent agency responsible for the oversight of Blueprint implementation and evaluation of its outcomes. AIB is led by a seven-member board appointed by the Governor for staggered terms of six years.

Operating Budget Summary

Fiscal 2027 Budget Increases \$78,412, or 2.3%, to \$3.5 Million (\$ in Thousands)



Note: The fiscal 2027 statewide salary adjustments are centrally budgeted in the Department of Budget and Management and are not included in this agency’s budget.

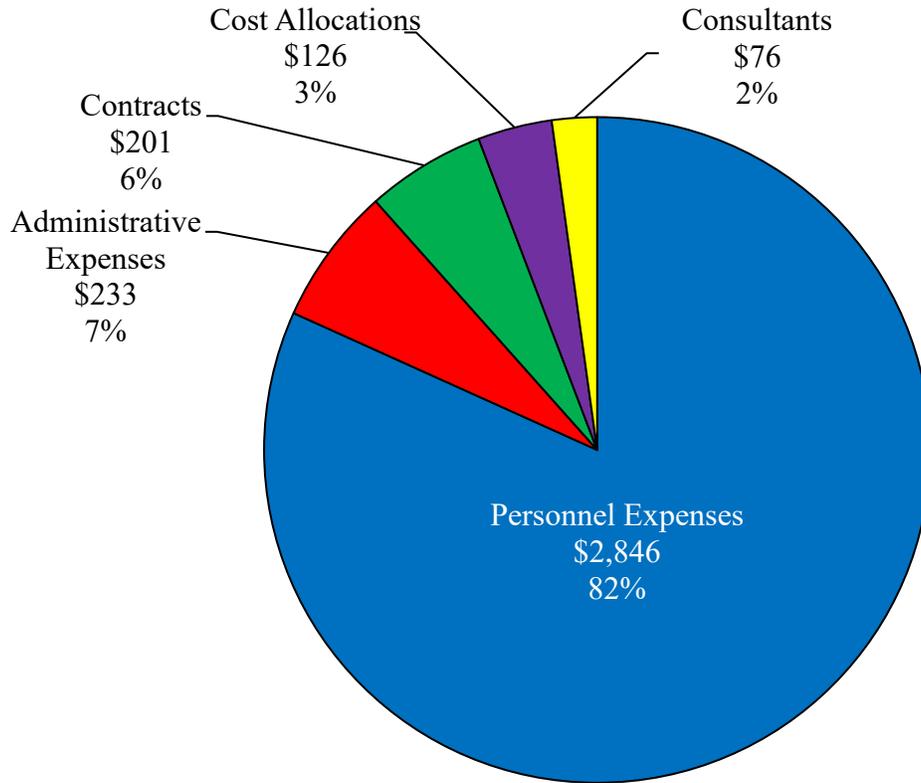
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Fiscal 2027 Overview of Agency Spending

Exhibit 1 displays AIB’s fiscal 2027 allowance. AIB receives \$3.5 million, of which \$2.8 million, or 82%, is for salaries and fringe benefits. AIB’s budget also contains \$232,540 for administrative expenses and \$125,519 for standard cost allocations. Other expenses include \$201,141 for contracts, including \$150,000 for a 50/50 cost share agreement with the Interagency Commission on School Construction for an assistant Attorney General and \$51,141 for printing, design, and website services. Lastly, the fiscal 2027 allowance includes \$76,066 for consultants to assist with Blueprint implementation and progress monitoring.

Exhibit 1
Overview of Agency Spending
Fiscal 2027 Allowance
(\$ in Thousands)



Note: The fiscal 2027 statewide salary adjustments are centrally budgeted in the Department of Budget and Management and are not included in this agency’s budget.

Source: Governor’s Fiscal 2027 Budget Books

Proposed Budget Change

The fiscal 2027 allowance reflects a \$78,412 increase in Blueprint special funds compared to the fiscal 2026 working appropriation. As shown in **Exhibit 2**, personnel expenditures increase by nearly \$61,000, while the rest of the budget increases by approximately \$18,000.

