Baltimore County Public Schools

Date: March 22, 2011

To: Board of Education

From: Dr. Joe A. Hairston, Superintendent

Subject: Report on Strategic Planning

Originator: Joe A. Hairston, Superintendent

Resource Person(s): Kara Calder, Executive Director, Planning and Support Operations

Information

That the Board of Education receives an update on Strategic Planning.

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Attachment I – Executive Summary
Attachment II – PowerPoint Presentation
Strategic Planning Update

Executive Summary

Over the past ten years, many variables have impacted the way school systems deliver services and the instructional program to meet the expanding and evolving needs of students and community expectations.

The objective of the strategic planning process of Baltimore County Public Schools is to plan for and help the school system manage enrollment growth, decline, and programmatic changes. Strategic planning activities are managed through the Office of Strategic Planning within the Department of Planning and Support Operations. As a function of the Business Services Division of the school system, many strategic planning activities are collaborative efforts among departments within the division as together we fulfill the BCPS Service Model and strive to achieve Goal 8 of the Blueprint for Progress: all students will receive a quality education through the efficient and effective use of resources and the delivery of business services.

The Office of Strategic Planning is responsible for:

- Development of timely and accurate enrollment projections.
- Coordination of the school boundary change process.
- Collaboration with external partners that benefit schools and support system priorities.
- Coordination of short- and mid-term capacity relief efforts
- Alignment of the Education Facilities Master Plan (EFMP) with comprehensive strategic plans with capital and operating budgets.

In fulfillment of its responsibilities, the Office of Strategic Planning produces a number of reports such as the annual Enrollment, Capacity, and Projections report and the Education Facilities Master Plan and spearheads projects such as utilization studies and yield factor studies.

The 2010 system wide student enrollment (as of September 30, 2010) is 104,331. Student enrollment is projected to gradually increase over the next five years to 107,309 and then in ten years to 109,316. The Office of Strategic Planning calculates projections using both live birth data and actual trend experience for student enrollment and grade level advancement (termed cohort survival). BCPS projection accuracy has met the Blueprint for Progress standard of 99.0% for the past five years. Enrollment projections are used across the school system in important forecasting and decision making processes including establishing the school system budget and advancing the capital improvement program.

Within five years system wide available capacity as calculated by the Maryland State Department of Education State Rated Capacity (SRC) formula will be insufficient to meet projected enrollment needs at the elementary school level. At the middle school level, total projected enrollment is expected to be within 80% of capacity and high schools within 92% of capacity. SRC does not include relocatable classroom units, which are utilized as part of the school system’s overall capacity relief program.
The Baltimore County Board of Education owns 13 sites around the county in addition to properties where schools, program, centers, and offices may be located. Of these 13 sites, previous site bank studies have identified eight as potentially viable for the construction of a school and five that may be used as leverage for the acquisition of other properties.

In his presentation of the FY2012 budget, Dr. Hairston stated, “As we remain steadfast in our delivery of the highest quality education regardless of a child’s zip code, race, culture, or economic circumstances, these variables have, without a doubt, impacted all aspects of our operations. As we manage changing variables, our focus is persistent on delivery of service to all students, which strategically positions Baltimore County Public Schools as one of the most successful school systems in our state and nation!”
Blueprint For Progress

Performance Goal 8

All students will receive a quality education through the efficient and effective use of resources and the delivery of business services.
Mission: to promote and support a quality of education for all students through the effective, efficient, and integrated planning and delivery of services and resources.

