MEETING OF THE BOARD OF EDUCATION OF BALTIMORE COUNTY, MARYLAND

OPEN SESSION

Tuesday, February 7, 2012
5:15 P.M.-Closed Session, 7:00 P.M.-Open Session
Educational Support Services (ESS Building)

I. PLEDGE OF ALLEGIANCE

II. SILENT MEDITATION IN REMEMBRANCE

III. AGENDA
Consideration of the agenda for February 7, 2012

IV. MINUTES
Consideration of the Open and Closed Minutes of December 20, 2012; Open and Closed Minutes of January 10, 2012; and the Report on the Operating Budget Hearing of January 17, 2012

V. SELECTION OF SPEAKERS

VI. ADVISORY AND STAKEHOLDER GROUPS

VII. GENERAL PUBLIC COMMENT

VIII. SUPERINTENDENT’S REPORT

IX. PRESIDENT’S REPORT

X. RECOGNITION OF ADMINISTRATIVE APPOINTMENTS AND ETHIC REVIEW PANEL APPOINTMENTS FROM JANUARY 10, 2012

XI. OLD BUSINESS
A. Consideration of the Proposed FY2013 Operating Budget (Dr. Hairston)
XII. NEW BUSINESS

A. Consideration of consent to the following personnel matters: 
   (Dr. Peccia)
   1. Retirements  
   2. Resignations  
   3. Leaves of Absence  
   4. Certificated Appointments  

Exhibit C  
Exhibit D  
Exhibit E  
Exhibit F

B. Consideration of consent to the following contract awards:  
   (Mr. Gay/Mr. Sines)

2. Contract Modification: Professional Auditing Services  
5. Chiller and Cooling Tower Maintenance, Installation, and Repair  
6. Cohort – Maryland Approved Alternative Preparation Program/Resident Teacher Certification: Foreign Language  
7. Cohort – Online Graduate Certificate in School Administration and Supervision  
8. Court Reporting Services  
9. Mathematics Curriculum Supplemental  
10. Custodial Cleaning Chemicals  
11. Kitchen Hood and Associated Exhaust System Inspection and Cleaning  
12. Online Student Courses  
13. Paper – Cut Sheet paper (copy, Laser Printers, and Duplicators)  
15. Replacement of Lockers at Franklin High School  
16. Replacement of Windows, Blinds Doors – Fullerton Elementary School  
17. Roof Design and Contract Administration Services – Jacksonville Elementary School
XIII. REPORTS

A. Update on the Superintendent Search (*exhibit to follow*)
   (Mr. Leis)
   Exhibit H

B. Report on Energy Conservation
   (Mr. Sines)
   Exhibit I

XIV. INFORMATION

A. Southeast Area Education Advisory Council Minutes of November 14, 2011
   Exhibit J

XV. ANNOUNCEMENTS

Next Board Meeting
Tuesday, February 21, 2012
6:30 PM
Greenwood
TENTATIVE MINUTES
BOARD OF EDUCATION OF BALTIMORE COUNTY, MARYLAND

Tuesday, December 20, 2011

The Board of Education of Baltimore County met in closed session at 5:35 p.m. at Greenwood. President Lawrence E. Schmidt, Esquire, and the following Board members were present: Mr. Michael H. Bowler, Mr. James E. Coleman, Mr. Michael J. Collins, Mr. Rodger C. Janssen, Ms. Ramona N. Johnson, Mr. George J. Moniodis, Ms. Valerie A. Roddy, Mr. David Uhlfelder, and Mr. Logan McNaney. In addition, Dr. Joe A. Hairston, Superintendent of Schools, and staff members were present.

Mr. Schmidt reminded Board members of community functions and Board of Education events scheduled in December 2011 and January 2012.

Pursuant to the Annotated Code of Maryland, State Government Articles, §§10-508(a)(9) and upon motion of Mr. Uhlfelder, seconded by Ms. Roddy, the Board commenced its closed session at 5:36 p.m.

CLOSED SESSION MINUTES

The Board of Education of Baltimore County, Maryland, met in closed session at 5:36 p.m. at Greenwood. President Lawrence E. Schmidt, Esquire, and the following Board members were present: Mr. Michael H. Bowler, Mr. James E. Coleman, Mr. Michael J. Collins, Mr. Rodger C. Janssen, Ms. Ramona N. Johnson, Mr. George J. Moniodis, Ms. Valerie A. Roddy, Mr. David Uhlfelder, and Mr. Logan McNaney. In addition, Dr. Joe A. Hairston, Superintendent of Schools, and the following staff members were present: Dr. Renee A. Foose, Deputy Superintendent; Ms. Michele O. Prumo, Chief of Staff; Dr. Roger L. Plunkett, Assistant Superintendent, Curriculum and Instruction; Ms. Karen Blannard, Assistant Superintendent, Elementary Schools; Ms. Patricia Lawton, Assistant Superintendent, Elementary Schools; Ms. Verletta White, Assistant Superintendent, Elementary Schools; Dr. Edward Newsome, Jr., Assistant Superintendent, Middle Schools; Ms. Barbara Walker, Assistant Superintendent, High Schools; Dr. Donald Peccia, Assistant Superintendent, Human Resources; Edward J. Novak, Esquire, Governmental and External Affairs Manager; Andrew W. Nussbaum, Esquire, Counsel to the Board of Education; and Ms. Brenda Stiffler, Administrative Assistant to the Board.

Mr. McNaney exited the room at 5:36 p.m.

Dr. Peccia provided Board members with an update on negotiations with various collective bargaining units.

On motion of Mr. Janssen, seconded by Mr. Uhlfelder, the Board adjourned its closed session at 6:01 p.m.
OPEN SESSION MINUTES

The Board of Education of Baltimore County, Maryland, reconvened in open session at 6:37 p.m. at Greenwood. President Lawrence E. Schmidt, Esquire, and the following Board members were present: Mr. Michael H. Bowler, Cornelia Bright Gordon, Esquire, Mr. James E. Coleman, Mr. Michael J. Collins, Mr. Rodger C. Janssen, Ms. Ramona N. Johnson, Mr. George J. Moniodis, Ms. Valerie A. Roddy, Mr. David Uhlfelder, and Mr. Logan McNaney. In addition, Dr. Joe A. Hairston, Superintendent of Schools, and staff members were present.