Exhibit 2
Proposed Budget
Accountability and Implementation Board
(\$ in Thousands)

How Much It Grows:	<u>Special Fund</u>	<u>Total</u>
Fiscal 2025 Actual	\$4,401	\$4,401
Fiscal 2026 Working	3,403	3,403
Fiscal 2027 Allowance	3,482	3,482
Fiscal 2026-2027 \$ Change	\$78	\$78
Fiscal 2026-2027 % Change	2.30%	2.30%

Where It Goes:	<u>Change</u>
Personnel Expenses	
Salary increases and fringe benefits	\$95
Employee and retiree health insurance	84
Deferred compensation match due to a statewide change in budgeting	5
Budgeted turnover increases from 1.59% to 6.26%	-124
Other Changes	
Cost allocations.....	14
Consultants to assist with development of outcome measures and implementation plan review.....	3
Total	\$78

Note: The fiscal 2027 statewide salary adjustments are centrally budgeted in the Department of Budget and Management and are not included in this agency’s budget.

Personnel Data

	FY 25	FY 26	FY 27	FY 26-27
	<u>Actual</u>	<u>Working</u>	<u>Allowance</u>	<u>Change</u>
Regular Positions	16.00	16.00	16.00	0.00
Contractual FTEs	<u>1.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>
Total Personnel	17.00	16.00	16.00	0.00

Vacancy Data: Regular Positions

Turnover and Necessary Vacancies, Excluding New Positions	1.0	6.26%
Positions and Percentage Vacant as of 12/31/2025	1.0	6.25%
Vacancies Above Turnover	0.0	

- Budgeted turnover increases from 1.59% to 6.26%, which is in line with the agency’s current level of vacancies. As of December 31, 2025, AIB had 1 reported vacancy for a director position, which has been vacant since February 2025. AIB reported that it plans to recruit for the position in April 2026.

Key Observations

1. Blueprint Implementation and Outcome Measures

In calendar 2024, AIB adopted aligned metrics to measure implementation and outcomes related to the five pillars of the Blueprint: (1) Early Childhood Education; (2) High Quality and Diverse Teachers and Leaders; (3) College and Career Readiness; (4) More Resources for All Students to be Successful; and (5) Governance and Accountability. In response to committee narrative in the 2025 *Joint Chairmen’s Report* (JCR), AIB submitted a report on Blueprint implementation progress and outcome metrics.

Blueprint Implementation Technical Assistance

In fiscal 2023 and 2024, AIB received special fund allocations to use for Blueprint implementation grants – \$2.3 million in Phase I grants and \$4.3 million in Phase II grants.

AIB allocated the full Phase I amount through \$100,000 grants for 22 local education agencies (LEA) and the Career and Technical Education (CTE) Committee. As part of the grant program requirements, grantees selected a strategic facilitator and created a project plan focused on high-priority Blueprint goals, such as career ladder implementation, prekindergarten expansion,

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and development of college and career readiness (CCR) pathways. LEAs were instructed to expend their Phase I grants by the end of calendar 2024, but as of August 2025, approximately \$207,000 (9.0%) was unspent.

For Phase II grants, AIB awarded grants to every LEA, the CTE Committee, and AIB’s Technical Assistance Grant Program Strategy Lead. These grants are intended to support resource allocation and strategic budgeting, career ladder development, CCR pathways, and prekindergarten expansion. As part of the report, AIB noted that approximately \$2.7 million (63.9%) has been spent and projected that the remaining \$1.6 million would be expended by December 31, 2025. AIB did not receive additional funding for grants in fiscal 2026 or 2027. Any unspent funds from previous fiscal years will revert to the Blueprint Fund.

Exhibit 3 shows technical assistance grant awards and expenditures by LEA as of August 2025. **AIB should provide updates on Phase I and Phase II expenditures and any changes to the expected timeline for expending or reverting funds.**