- Fiscal Services
- Human Resources
- Information Technology
- Physical Facilities
- Planning and Support Operations
Objective: to plan for and help the school system manage enrollment growth, decline, and programmatic changes.
Responsibilities:

• Development of timely and accurate enrollment projections
• Coordination of the school boundary change process
• Collaboration with external partners that benefit schools and support system priorities
• Coordination of short- and mid-term capacity relief efforts
• Alignment of Education Facilities Master Plan with comprehensive strategic plans with capital and operating budgets
BCPS September 30, 2010
Enrollments, Projections, and Capacities Report

“All Means All”

Prepared by the Baltimore County Public Schools
Office of Strategic Planning
November 2010

Baltimore County Public Schools
2010 Educational Facilities Master Plan

Baltimore County Public Schools
2011-2020 Enrollment Projections
Prepared by the Office of Strategic Planning

Focused on Quality
Committed to Excellence
Projects

HIGH SCHOOL FACILITY UTILIZATION STUDY

Carver Center
Catonsville
Chesapeake
Dulaney
Dundalk
Eastern Tech.
Franklin
Hereford
Kenwood
Lansdowne
Loch Raven
Milford Mill
New Town
Overlea
Owings Mills
Parkville
Patapsco
Perry Hall
Pikesville
Randalls Island
Sollers Point
Sparrows Point
Towson
Western Tech.
Woodlawn

November 19, 2003

DeJong
An educational planning firm

Baltimore County Public Schools

2009 Pupil Yield Factor Study: Update

August, 2009

CropperG15
### Current and Projected Enrollment

<table>
<thead>
<tr>
<th></th>
<th>Current 2010</th>
<th>5 Year 2015</th>
<th>10 Year 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>104,331</td>
<td>107,309</td>
<td>109,316</td>
</tr>
<tr>
<td>Elementary</td>
<td>49,314</td>
<td>51,272</td>
<td>52,158</td>
</tr>
<tr>
<td>Middle</td>
<td>22,272</td>
<td>23,094</td>
<td>23,632</td>
</tr>
<tr>
<td>High</td>
<td>31,202</td>
<td>31,437</td>
<td>32,020</td>
</tr>
<tr>
<td>Other</td>
<td>1,543</td>
<td>1,506</td>
<td>1,506</td>
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</table>
Blueprint For Progress Goal 8.5: “The student enrollment projections will have a 99.0% accuracy rate”

<table>
<thead>
<tr>
<th>Year</th>
<th>Projection</th>
<th>Official Enrollment</th>
<th>+/- Projection</th>
<th>Accuracy</th>
<th>Indicator Met?</th>
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</thead>
<tbody>
<tr>
<td>2006</td>
<td>107,100</td>
<td>106,182</td>
<td>-918</td>
<td>99.14%</td>
<td>yes</td>
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<tr>
<td>2007</td>
<td>105,330</td>
<td>104,714</td>
<td>-616</td>
<td>99.42%</td>
<td>yes</td>
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<tr>
<td>2008</td>
<td>103,380</td>
<td>103,643</td>
<td>263</td>
<td>99.75%</td>
<td>yes</td>
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<tr>
<td>2009</td>
<td>104,155</td>
<td>103,832</td>
<td>-323</td>
<td>99.69%</td>
<td>yes</td>
</tr>
<tr>
<td>2010</td>
<td>104,012</td>
<td>104,331</td>
<td>319</td>
<td>99.69%</td>
<td>yes</td>
</tr>
</tbody>
</table>
Birth Data