PLEDGE OF ALLEGIANCE

The open session commenced with the Pledge of Allegiance to the Flag, which was led by Mr. Miles Parks and Mr. Julian Robinson, Boys Scout Troop 846, followed by a period of silent meditation for those who have served education in the Baltimore County Public Schools.

Under item VIII, New Business, Dr. Hairston pulled “Consideration of Action Taken in Closed Session” for tonight’s agenda.

Hearing no additions or corrections to the Open and Closed Meeting Minutes of November 22, 2011, Mr. Schmidt declared the minutes approved as presented on the Web site.

Mr. Schmidt informed the audience of the sessions in which Board members had participated earlier in the afternoon.

SELECTION OF SPEAKERS

After collecting completed sign-up cards, Mr. Schmidt announced the names of persons who would be speaking during the public comment portion of the meeting as well as the order in which the persons would be called.

Mr. Schmidt stated that public comment is one of the opportunities provided to hear the views and receive the advice of community members. The members of the Board appreciate hearing from interested citizens and will take their comments into consideration, even though it is not the Board’s practice to take action at this time on issues which are raised. When appropriate, the Board will refer concerns to the superintendent for follow-up by his staff.

While the Board encourages public input on policy, programs, and practices within the purview of this Board and this school system, this is not the proper avenue to address specific student or employee matters, or to comment on matters that do not relate to public education in Baltimore County. The Board encourages everyone to utilize existing avenues of redress for complaints. Inappropriate personal remarks or other behavior that disrupts or interferes with the conduct of this meeting are out of order.
Mr. Schmidt also asked speakers to observe the timer, which lets the speaker know when time is up. He asked speakers to conclude their remarks when they see his/her time is up.

Mr. Schmidt acknowledged Mr. Thomas W. Bosley, Greenwood’s Building Supervisor, for receiving the 2011 MVP award from the Department of Physical Facilities, Office of Operation.

**ADVISORY AND STAKEHOLDER COMMENTS**

Ms. Abby Beytin, President of the Teachers Association of Baltimore County, appreciated the change to allow speakers at the Board’s work session. She stated that TABCO and the school system can accomplish more by working on the challenging issues together. Ms. Beytin announced that TABCO/EPSBC would be hosting its annual legislative breakfast on January 7, 2012, at 9:00 a.m.

Ms. Nancy Ostrow, President of the PTA Council of Baltimore County, thanked the Board for revising Policy 8315 that provides the opportunity for public and stakeholder comment at Board work sessions. She stated that the Council will continue to encourage local PTAs to attend and present their comments at the Board’s public hearing on the proposed FY13 operating budget on January 17, 2012, at Ridge Ruxton School. Ms. Ostrow announced its general membership meeting would be held on Thursday, January 26, 2012, at Loch Raven High School beginning at 7:30 p.m.

Ms. Beverly Coleman, Chair of the Southwest Area Education Advisory Council, reported on its November 16, 2011, meeting with Baltimore County elected officials. A wide-range of information was shared on No Child Left Behind including the elementary and middle schools that did not meet the Annual Measurable Objective (AMO) in various subgroups. Ms. Coleman announced that the Council’s next meeting would be held on January 18, 2012, at Johnnycake Elementary School.

**GENERAL PUBLIC COMMENT**

No one from the public signed up to speak at tonight’s meeting.

**WORK SESSION REPORTS**

The Board received the following reports:

A. **Update on the Superintendent Search** – Mr. Schmidt reported that the Board met with Hazard, Young, Attea & Associates to begin the four-phase process to identify the best individual from a national pool of candidates to lead Baltimore
WORK SESSION REPORTS (cont)

County Public Schools (BCPS) effective July 1, 2012. An online survey was launched on the school system’s Web site yesterday for anyone wishing to provide input into the selection process. Stakeholder groups and community forums are also being scheduled so that the Board can receive input relative to the criteria and profile the community is looking for in a new superintendent.

B. Report on the Proposed FY 2013 County Capital Budget – Ms. Barbara Burnopp, Chief Financial Officer, summarized the county capital funding request. She stated that the Board is scheduled to approve the capital budget at its January 10, 2012 meeting. This is the first reading.

The goal of this budget request is to match the available state funding and to request additional revenues to be funded by the county. She noted that as of December 13, the school system would receive $22,906,000 for state projects. BCPS does not have the authority to tax or bond; money must come from the funding authorities. Ms. Burnopp stated that this is a non-bonding year and that the county could rely only on redirected money and one-time funds. This request shifts dollars to cover the county’s portion of the state’s recommended projects. Ms. Burnopp stated that this budget request includes no stand-alone air conditioning projects. It includes air conditioning for the projects that have it within the scope of the project.

Ms. Roddy asked whether the school system could consider air conditioning all schools similar to the approach taken in Anne Arundel County Public Schools. Mr. Michael Sines, Executive Director of Physical Facilities, stated that BCPS was extremely fortunate to add air conditioning to ten schools last year. Mr. Sines stated that the schools do not have electrical power for window air conditioners; there is an air exchange issue that would create a toxic air environment. The school system is examining each school to determine what is in place and what can be done. Mr. Sines stated that even if window air conditioners were viable, there is no money in the budget that would this expense.

Ms. Roddy asked whether other counties use window air conditioners and, if so, how did those counties overcome the issues. Mr. Sines responded there are three platforms: window units, dx units, and central systems. The schools that were studied showed that it would cost approximately $1 million to put in window units. A central system, with the infrastructure in place, would cost $1.5 million. The life cycle cost analysis of window units would cost more in a 15-year period than a central system. Mr. Sines stated that BCPS has provided air conditioning
REMARKS (cont)

to over one million square feet of space in the past seven years. There are 6.2
million square feet of the 15.5 million square feet that remains without the use of
air conditioning. Mr. Sines noted that the school system has major critical
problems with its facilities and to redirect available limited resources would place
the school system in crisis far worse than 12 years ago.

Mr. Janssen asked whether the school system was looking at other infrastructur e
issues such as the Parkville Middle School boiler. Mr. Sines responded that
multiple tier assessments are done of every school every year. The Department of
Physical Facilities-Maintenance identifies critical infrastructure concerns and
reports failures of any major components in a school building. Mr. Janssen
request a facilities assessment report for an upcoming work session.