Exhibit 3
Technical Assistance Grants
August 2025

	Phase I			Phase II		
	<u>Award</u>	<u>Expenditures</u>	<u>% Expended</u>	<u>Award</u>	<u>Expenditures</u>	<u>% Expended</u>
Allegany	\$100,000	\$100,000	100.0%	\$151,988	\$123,088	81.0%
Anne Arundel	100,000	51,000	51.0%	159,875	42,617	26.7%
Baltimore City	100,000	100,000	100.0%	100,000	55,838	55.8%
Baltimore County	100,000	99,750	99.8%	193,999	157,002	80.9%
Calvert	100,000	100,000	100.0%	204,125	131,802	64.6%
Caroline	100,000	100,000	100.0%	184,857	159,032	86.0%
Carroll	100,000	100,000	100.0%	191,500	115,050	60.1%
Cecil	100,000	91,400	91.4%	151,775	56,034	36.9%
Charles	100,000	50,375	50.4%	213,850	167,625	78.4%
Dorchester	100,000	100,000	100.0%	242,588	141,464	58.3%
Frederick	n/a	n/a	n/a	30,000	43,200	144.0%
Garrett	100,000	99,999	100.0%	167,040	96,522	57.8%
Harford	100,000	99,908	99.9%	273,240	125,479	45.9%
Howard	100,000	99,960	100.0%	140,257	61,098	43.6%
Kent	100,000	100,000	100.0%	230,092	112,158	48.7%
Montgomery	100,000	71,750	71.8%	95,000	42,100	44.3%
Prince George’s	100,000	32,508	32.5%	279,737	206,507	73.8%
Queen Anne’s	100,000	99,999	100.0%	45,818	35,074	76.6%
St. Mary’s	100,000	100,000	100.0%	100,000	56,750	56.8%
Somerset	100,000	98,818	98.8%	177,300	126,750	71.5%

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	Phase I			Phase II		
	<u>Award</u>	<u>Expenditures</u>	<u>% Expended</u>	<u>Award</u>	<u>Expenditures</u>	<u>% Expended</u>
Talbot	100,000	99,750	99.8%	156,375	119,293	76.3%
Washington	100,000	99,999	100.0%	215,040	166,867	77.6%
Wicomico	100,000	97,826	97.8%	99,139	99,130	100.0%
Worcester	n/a	n/a	n/a	99,225	36,841	37.1%
CTE Committee	100,000	100,000	100.0%	100,000	100,000	100.0%
Strategy Lead	n/a	n/a	n/a	290,165	165,975	57.2%
Total	\$2,300,000	\$2,093,042	91.0%	\$4,292,985	\$2,743,296	63.9%

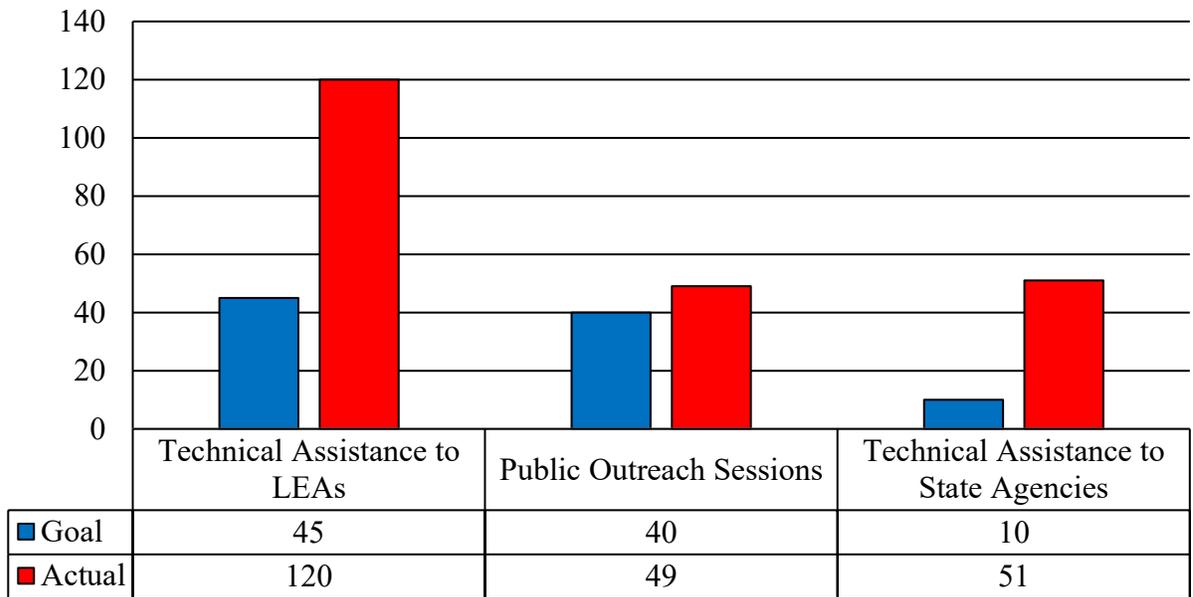
CTE: Career and Technical Education

Source: Accountability and Implementation Board

Exhibit 4 shows AIB’s efforts to disseminate information and provide technical assistance with the Blueprint implementation process. In fiscal 2025, AIB provided:

- 120 LEA technical assistance sessions, exceeding the agency goal of 45 sessions by 75, or 167%;
- 49 public outreach sessions, such as public meetings and focus groups, which exceeded the goal of 40 sessions by 9, or 23%; and
- 51 State agency and government technical assistance sessions, which exceeded the goal of 10 sessions by 41, or 410%.