Baltimore County Births and Kindergarten Enrollments

Birth Data Source: Baltimore County Health Department
"Cohort Survival" data

<table>
<thead>
<tr>
<th>YEAR</th>
<th>PS</th>
<th>BIR</th>
<th>BTK RATIO</th>
<th>K RATIO</th>
<th>1ST RATIO</th>
<th>2ND RATIO</th>
<th>3RD RATIO</th>
<th>4TH RATIO</th>
<th>5TH RATIO</th>
<th>TTL</th>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>22</td>
<td>102</td>
<td>74.74%</td>
<td>71</td>
<td>91.94%</td>
<td>111.11%</td>
<td>80</td>
<td>107.41%</td>
<td>58</td>
<td>102.86%</td>
</tr>
<tr>
<td>2007</td>
<td>19</td>
<td>80</td>
<td>73.53%</td>
<td>75</td>
<td>104.23%</td>
<td>101.75%</td>
<td>58</td>
<td>95.00%</td>
<td>76</td>
<td>101.72%</td>
</tr>
<tr>
<td>2008</td>
<td>21</td>
<td>85</td>
<td>80.00%</td>
<td>64</td>
<td>101.33%</td>
<td>94.59%</td>
<td>70</td>
<td>100.00%</td>
<td>58</td>
<td>85.53%</td>
</tr>
<tr>
<td>2009</td>
<td>25</td>
<td>109</td>
<td>102.35%</td>
<td>87</td>
<td>96.88%</td>
<td>103.95%</td>
<td>79</td>
<td>98.57%</td>
<td>69</td>
<td>96.55%</td>
</tr>
<tr>
<td>2010</td>
<td>21</td>
<td>89</td>
<td>86.24%</td>
<td>94</td>
<td>91.95%</td>
<td>100.00%</td>
<td>62</td>
<td>101.27%</td>
<td>80</td>
<td>111.59%</td>
</tr>
</tbody>
</table>

- Methodology required by the MSDE Public School Construction Guide.
- Examination of progression (graduation) from year to year.
- Analysis of ratios over 2-3 years.
Variables

Variables That Influence Public Education in America

- Local Government
- Local School Board
- Superintendent
- Central Office
- Principals
- Schools

- Global Economy
- National Economy
- State Economy
- Local Economy

- Public Confidence
- National Defense
- Legislative Congress

- Educational Policies
- Funding
- Teacher Salaries

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All Means All: Demographic Inversion & Implications for Student Achievement
Total Population Trend for Baltimore Metropolitan Region

Source: Baltimore Metropolitan Council
## Economic Changes

<table>
<thead>
<tr>
<th></th>
<th>1990</th>
<th>2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median Household Income</td>
<td>$38,837</td>
<td>$64,906</td>
</tr>
<tr>
<td>Occupied Household Units</td>
<td>268,280</td>
<td>308,039</td>
</tr>
</tbody>
</table>

Source: Baltimore Metropolitan Council
Minority Enrollment

* Categories for Multiracial and Hawaiian/Pacific Island were not tracked in 1980.
Free and Reduced-Price Meal Program

43.5% increase
English Language Learners

124.1% increase
Homeless Students

* 2010 data is year to date

429.3% increase

* 2010 data is year to date
Prekindergarten Program

217.62% increase
Total Schools, Centers, and Programs

2010

- Schools
  - Elementary 106
  - Middle 27
  - High 24
  - Sub-total 157

- Special Education Schools 4
- Centers 10
- Programs 2
- Total 173
State Rated Capacity (SRC)

“Maximum number of students that reasonably can be accommodated in a facility without significantly hampering delivery of the educational program.”

Public Schools Construction Program Administrative Procedures Guide

- Formula determined and all changes approved by MSDE
- Based on building design and classroom utilization
- Relocatable classrooms are not included in SRC
### Schools and School Capacity

<table>
<thead>
<tr>
<th></th>
<th>2000</th>
<th>2010</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Schools</td>
<td>150</td>
<td>157</td>
<td>+7</td>
</tr>
<tr>
<td>Total State Rated Capacity</td>
<td>116,716</td>
<td>111,532</td>
<td>-5,184</td>
</tr>
</tbody>
</table>
Elementary School Enrollments and Capacity

- Capacity Analyses
- SRC Changes
- Full Day K Complete

Capacity and enrollment trends from 2000 to 2020.
Middle School Capacity Trends

Middle School Enrollments and Capacity
Managing Capacity and Enrollment

- Increasing levels of enrollment/capacity trigger progressive responses and considerations for providing relief:
  - 90% of capacity – BCPS considers strategies for providing relief
  - 95% of capacity – MSDE requirement for capital budget consideration
  - 115% of capacity (15% over capacity) - Baltimore County Adequate Public Facilities Ordinance
Strategies For Providing Relief

- Capital construction
- Permanent/Modular Addition
- Renovations
- Purchase additional relocatable units
- Enrollment caps/Annexing/Redistricting
- Use of existing relocatable units
- Room use recommendations
- Capacity analysis
Examples of Hypothetical Analysis
Examples of Hypothetical Analysis

Hypothetical September 30, 2010 Elementary School Enrollments with In-Boundary 5th Graders Attending Home Middle Schools

Methodology:
All 2010 Grade 5 students assumed to attend home middle school.