Mr. Schmidt asked whether any changes or solutions are being considered for
Pikesville High School. There is a budget request for $1,573,000 for windows
and exterior door replacement at Pikesville High School. Mr. Sines responded
that Pikesville High School is one of 10 to 12 high schools where feasibility
studies were conducted. If the economy had not plummeted, the school system
would have been in a position to move forward with these schools. Once the
feasibilities studies were conducted and received, it remains the school system’s
intent to assess the condition of the building and place the school on the capital
improvement program as needs are identified. Mr. Sines stated that, at this point,
the school system is not far enough in the funding process for Pikesville High
School. Staff will visit Pikesville High to determine what is taking place in the
HVAC system.

C. Comprehensive Report on Middle Schools – Dr. Edward Newsome, Jr.,
Assistant Superintendent for Middle Schools, provided an in-depth report on
middle schools. He stated that there are four essential questions that drive the
work in the middle schools. They are: what should children know and be able to
do; how will we know when they know it; what will we do if they already know
it; and what will we do when they do not know it. The report provided the
following insights:

- All middle schools have a comprehensive curriculum such as reading/
  language arts, mathematics, social studies, science, STEM, world languages,
  and fine arts.
- Middle school enrollment has decreased from 25,658 in 2001-2002 to 22,460
  in 2011-2012.
- Free and reduced-price meals (FARMS) enrollment as increased over 15% since 2003.
• MSA performance in reading has increased over 20% and mathematics over 30% since 2003.
• Algebra I High School Assessment (HSA) pass rate is 84.8%.
• Principals continue to focus on student achievement using available data to support the goals outlined in the phase planning charts and the Blueprint for Progress.

Ms. Catherine Walrod, principal at Hereford Middle School, and Mr. Michael Thorne, principal at Catonsville Middle School, shared with Board members each school’s best practices, new programs, and benefits of the middle school cohort model.

Mr. Schmidt asked what the biggest challenge faced by middle school principals are. Ms. Walrod responded the biggest challenge is reaching struggling subgroups. Mr. Schmidt asked what is in place to address that challenge. Ms. Walrod responded that middle schools conduct student analyses, offer support systems, monitoring courses, focus on specific student needs, and conduct after-school tutoring.

Mr. Schmidt asked how disciplinary issues are addressed in middle schools. Dr. Newsome responded that principals follow COMAR. Two conditions must be met for a student to be suspended: the behavior has to be detrimental to the school, and disruption to the school. Dr. Newsome noted that suspensions at the middle school level have decreased by over 200 students. Interventions, such as PBIS, are put in place to address behavior issues. Ms. Karen Barnes, principal of Southwest Academy, stated that student achievement improvement has increased at Southwest Academy due to an early intervention approach. Meetings are held with parents to show the connection between academics and behavior. Partnerships are formed with parents to discuss the potential and future of their child.

Mr. Janssen stated that, while he was glad to hear that suspensions have been reduced, he does not want students in the classroom to disrupt other students. He wants every child to have a safe learning environment.

Mr. Janssen asked whether all 27 middle schools are able to vertically team with their respective elementary and high school. Ms. Walrod responded that Hereford Middle School recently had a vertical team meeting with the feeder schools to discuss topics such as alignment with what is being taught in the classroom. Dr. Newsome stated that, at monthly principal meetings, principals are vertically teamed to their respective feeder schools and discuss topics such as systemic data and the trajectory for college workforce readiness.
Mr. Janssen asked about the status of those middle schools in restructuring. Ms. Barnes responded that Southwest Academy has seen an increase over the last three years in all subgroups from 19 to 32 points in reading and math. The increase can be attributed to new faculty and staff, central office support, and team building. Ms. Barnes also discussed the increase in course offerings of world languages and algebra I. Mr. Janssen requested data disaggregated by middle schools under restructuring. Mr. Janssen also requested data relative to gifted and talented students in middle schools.

Mr. Janssen asked whether the school system has data that indicates the success of the Crossroads Center. Ms. Deborah Magness, principal of Cockeysville Middle School, responded that there are students who struggle with being successful in a comprehensive middle school. She stated that the necessary programs available at Crossroads Center help students become successful. Ms. Magness also stated that supports are available when the student returns to the comprehensive middle school. Mr. Dale Rauenzahn, Executive Director of Student Support Services, stated that students who attend the Crossroads Center are selected because of certain behaviors and academic deficiencies. These students are making between 1.4 and 1.8 growth in reading and math during the 180-day period. Mr. Rauenzahn stated that the Crossroads Center has been a successful program enrolling 210-215 students this year. Mr. Janssen asked whether there was a large recidivism issue with the students returning to their comprehensive school from the Crossroads Center. Mr. Rauenzahn responded not at this point. The school is open for continuation; some students have been in the program for two years. He explained that decisions are made by the parent/guardian and staff to keep a student at the center for an additional 90 or 180 days. Mr. Rauenzahn stated that the goal is for the student to be successful in high school.

Ms. Johnson asked the principals what was the one thing they could change within the next ten years. The principals responded that technology is an integral part for teachers and students.

Ms. Johnson requested disaggregated data by individual middle school (i.e. MSA achievement data, MSA reading and math performance). Dr. Hairston stated that the Board would receive the annual Report on Results with all the disaggregated data following the winter break.

Ms. Bright Gordon asked the principals whether teachers were under a great burden of reporting data. Ms. Walrod responded that she believes it easier this year with the use of EdLine. Ms. Walrod stated that data has been more
streamlined; however, all teachers are overworked. Mr. Thorne stated that the system is working smarter and less hard. Data is being inputted into the appropriate systems such as Cognos and eASI. Ms. Magness stated each principal is creative in their own schools to provide the needed support. Data is more accessible, faster, and disaggregated to the appropriate level. Ms. Sandra Reid, principal of Pine Grove Middle School, stated the schools are ensuring that teachers have common planning time and are working together to promote a unified instructional program.