**Exhibit 4
Blueprint Implementation Support
Fiscal 2025**



LEA: local education agency

Note: Goal progress is determined by comparing the agency’s estimate of fiscal 2025 progress in the fiscal 2026 Managing For Results (MFR) to actual fiscal 2025 progress in the fiscal 2027 MFR.

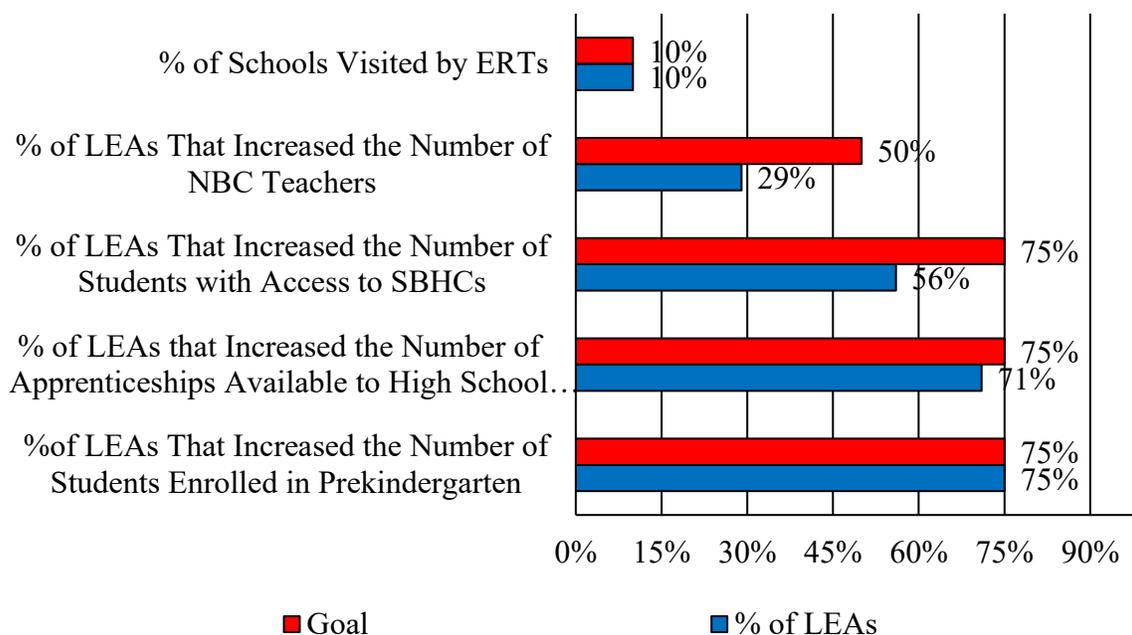
Source: Department of Budget and Management; Accountability and Implementation Board

Blueprint Program and Initiative Outcomes

The AIB and the State Board of Education (SBOE) also adopted targets for literacy, mathematics, workforce diversity and retention, and chronic absenteeism, among other areas. Teacher diversity metrics are discussed in the analysis for R00A01 – MSDE – Headquarters, while discussions of student proficiency, National Board Certification (NBC) teacher counts, and chronic absenteeism appear in the analysis for R00A02 – MSDE – Aid to Education.

Additionally, AIB and SBOE identified metrics related to kindergarten readiness, career ladder participation, CCR, and school support professionals. **Exhibit 5** shows LEA progress on these outcomes in fiscal 2025, which is the second year of data. LEAs met two out of five of the fiscal 2025 goals.

**Exhibit 5
LEA Progress Toward Blueprint Goals
Fiscal 2025**



ERT: expert review teams
LEA: local education agency
NBC: National Board Certification
SBHC: school-based health center

Note: Goal progress is determined by comparing the agency’s estimate of fiscal 2025 progress in the fiscal 2026 Managing For Results (MFR) to actual fiscal 2025 progress in the fiscal 2027 MFR.