BCPS Elementary Schools
Over/Under Capacity:
- 100% - 100
- 75% - 100
- 50% - 50
- 25% - 50
- 0% - 50
- Negative numbers indicate under capacity.

Number following school name indicates amount over or under capacity. Negative numbers indicate under capacity.

Prepared by the Baltimore County Public Schools
Office of Strategic Planning, November 2010

Hypothetical September 30, 2010 Middle School Enrollments with In-Boundary 5th Graders Attending Home Middle Schools

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Number following school name indicates amount over or under capacity. Negative numbers indicate under capacity.

Prepared by the Baltimore County Public Schools
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Examples of Hypothetical Analysis

Regional/systemwide redistricting considerations:
- Feeder patterns
- Community school concept
- Geography
- Accuracy of predictive analysis
- Special permission options and programmatic placements
Baltimore County Land Use

Key Areas:
- Scattered Site Development
- York Road Corridor
  - School enrollment/capacity
- Crossroads
  - Commercial/residential
  - GSA/Pulaski Hwy/Rt. 43
    - Major mixed-use dev. proposal
- Towson Development
  - Towson Promenade
    - Ruxton Village Apartments
    - Pallisades
    - Jazz at the Quarter Apartments
- Owings Mills Growth Area
- Ballard Farm/Ballard Green
- Social Security
  - Additional blgs. approved
- Red Line
  - Transportation plan
- Catonsville Promenade
  - Commercial redevelopment of Spring Grove Hospital
- Urban Rural Demarcation Line
- White Marsh Growth Area
Residential Development Potential

Approved plans and Planned Unit Developments (PUDs)

• Excludes senior housing and non-residential development
• Excludes development with less than 5 lots available yield

Source: Baltimore County Office of Planning, SLIST Database, March 1, 2011
# Planning Priorities

## Capital Planning Priorities and Recommended Timelines FY 2012 - FY 2016

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>NORTHWEST</td>
<td></td>
<td>500 seats New NW Area ES</td>
<td>500 seats New NW Area ES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CENTRAL</td>
<td>200 seats Stoneleigh ES</td>
<td>200 seats Stoneleigh ES</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CENTRAL</td>
<td>300 seats Hampton Cluster</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CENTRAL</td>
<td></td>
<td></td>
<td>200 seats Sparks Cluster</td>
<td>200 seats Sparks Cluster</td>
<td></td>
</tr>
<tr>
<td>CENTRAL</td>
<td></td>
<td></td>
<td></td>
<td>500 seats Lutherville Cluster</td>
<td>500 seats Lutherville Cluster</td>
</tr>
</tbody>
</table>

**Project Phase**

<table>
<thead>
<tr>
<th>Planning</th>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Hampton Cluster** - Timonium ES, Lutherville ES

**Sparks Cluster** - Fifth District ES, Prettyboy ES, Seventh District ES, Sparks ES

**Lutherville Cluster** - Lutherville ES, Pinewood ES, Pot Spring ES, Padonia ES, Timonium ES, Riderwood ES, West Towson ES

Prepared by the Baltimore County Public Schools, Office of Strategic Planning, 09/2010
BCPS Site Bank Properties

Total Number of Sites: 13

Site studies conclude:
- 5 “leverage” sites
- 8 viable sites
- All sites subject to MSDE approval
“As we remain steadfast in our delivery of the highest quality education regardless of a child’s zip code, race, culture, or economic circumstances, these variables have, without a doubt, impacted all aspects of our operations.

As we manage changing variables, our focus is persistent on delivery of service to all students, which strategically positions Baltimore County Public Schools as one of the most successful school systems in our state and nation!”

Joe A. Hairston
FY 2012 Budget Presentation