Ms. Bright Gordon asked why only two middle schools offer the high school space science course. Dr. John Quinn, Executive Director of Science, Technology, Engineering, and Mathematics (STEM), responded that these middle schools are magnet schools that feature magnet programs to attract students who are looking at accelerated pathways. Ms. Bright Gordon asked how students not in a magnet school can be challenged in science. Dr. Quinn responded that students can be challenged in many ways and this is one way. Dr. Quinn stated that existing Grade 8 science courses at the middle school level are challenging. Ms. Magness stated that the Office of Science recently implemented an environmental science program into the 8th grade, which prepares students for any high school placement.

Ms. Johnson asked for a summary of the algebra I data. Ms. Elizabeth “Grace” Chesney, Executive Director of Research, Accountability, and Assessment, (DRAA), responded that staff is working on a report that would be provided to the Board in late February about enrollment in all math courses over the past two years. Ms. Johnson asked whether algebra I was required in middle school with Ms. Chesney responding it is not required at the middle school level. Students are required to earn one credit in algebra I in order to graduate.

Ms. Johnson asked the principals how feedback is received relative to student performance once a student enters high school. Ms. Walrod responded that principals receive reports and conduct vertical articulation throughout the year to ensure student success. Ms. Johnson asked how the feedback is incorporated into curriculum and instruction. Ms. Walrod responded that the data will indicate whether to continue on the current path or address and correct weaknesses in a given area. Ms. Nicole Norris, principal of Lansdowne Middle School, stated that she is working with the principal at Lansdowne High, looking systemically and vertically at the commonalities and recommendations for all three levels.
REPORTS (cont)

Mr. Coleman asked whether the suspension record follows a student to the next school. Mr. Rauenzahn responded that suspensions and expulsions are student records and part of a students’ file. However, suspensions or expulsions do not appear on the student’s transcript or documentation.

INFORMATION

The Board received the following information:

A. Financial Report for months ending October 31, 2010 and 2011
B. Minority and Small Business Enterprises – 2010 Annual Report
C. 2011 Bridge to Excellence Master Plan Update

ANNOUNCEMENTS

Mr. Schmidt made the following announcements:

- Schools and offices will be closed on Monday, December 26, 2011 through Monday, January 2, 2012. Schools and offices will reopen on Tuesday, January 3, 2012.

- The Southeast Area Education Advisory Council will hold its next meeting on Monday, January 9, 2012, at Bear Creek Elementary School beginning at 7:00 p.m.

- The Board of Education of Baltimore County will hold its next meeting on Tuesday, January 10, 2012, at Greenwood. The meeting will begin with an open session at approximately 5:00 p.m. The Board will then adjourn to meet in closed session. The open session will reconvene at approximately 7:00 p.m. The public is welcome to attend all open sessions.

- On Tuesday, January 17, 2012, the Baltimore County Board of Education will meet for a public hearing to seek the community’s input on the operating budget for FY 2013. The meeting will take place at Ridge Ruxton School at 7:00 p.m. Sign-up for the public to comment will begin at 6:00 p.m. at Ridge Ruxton School on the day of the hearing. Snow date for the public hearing is Wednesday, January 18, 2012.
ADJOURNMENT

Since there was no further business, the Board adjourned its work session at 8:28 p.m.

Respectfully submitted,

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Joe A. Hairston
Secretary-Treasurer

/bls
The Board of Education of Baltimore County met in closed session at 5:15 p.m. at Greenwood. President Lawrence E. Schmidt, Esquire, and the following Board members were present: Cornelia Bright Gordon, Esquire, Mr. James E. Coleman, Mr. Michael J. Collins, Mr. Rodger C. Janssen, Ms. Ramona N. Johnson, Mr. George J. Moniodis, Mr. H. Edward Parker, Ms. Valerie A. Roddy, and Mr. Logan McNaney. In addition, Dr. Joe A. Hairston, Superintendent of Schools, and staff members were present.

Mr. Schmidt reminded Board members of community functions and Board of Education events scheduled in January and February.

Board member, Mr. Michael H. Bowler, entered the room at 5:17 p.m.

Pursuant to the Annotated Code of Maryland, State Government Articles, §§10-508(a)(1), (a)(7), and (a)(9) and upon motion of Mr. Janssen, seconded by Mr. Parker, the Board commenced its closed session at 5:18 p.m.

CLOSED SESSION MINUTES

The Board of Education of Baltimore County, Maryland, met in closed session at 5:18 p.m. at Greenwood. President Lawrence E. Schmidt, Esquire, and the following Board members were present: Mr. Michael H. Bowler, Cornelia Bright Gordon, Esquire, Mr. James E. Coleman, Mr. Michael J. Collins, Mr. Rodger C. Janssen, Ms. Ramona N. Johnson, Mr. George J. Moniodis, Mr. H. Edward Parker, Ms. Valerie A. Roddy, and Mr. Logan McNaney. In addition, Dr. Joe A. Hairston, Superintendent of Schools, and the following staff members were present: Dr. Renee A. Foose, Deputy Superintendent; Ms. Michele O. Prumo, Chief of Staff; Dr. Roger L. Plunkett, Assistant Superintendent, Curriculum and Instruction; Ms. Karen Blannard, Assistant Superintendent, Elementary Schools; Ms. Patricia Lawton, Assistant Superintendent, Elementary Schools; Ms. Verletta White, Assistant Superintendent, Elementary Schools; Dr. Edward Newsome, Jr., Assistant Superintendent, Middle Schools; Ms. Abbey Campbell, Assistant to the Assistant Superintendent, High Schools; Dr. Donald A. Peccia, Assistant Superintendent, Human Resources; Mr. George M. Duque, Staff Relations Manager; Margaret-Ann F. Howie, Esquire, General Counsel; Andrew W. Nussbaum, Esquire, Counsel to the Board of Education; and Ms. Brenda Stiffler, Administrative Assistant to the Board.

Mr. McNaney exited the room at 5:18 p.m.

Mr. Duque provided Board members with an update on negotiations with various collective bargaining units.

Mr. McNaney re-entered the room at 6:19 p.m.
CLOSED SESSION MINUTES (cont)

Dr. Peccia reviewed with Board members personnel matters to be considered on the evening’s agenda.

Ms. Howie provided legal advice to the Board regarding the charter school agreement.