Source: Department of Budget and Management; Accountability and Implementation Board

The performance measures that were met include:

- 75% of LEAs increased the number of students enrolled in prekindergarten; and
- 10% of schools were visited by expert review teams.

LEAs did not meet the following performance measures:

- 71% of LEAs increased the number of apprenticeships available to high school students, 4 percentage points below the goal (75%);

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- 56% of LEAs increased the number of students with access to school-based health centers, 19 percentage points below the goal (75%); and
- 29% of LEAs increased the number of NBC teachers, 21 percentage points below the goal (50%).

AIB is required to submit an interim independent evaluation of Blueprint implementation and outcome progress to the Governor and the General Assembly by January 15, 2027. In January 2025, AIB awarded the evaluation contract to the National Opinion Research Center at the University of Chicago.

2. Half of LEAs Meet Minimum Salary Requirements Ahead of July 2026 Deadline

Section 6-1009(d) of the Education Article required LEAs to demonstrate to AIB by July 1, 2024, that all teachers in the county have received at least a 10% salary increase above the negotiated salary increase schedule over the preceding five-year period (July 1, 2019 to July 1, 2024). All 24 LEAs submitted attestations to AIB confirming they met the requirement by the deadline.

Furthermore, § 6-1009(e) of the Education Article mandates that all teachers receive a minimum salary of at least \$60,000 by July 1, 2026. **Exhibit 6** shows that, as of December 2025, half of LEAs (12) have reached the \$60,000 minimum goal in statute. Of the LEAs that remain below the threshold, only Somerset County is below \$55,000.

Exhibit 6
Progress on \$60,000 Base Salary
2021-2025 School Years

	<u>2021-22</u>	<u>2022-23</u>	<u>2023-24</u>	<u>2024-25</u>	<u>2025-26</u>
State Average	\$49,422	\$51,548	\$54,439	\$57,293	\$59,185
LEAs with Salaries at/Above \$60,000	0	0	0	7	12
LEAs with Salaries at/Above \$55,000	1	2	9	18	23

LEA: local education agency

Note: Minimum salary is for bachelor’s degree Step 1.

Source: Accountability and Implementation Board

Exhibit 7 delineates salary progress by county, with a gradient from green to red indicating how close each LEA is to meeting the \$60,000 minimum.

Exhibit 7
Progress on \$60,000 Base Salary by LEA
2021-2025 School Years

	<u>2021-2022</u>	<u>2022-2023</u>	<u>2023-2024</u>	<u>2024-2025</u>	<u>2025-2026</u>
Allegany	\$48,765	\$52,674	\$55,099	\$58,200	\$60,000
Anne Arundel	47,836	50,247	58,161	58,161	61,703
Baltimore City	51,552	52,712	53,898	58,895	62,482
Baltimore County	51,751	52,927	58,500	60,000	61,026
Calvert	50,500	51,005	52,918	61,000	62,226
Caroline	48,455	48,455	53,167	55,500	58,000
Carroll	48,840	50,061	52,063	60,000	60,000
Cecil	49,984	51,858	53,803	55,821	57,914
Charles	50,248	54,508	57,237	60,096	60,697
Dorchester	49,000	49,980	53,008	55,394	55,394
Frederick	46,000	51,780	53,851	56,528	57,659
Garrett	46,199	47,849	51,839	54,379	57,098
Harford	50,649	54,195	55,821	56,658	57,797
Howard	50,000	56,228	58,477	60,000	61,500
Kent	47,738	49,766	51,881	54,077	56,240
Montgomery	51,513	52,286	59,640	62,558	64,591
Prince George’s	49,963	52,961	55,079	56,731	62,291
Queen Anne’s	48,411	48,411	51,359	54,398	57,181
St. Mary’s	48,743	49,717	52,452	60,500	61,710
Somerset	49,175	51,388	53,444	53,978	53,978
Talbot	48,353	49,924	52,920	55,301	57,098
Washington	56,423	56,987	57,557	59,295	61,071
Wicomico	48,238	51,518	54,094	54,770	57,000
Worcester	47,795	49,707	50,275	52,789	55,789
State Average	\$49,422	\$51,548	\$54,439	\$57,293	\$59,185

LEA: local education agency

Note: Minimum salary is for bachelor’s degree Step 1.

