DATE: August 9, 2011

TO: BOARD OF EDUCATION

FROM: Dr. Joe A. Hairston

SUBJECT: REPORT ON ENROLLMENT, CAPACITY, AND RELIEF STRATEGIES

ORIGINATOR: Dr. Renee A. Foose, Deputy Superintendent

RESOURCE PERSON(S): Kara Calder, Executive Director, Planning and Support Operations
Ghassan Shah, Administrator, Office of Strategic Planning
Pam Carter, Specialist, Office of Strategic Planning

RECOMMENDATION

To apprise the Board of Education of the impact of the steadily increasing student enrollment on the capacity of elementary, middle and high schools.

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Attachment I – Executive Summary
Attachment II – PowerPoint
The strategic planning process of Baltimore County Public Schools is designed to anticipate and help manage enrollment growth, decline, and programmatic changes. Related planning activities are managed by the Office of Strategic Planning within the Department of Planning and Support Operations through collaboration with other BCPS departments as together we fulfill the goals of the Blueprint for Progress. Capacity analysis and related school enrollment relief strategies are specifically targeted to fulfill Blueprint for Progress Goal 4: *all students will be educated in school environments that are safe and conducive to learning*, and Goal 8: *all students will receive a quality education through the efficient and effective use of resources and the delivery of business services*.

As reported in the Strategic Planning Update provided to the Board of Education in March 2011, there are many variables that have transformed the way school systems deliver instruction and services to meet the expanding and evolving needs of students and community expectations. In turn, these changes have dramatically impacted school facility use and overall expectations regarding classroom and school student capacity.

The 2010 system wide student enrollment (as of September 30, 2010) was 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. There are currently 39 elementary schools that exceed 100% capacity. 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.

BCPS employs relief strategies that range from relatively simple to execute to highly complex solutions that involve significant capital investment and collaboration with local and state funding authorities, often taking years to fully implement. Often a combination of these strategies is employed over consecutive years to manage enrollment growth.
Each strategy has limits to its ultimate effectiveness, dependent on critical variables such as total available space in the school building, available capacity at other nearby schools, suitable space on the campus for relocatable classrooms, and available suitable land for construction. Ultimately, however, capacity relief strategies are evaluated through the lens of Blueprint for Progress goals as the school system strives to maintain instructional environments that are safe and support effective teaching and learning.
Performance Goal 4

All students will be educated in school environments that are safe and conducive to learning.

Performance Goal 8

All students will receive a quality education through the efficient and effective use of resources and the delivery of business services.
Objective: to plan for and help the school system manage enrollment growth, decline, and programmatic changes.
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>
</tr>
</thead>
<tbody>
<tr>
<td>2006</td>
<td>107,100</td>
<td>106,182</td>
<td>-918</td>
<td>99.14%</td>
<td>yes</td>
</tr>
<tr>
<td>2007</td>
<td>105,330</td>
<td>104,714</td>
<td>-616</td>
<td>99.42%</td>
<td>yes</td>
</tr>
<tr>
<td>2008</td>
<td>103,380</td>
<td>103,643</td>
<td>263</td>
<td>99.76%</td>
<td>yes</td>
</tr>
<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>
## 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>
</tr>
</tbody>
</table>
Enrollment History

BCPS Enrollments 1940-2010 and Projected 2011-2020
Total Schools, Centers, and Programs

2011

- Schools
  - Elementary 105
  - Middle 27
  - High 24
  Sub-total 156

- Special Education Schools 4

- Centers 10
- Charter 1
- 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 Capacity Trends

Elementary School Enrollments and Capacity

- Capacity Analyses
- SRC Changes
- Full Day K Complete

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

Middle School Enrollments and Capacity

SRC Changes

[Graph showing trends in middle school capacity and enrollments from 2000 to 2020]
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
### Number of Schools Exceeding State Rated Capacity

**September 30, 2010**

<table>
<thead>
<tr>
<th></th>
<th>100% Capacity</th>
<th>110% Capacity</th>
<th>120% Capacity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elementary Schools</td>
<td>39</td>
<td>22</td>
<td>8</td>
</tr>
<tr>
<td>Middle Schools</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>High Schools</td>
<td>7</td>
<td>3</td>
<td>0</td>
</tr>
</tbody>
</table>
Relief Strategies/Managing Resources

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
- Policy review and analysis

Complex vs. Simple

High Cost vs. No/Low Cost
Rodgers Forge ES Example

Complex
- Capital construction
- Permanent/Modular Addition
- Renovations
- Purchase additional relocatable units
- Enrollment caps/Annexing/Redistricting
- Use of existing relocatable units
- Room use recommendations
- Capacity analysis
- Policy review and analysis

High Cost
- 8/30/10 West Towson ES opens
- 5/1/09 West Towson ES construction begins
- 8/31/09 Dumbarton Annex
- 10/31/07 Initial CIP request
- 9/04/01 relocatables
- 8/25/08 alternative room uses
- 9/10/07 capacity review

Simple
No/Low Cost
Historical Examples of Managing Enrollment and Capacity

- 8/29/11 New Town ES - Prekindergarten relocation to Deer Park ES
- 8/29/11 Woodholme ES - Prekindergarten relocation to Winand ES
- 8/29/11 West Towson ES – room use
- 8/25/08, 8/31/09, 8/30/10 Hampton ES – relocatable units
- 8/31/09 Chesapeake Terrace ES / Edgemere ES - boundary change to balance enrollment
- 8/25/08 Dogwood ES – annex K to Featherbed Lane ES
- 8/25/08 Deep Creek ES – annex K to Hawthorne ES
- 8/25/03 New Town ES – annex neighborhoods to other schools
Regional/systemwide redistricting considerations:
- Feeder patterns
- Community school concept
- Geography
- Accuracy of predictive analysis
- Special permission options and programmatic placements
- Aggregate/total capacity
BCPS Site Bank Properties

Total Number of Sites: 13

Site studies conclude:
- 5 “leverage” sites
- 8 viable sites
- All sites subject to MSDE approval
### FY 2013 Planning Priorities

#### Capital Planning Priorities and Recommended Timelines FY 2013 - FY 2017

<table>
<thead>
<tr>
<th>PLANNING REGION</th>
<th>FY 2013</th>
<th>FY 2014</th>
<th>FY 2015</th>
<th>FY 2016</th>
<th>FY 2017</th>
</tr>
</thead>
<tbody>
<tr>
<td>SOUTHWEST</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>NORTHWEST</td>
<td>NW Area Elementary Seats</td>
<td>NW Area Elementary Seats</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CENTRAL</td>
<td>200 seats Stoneleigh ES</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CENTRAL</td>
<td>700 seats in Lutherville Area</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CENTRAL</td>
<td>200 seats and limited renovation at Hereford HS</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CENTRAL</td>
<td></td>
<td>200 seats Sparks ES</td>
<td>200 seats Sparks ES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>NORTHEAST</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SOUTHEAST</td>
<td></td>
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</tbody>
</table>

**Project Phase**
- Planning
- Funding

- Lutherville Area - Lutherville ES, Pimewood ES, Pot Spring ES, Padonia ES, Timonium ES, Riderwood ES, West Towson ES

* Study to be commissioned in FY12
“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