On motion of Mr. Janssen, seconded by Mr. Moniodis, the Board adjourned its closed session at 6:31 p.m. for a brief dinner.

OPEN SESSION MINUTES

The Board of Education of Baltimore County, Maryland, reconvened in open session at 7:09 p.m. at Greenwood. President Lawrence E. Schmidt, Esquire, and the following Board members were present: Mr. Michael H. Bowler, Cornelia Bright Gordon, Esquire, Mr. James E. Coleman, Mr. Michael J. Collins, Mr. Rodger C. Janssen, Ms. Ramona N. Johnson, Mr. George J. Moniodis, Mr. H. Edward Parker, Ms. Valerie A. Roddy, and Mr. Logan McNaney. In addition, Dr. Joe A. Hairston, Superintendent of Schools, and staff members were present.

PLEDGE OF ALLEGIANCE

The open session commenced with the Pledge of Allegiance to the Flag, which was led by Miss Olivia Keithley, a student at Hereford High School, followed by a period of silent meditation for those who have served education in the Baltimore County Public Schools.

Hearing no additions or corrections to the Open and Closed Minutes of December 6, 2011, Mr. Schmidt declared the minutes approved as presented on the Web site.

Mr. Schmidt informed the audience of the sessions in which Board members had participated earlier in the afternoon.

SELECTION OF SPEAKERS

After collecting completed sign-up cards, Mr. Schmidt announced the names of persons who would be speaking during the public comment portion of the meeting as well as the order in which the persons would be called.

Mr. Schmidt stated that public comment is one of the opportunities provided to hear the views and receive the advice of community members. The members of the Board appreciate hearing from interested citizens and will take their comments into consideration, even though it is not the Board’s practice to take action at this time on issues which are raised. When appropriate, the Board will refer concerns to the superintendent for follow-up by his staff.
While the Board encourages public input on policy, programs, and practices within the purview of this Board and this school system, this is not the proper avenue to address specific student or employee matters, or to comment on matters that do not relate to public education in Baltimore County. The Board encourages everyone to utilize existing avenues of redress for complaints. Inappropriate personal remarks or other behavior that disrupts or interferes with the conduct of this meeting are out of order.

Mr. Schmidt also asked speakers to observe the timer, which lets the speaker know when time is up. He asked speakers to conclude their remarks when they see his/her time is up.

ADVISORY AND STAKEHOLDER COMMENTS

Miss Olivia Keithley, Baltimore County Student Council President and member of the Superintendent’s Student Council Advisory Group, reported on its general assembly meeting of December 14, 2011, where students participated in various activities including the role of the guidance department. On January 4, the Student Advisory Board held its reunion. Alumni discussed how BCPS helped them become successful in college or in the work force.

Mr. John Redmond, Vice President of the Teachers Association of Baltimore County, thanked the Board for attending the Association’s legislative breakfast on January 7, 2012. He asked the Board to use the information from the breakfast to form future policies.

P. J. Shafer, Esquire, Chair of the Special Education Citizens Advisory Committee (SECAC), reported on its January meeting about the common core state curriculum. He announced that Ms. Elisa Hartman was elected as the new vice chair of SECAC. Mr. Shafer stated that the Committee welcomes the opportunity to participate in the superintendent search process. He also invited the Board to attend its March 12, 2012, meeting.

Ms. Nancy Ostrow, President of the PTA Council of Baltimore County, reported on the Council’s recent and upcoming activities. She stated that the Council will continue to encourage all local PTAs to attend the public hearing on the proposed FY2013 operating budget scheduled for January 17, 2012, at Ridge Ruxton School. Ms. Ostrow stated that the Council awaits the upcoming public forums and stakeholder sessions with Hazard, Young, Attea, & Associates. She announced that the Council’s next general meeting will be held on January 26, 2012, at Loch Raven High school.

Ms. Jessica Paffenbarger, Chair of the Citizens Advisory Committee for Gifted and Talented (G/T) Education, stated that one of the goals of the G/T program is to “provide staff development for all personnel who work with students in gifted and Talented Education programs including administrators, teachers, and school counselors.” Ms. Paffenbarger encouraged the school system to provide additional G/T training for educators.
ADVISORY AND STAKEHOLDER COMMENTS (cont)

Ms. Jasmine Shriver, Coordinator of the Area Education Advisory Councils, announced that the joint council meeting for January 26, 2012, has been cancelled. She stated that the councils are scheduled to meet with the search firm and will provide input regarding the characteristics of a new superintendent. Ms. Shriver stated that the public may not be fully aware that it can speak at the Board’s work session. Though no one from the public signed up to speak at the last work session, she stated that it is important for the public to have the opportunity to speak at work sessions.

GENERAL PUBLIC COMMENT

Dr. Bash Pharoan stated that discrimination is a “disease.” He noted that in the December 6 minutes that the words “COMAR holidays” were placed in quotation marks. Dr. Pharoan stated that he only asks for equality. He asked the Board to limit the school calendar to “COMAR holidays” unless the Board chooses to recognize the Islamic holidays.

Ms. Beverly Hammer thanked the Board for the planning and additional funds for Stoneleigh Elementary School.

Ms. Mary Ellen Pease urged the Board to attend a local screening of the film, Race To Nowhere, on Thursday, January 12, 2012, at 7:00 p.m. at the McDonough School, Horn Theatre in Owings Mills.

Miss June Keating, a fifth grade student at Stoneleigh Elementary School, stated that the school should be solar powered. She stated that having solar power would save money and electricity. Miss Keating asked the Board to consider reusable trays in the cafeteria and allow students to grow and maintain a roof garden. She asked that the contractors not release chemicals on the ground during the renovation.

SUPERINTENDENT’S REPORT

Dr. Hairston announced that – for the eighth consecutive year – the Baltimore County Public Schools’ Department of Fiscal Services has been awarded the Meritorious Budget Award from the Association of School Business Officials International. This award, for the preparation and issuance of our FY 2012 document, is designed to help school systems build a solid foundation in the skills of developing, analyzing, and presenting a budget.
SUPERINTENDENT’S REPORT (cont)

The Department of Fiscal Services has also – again for the eighth consecutive year – been awarded the Distinguished Budget Presentation Award from the Government Finance Officers Association of the United States and Canada. This award, for our FY 2012 budget document, reflects the commitment of our staff to meeting the highest principles of governmental budgeting, and their pioneering efforts to improve the quality of budgeting and provide an excellent example for other governments throughout North America. Dr. Hairston congratulated Ms. Barbara Burnopp, Chief Financial Officers, and Mr. George Sarris, Director of Budget and Reporting, and the entire Fiscal Services team for their excellence, and to all who work to support success in our schools.