Source: Accountability and Implementation Board

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AIB stated that it has been monitoring LEA implementation of the salary requirement, including by meeting with a LEA individually to discuss progress. In fall 2025, several LEAs indicated to AIB that they may not be able to increase salaries to the required level by July 2026. While AIB has the authority to withhold funds based on whether a LEA has made sufficient progress on Blueprint implementation, it does not appear that AIB and the Maryland State Department of Education have determined what measures will be taken if LEAs miss the deadline. AIB stated that there will be no waivers or exceptions granted. **AIB should comment on the actions it will take if LEAs do not meet the July 1, 2026 deadline for increasing minimum salaries to \$60,000.**

Operating Budget Recommended Actions

1. Adopt the following narrative:

Status Report on Blueprint Implementation: The committees request that the Accountability and Implementation Board (AIB) submit a report by September 1, 2026, on agency actions to implement Blueprint for Maryland’s Future (Blueprint). This report shall include a timeline and detailed information on the progress in completing and/or implementing the following programs, reports, and measures:

- calendar 2026 and 2027 local education agency (LEA) Blueprint implementation plans and current status relative to minimum school funding requirements;
- calendar 2025 and 2026 State agency Blueprint implementation plans;
- collaboration with the Maryland State Department of Education, the State Board of Education, the Professional Standards and Teacher Education Board, and the teacher preparation workgroup to revise teacher preparation program requirements;
- targeted training on Blueprint and any changes to training and/or funding for the 2026-2027 school year;
- measures taken for any LEAs that did not meet the July 1, 2026 deadline to increase minimum salaries to \$60,000;
- progress on the independent evaluation of Blueprint implementation and outcomes;
- LEA and Career and Technology Education Committee technical assistance Phase I and II grants, including use of funds; roles and responsibilities of strategic facilitators; categorized expenditures by LEA; and AIB collaboration, training, and accountability measures for grantees;
- LEA career ladder implementation plans;
- LEA career counseling programs for middle and high school students and accompanying fiscal reports;
- monthly Blueprint financial reporting on minimum funding requirements; and

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- progress to determine Blueprint final outcome measures, baseline data, and targets for early childhood education; college and career readiness; career ladder; student support personnel; or any other outcome measures under development.

Information Request	Author	Due Date
Status report on Blueprint implementation	AIB	September 1, 2026

Appendix 1
2025 Joint Chairmen’s Report Responses from Agency

The 2025 JCR requested that AIB prepare one report. Electronic copies of the full JCR responses can be found on the Department of Legislative Services Library website.

- ***Status Report on Blueprint Implementation:*** The report provides an update on progress toward long-term Blueprint goals. It also discusses financial and technical assistance provided to local school systems to assist in the rollout of various Blueprint programs and initiatives. Additional details are discussed in Key Observation 1.

Appendix 2
Object/Fund Difference Report
Accountability and Implementation Board

<u>Object/Fund</u>	<u>FY 25 Actual</u>	<u>FY 26 Working Appropriation</u>	<u>FY 27 Allowance</u>	<u>FY 26 - 27</u>	
				<u>\$ Change</u>	<u>% Change</u>
Positions					
01 Regular	16.00	16.00	16.00	0.00	0.0%
02 Contractual	1.00	0.00	0.00	0.00	N/A
Total Positions	17.00	16.00	16.00	0.00	0.0%
Objects					
01 Salaries, Wages, and Fringe Benefits	\$1,972,577	\$2,785,263	\$2,845,933	\$60,670	2.2%
02 Technical and Special Fees	88,146	23,540	23,540	0	0.0%
03 Communications	11,470	20,000	20,000	0	0.0%
04 Travel	9,136	22,500	22,500	0	0.0%
08 Contractual Services	288,888	398,596	415,582	16,986	4.3%
09 Supplies and Materials	140,754	141,500	141,500	0	0.0%
10 Equipment – Replacement	0	10,000	10,000	0	0.0%
12 Grants, Subsidies, and Contributions	1,889,855	0	0	0	N/A
13 Fixed Charges	0	1,698	2,454	756	44.5%
Total Objects	\$4,400,826	\$3,403,097	\$3,481,509	\$78,412	2.3%
Funds					
03 Special Funds	\$4,400,826	\$3,403,097	\$3,481,509	\$78,412	2.3%
Total Funds	\$4,400,826	\$3,403,097	\$3,481,509	\$78,412	2.3%

Note: The fiscal 2027 allowance does not include statewide salary adjustments budgeted within the Department of Budget and Management.