PRESIDENT’S REPORT

Mr. Schmidt stated that the Board is continually questioned about many areas of our educational system. These questions come from public testimony, direct inquiries to Board members, public hearings on capital and operating budgets, and area advisory councils. Some are specific to individual schools, while others involve the entire system. Mr. Schmidt reported on the following topics:

Issue: Superintendent’s Search

As the public is aware, the Board has initiated its search for a new superintendent for Baltimore County Public Schools. A very important early step in this process is to identify the characteristics of a new superintendent. The Board appreciates the public’s willingness to assist us with this task and has scheduled community forums and meetings so that stakeholder groups, advisory councils, deans of higher education, business partnerships, and associations may meet with a representative from Hazard, Young, Attea & Associates during the week of January 16, 2012. Hazard, Young, Attea & Associates will present their findings to the Board and public at the February 7, 2012, Board meeting. To date, over 1,300 survey responses have been received. The Board hopes that individuals will continue to complete the online survey, which is on the school system’s website, by January 27, 2012 (http://www.bcps.org/supsearch.htm). The Board sincerely appreciates Dr. Hairston and his continued support and dedication to Baltimore County. The Board has expressed to the superintendent its desire to maintain the current organization to ensure a smooth, stable, and seamless transition.

Earlier today, the County Executive announced the county’s legislative initiatives for the upcoming session. The Board is pleased to explore new initiatives as long as they are in the best interest of the students of Baltimore County.
OLD BUSINESS

Board of Education Policies

The Board Policy Committee, represented by Mr. Coleman, recommended approval of eleven policies. This is the third reading.

On motion of Ms. Roddy, seconded by Mr. Parker, the Board approved the following proposed policies:

- Proposed Changes to Policy 3150 – NON-INSTRUCTIONAL SERVICES: Risk Management-Board Insurance Program
- Proposed Changes to Policy 3220 (renumbered to Policy 3620) – NON-INSTRUCTIONAL SERVICES: Purchasing Services-Inventories
- Proposed Changes to Policy 3310 – NON-INSTRUCTIONAL SERVICES: Food Services-Food and Nutrition Services
- Proposed Changes to Policy 3330 – NON-INSTRUCTIONAL SERVICES: Food Services-Food Service Finance
- Proposed Changes to Policy 3510 – NON-INSTRUCTIONAL SERVICES: Physical Plant Services-Operations
- Proposed Deletion of Policy 3530.1 – NON-INSTRUCTIONAL SERVICES: Fiscal Services-Reward Program/School-Related Crimes
- Proposed Deletion of Policy 3610 – NON-INSTRUCTIONAL SERVICES: Fees, Gifts and Property Disposition-Tuition Fees

Proposed FY2013 State and County Capital Budget

On motion of Mr. Parker, seconded by Mr. Coleman, the Board approved the FY2013 State and County Capital Budget state request of $22,906,000 and county request of $15,488,000 as presented in exhibit I (favor-10). Mr. McNaney did not vote on this item.

PERSONNEL MATTERS

On motion of Mr. Janssen, seconded by Ms. Roddy, the Board approved the personnel matters as presented on exhibits J, K, L, M, and N (Copies of the exhibits are attached to the formal minutes). Ms. Bright Gordon opposed exhibit M.
BUILDING AND CONTRACT AWARDS

The Building and Contracts Committee, represented by Mr. Parker, recommended approval of items 1-25 (exhibit O).

The Board approved these recommendations.

1. Contract Modification: Field Trip Transportation Services
2. Contract Modification: Supplemental Education Services
3. Art Supplies
4. Cohort – Elementary Mathematics, Cohort V
5. Cohort – Instructional Leadership for Changing Populations Ph.D., Cohort III
6. Cohort – Kinesiology for Physical Education Teachers, Master of Science
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8. Cohort – Science, Technology, Engineering, and Mathematics Master of Arts – K-8, Cohort II
9. Custodial Restroom products
10. Economic and Residential Development Forecast for Baltimore County
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12. Ethernet Switches and Local Area network (LAN) Equipment
13. Floor Tile
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15. Textbooks – Summer School
16. Textbooks – Summer School – Reading
17. Water Facility Inspection and Design Services
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19. Youth and Employment Training Program
21. Replacement of Sidewalk and Multi-use Court – Edmonson Heights Elementary School
22. Roof Replacement – Franklin Middle School
23. Verizon-MD – George Washington Carver Center for Arts & Technology School Replacement
24. Replacement of Sidewalks – Grange Elementary School
25. Roof Replacement – Middle River Middle School
REPORTS

The Board received the following reports:

A. Superintendent’s Proposed Operating Budget, Fiscal Year 2013 – Dr. Hairston presented to the Board, for its consideration, the Proposed Operating Budget for Fiscal Year 2013. He explained that the request reflects a slight increase in state funding based on increased enrollment and the inflation index and continued Baltimore County funding at the Maintenance of Effort (MOE) level. He noted that the priority was to preserve core programs and services, as outlined in the Blueprint for Progress. These core programs and services include:

- Quality of instruction
- Quality employees
  - No furloughs or layoffs
  - Step increments for eligible employees
  - Competitive employee benefits for eligible employees
- Student achievement
  - Continuation of an aggressive maintenance program
  - Continuation of full transportation programs
- Start-up costs are provided for the additions to Hampton and Stoneleigh Elementary School

Dr. Hairston also noted that, in light of revenue considerations and limitations, including no new programs, the general fund budget proposal will require increased resources of $19.6 million over the FY12 operating budget. This request is primarily driven by increased projected enrollment of an additional 1,570 students and providing continuity for the employees who serve them. Strict measures are necessary to offset increased salary and benefits costs, the loss of federal stimulus revenues, and compliance with state and federal mandates.

Adjustments to the proposed budget include:

- Reducing the combined operating and capital budget by 2.7% over the current fiscal year due to reduced capital and grant funding;
- Reducing administrative, central office, and non-classroom-based positions by 46.0 FTE, for a total reduction of $6.1 million;
- Adding 123.8 FTE teaching positions due to projected increases in student enrollment.
- Maintaining school budget at current levels, with some adjustments due to enrollment changes;
REPORTS (cont)

- Expanding gradebook, communications, and web site software for increased communication with parents in all schools;
- Expanding wireless Internet access to serve additional classrooms;
- Start-up costs for the additions to Hampton and Stoneleigh Elementary Schools.

Dr. Hairston announced that the proposed budget would be the topic of a special public hearing on Tuesday, January 17, 2012, at Ridge Ruxton School, and a Board work session at the school system’s headquarters on Tuesday, January 24, 2012. He noted that the entire operating budget plan and the PowerPoint™ would be available on the BCPS Web site at www.bcps.org.

INFORMATION

The Board received the following as information:

A. Revised Superintendent’s Rule 3150 – NON-INSTRUCTIONAL SERVICES: Risk Management-Board Insurance
B. Revised Superintendent’s Rule 3220 (renumbered to Rule 3620) – NON-INSTRUCTIONAL SERVICES: Purchasing Services- Inventories
C. Revised Superintendent’s Rule 3310 – NON-INSTRUCTIONAL SERVICES: Food Services-Purpose
D. Revised Superintendent’s Rule 3330 – NON-INSTRUCTIONAL SERVICES: Food Services-Finance
E. Deletion of Superintendent’s Rule 3610 – NON-INSTRUCTIONAL SERVICES: Fees, Gifts and Property Disposition-Tuition Fees
F. Revised Superintendent’s Rule 4204 – PERSONNEL: Compensation, Benefits, and Retirement-Workers’ Compensation
G. Deletion of Superintendent’s Rule 4209 – PERSONNEL: Compensation, Benefits, and Retirement-Salary Deduction
H. Revised Superintendent’s Rule 4501 – PERSONNEL: Temporary Employment: Temporary and Part-Time-Summer School Teachers
I. Deletion of Superintendent’s Rule 4504 – PERSONNEL: Temporary Employment: Temporary and Part-Time-Summer School Teachers
INFORMATION (cont)


ANNOUNCEMENTS

Mr. Schmidt made the following announcements:

• Schools and offices will be closed on Monday, January 16, 2012, in observance of Martin Luther King, Jr.’s birthday. Schools and offices will reopen on Tuesday, January 17, 2012.

• The Board of Education of Baltimore County will hold a public hearing to seek the community’s input concerning the proposed fiscal year 2013 operating budget on Tuesday, January 17, 2012, at 7:00 p.m., at Ridge Ruxton School beginning at 7:00 p.m. Sign-up for those members of the public wishing to speak begins at 6:00 p.m. at Ridge Ruxton School on the day of the hearing. Each speaker will be allotted three minutes.

• The Board of Education will hold its next meeting on Tuesday, January 24, 2012, at Greenwood. The meeting will begin with an open session at approximately 5:15 p.m. The Board will then adjourn to meet in closed session. The open session will reconvene at approximately 6:30 p.m. The public is welcome to all open sessions.

ADJOURNMENT

Since there was no further business, the Board adjourned its meeting at 8:17 p.m.

Respectfully submitted,

Joe A. Hairston
Secretary-Treasurer

/bls
The Board of Education of Baltimore County met in closed session at 5:15 p.m. at Greenwood. President Lawrence E. Schmidt, Esquire, and the following Board members were present: Cornelia Bright Gordon, Esquire, Mr. James E. Coleman, Mr. Michael J. Collins, Mr. Rodger C. Janssen, Ms. Ramona N. Johnson, Mr. George J. Moniodis, Mr. H. Edward Parker, Ms. Valerie A. Roddy, and Mr. Logan McNaney. In addition, Dr. Joe A. Hairston, Superintendent of Schools, and staff members were present.

Mr. Schmidt reminded Board members of community functions and Board of Education events scheduled in January and February.

Board member, Mr. Michael H. Bowler, entered the room at 5:17 p.m.

Pursuant to the Annotated Code of Maryland, State Government Articles, §§10-508(a)(1), (a)(7), and (a)(9) and upon motion of Mr. Janssen, seconded by Mr. Parker, the Board commenced its closed session at 5:18 p.m.

The Board of Education of Baltimore County, Maryland, met in closed session at 5:18 p.m. at Greenwood. President Lawrence E. Schmidt, Esquire, and the following Board members were present: Mr. Michael H. Bowler, Cornelia Bright Gordon, Esquire, Mr. James E. Coleman, Mr. Michael J. Collins, Mr. Rodger C. Janssen, Ms. Ramona N. Johnson, Mr. George J. Moniodis, Mr. H. Edward Parker, Ms. Valerie A. Roddy, and Mr. Logan McNaney. In addition, Dr. Joe A. Hairston, Superintendent of Schools, and the following staff members were present: Dr. Renee A. Foose, Deputy Superintendent; Ms. Michele O. Prumo, Chief of Staff; Dr. Roger L. Plunkett, Assistant Superintendent, Curriculum and Instruction; Ms. Karen Blannard, Assistant Superintendent, Elementary Schools; Ms. Patricia Lawton, Assistant Superintendent, Elementary Schools; Ms. Verletta White, Assistant Superintendent, Elementary Schools; Dr. Edward Newsome, Jr., Assistant Superintendent, Middle Schools; Ms. Abbey Campbell, Assistant to the Assistant Superintendent, High Schools; Dr. Donald A. Peccia, Assistant Superintendent, Human Resources; Mr. George M. Duque, Staff Relations Manager; Margaret-Ann F. Howie, Esquire, General Counsel; Andrew W. Nussbaum, Esquire, Counsel to the Board of Education; and Ms. Brenda Stiffler, Administrative Assistant to the Board.

Mr. McNaney exited the room at 5:18 p.m.

Mr. Duque provided Board members with an update on negotiations with various collective bargaining units.

Mr. McNaney re-entered the room at 6:19 p.m.
CLOSED SESSION MINUTES (cont)

Dr. Peccia reviewed with Board members personnel matters to be considered on the evening’s agenda.

Ms. Howie provided legal advice to the Board regarding the charter school agreement.

On motion of Mr. Janssen, seconded by Mr. Moniodis, the Board adjourned its closed session at 6:31 p.m. for a brief dinner.

OPEN SESSION MINUTES

The Board of Education of Baltimore County, Maryland, reconvened in open session at 7:09 p.m. at Greenwood. President Lawrence E. Schmidt, Esquire, and the following Board members were present: Mr. Michael H. Bowler, Cornelia Bright Gordon, Esquire, Mr. James E. Coleman, Mr. Michael J. Collins, Mr. Rodger C. Janssen, Ms. Ramona N. Johnson, Mr. George J. Moniodis, Mr. H. Edward Parker, Ms. Valerie A. Roddy, and Mr. Logan McNaney. In addition, Dr. Joe A. Hairston, Superintendent of Schools, and staff members were present.

PLEDGE OF ALLEGIANCE

The open session commenced with the Pledge of Allegiance to the Flag, which was led by Miss Olivia Keithley, a student at Hereford High School, followed by a period of silent meditation for those who have served education in the Baltimore County Public Schools.

Hearing no additions or corrections to the Open and Closed Minutes of December 6, 2011, Mr. Schmidt declared the minutes approved as presented on the Web site.

Mr. Schmidt informed the audience of the sessions in which Board members had participated earlier in the afternoon.

SELECTION OF SPEAKERS

After collecting completed sign-up cards, Mr. Schmidt announced the names of persons who would be speaking during the public comment portion of the meeting as well as the order in which the persons would be called.

Mr. Schmidt stated that public comment is one of the opportunities provided to hear the views and receive the advice of community members. The members of the Board appreciate hearing from interested citizens and will take their comments into consideration, even though it is not the Board’s practice to take action at this time on issues which are raised. When appropriate, the Board will refer concerns to the superintendent for follow-up by his staff.
While the Board encourages public input on policy, programs, and practices within the purview of this Board and this school system, this is not the proper avenue to address specific student or employee matters, or to comment on matters that do not relate to public education in Baltimore County. The Board encourages everyone to utilize existing avenues of redress for complaints. Inappropriate personal remarks or other behavior that disrupts or interferes with the conduct of this meeting are out of order.

Mr. Schmidt also asked speakers to observe the timer, which lets the speaker know when time is up. He asked speakers to conclude their remarks when they see his/her time is up.

**ADVISORY AND STAKEHOLDER COMMENTS**

Miss Olivia Keithley, Baltimore County Student Council President and member of the Superintendent’s Student Council Advisory Group, reported on its general assembly meeting of December 14, 2011, where students participated in various activities including the role of the guidance department. On January 4, the Student Advisory Board held its reunion. Alumni discussed how BCPS helped them become successful in college or in the work force.

Mr. John Redmond, Vice President of the Teachers Association of Baltimore County, thanked the Board for attending the Association’s legislative breakfast on January 7, 2012. He asked the Board to use the information from the breakfast to form future policies.

P. J. Shafer, Esquire, Chair of the Special Education Citizens Advisory Committee (SECAC), reported on its January meeting about the common core state curriculum. He announced that Ms. Elisa Hartman was elected as the new vice chair of SECAC. Mr. Shafer stated that the Committee welcomes the opportunity to participate in the superintendent search process. He also invited the Board to attend its March 12, 2012, meeting.

Ms. Nancy Ostrow, President of the PTA Council of Baltimore County, reported on the Council’s recent and upcoming activities. She stated that the Council will continue to encourage all local PTAs to attend the public hearing on the proposed FY2013 operating budget scheduled for January 17, 2012, at Ridge Ruxton School. Ms. Ostrow stated that the Council awaits the upcoming public forums and stakeholder sessions with Hazard, Young, Attea, & Associates. She announced that the Council’s next general meeting will be held on January 26, 2012, at Loch Raven High school.

Ms. Jessica Paffenbarger, Chair of the Citizens Advisory Committee for Gifted and Talented (G/T) Education, stated that one of the goals of the G/T program is to “provide staff development for all personnel who work with students in gifted and Talented Education programs including administrators, teachers, and school counselors.” Ms. Paffenbarger encouraged the school system to provide additional G/T training for educators.
ADVISORY AND STAKEHOLDER COMMENTS (cont)

Ms. Jasmine Shriver, Coordinator of the Area Education Advisory Councils, announced that the joint council meeting for January 26, 2012, has been cancelled. She stated that the councils are scheduled to meet with the search firm and will provide input regarding the characteristics of a new superintendent. Ms. Shriver stated that the public may not be fully aware that it can speak at the Board’s work session. Though no one from the public signed up to speak at the last work session, she stated that it is important for the public to have the opportunity to speak at work sessions.

GENERAL PUBLIC COMMENT

Dr. Bash Pharoan stated that discrimination is a “disease.” He noted that in the December 6 minutes that the words “COMAR holidays” were placed in quotation marks. Dr. Pharoan stated that he only asks for equality. He asked the Board to limit the school calendar to “COMAR holidays” unless the Board chooses to recognize the Islamic holidays.

Ms. Beverly Hammer thanked the Board for the planning and additional funds for Stoneleigh Elementary School.

Ms. Mary Ellen Pease urged the Board to attend a local screening of the film, Race To Nowhere, on Thursday, January 12, 2012, at 7:00 p.m. at the McDonough School, Horn Theatre in Owings Mills.

Miss June Keating, a fifth grade student at Stoneleigh Elementary School, stated that the school should be solar powered. She stated that having solar power would save money and electricity. Miss Keating asked the Board to consider reusable trays in the cafeteria and allow students to grow and maintain a roof garden. She asked that the contractors not release chemicals on the ground during the renovation.

SUPERINTENDENT’S REPORT

Dr. Hairston announced that – for the eighth consecutive year – the Baltimore County Public Schools’ Department of Fiscal Services has been awarded the Meritorious Budget Award from the Association of School Business Officials International. This award, for the preparation and issuance of our FY 2012 document, is designed to help school systems build a solid foundation in the skills of developing, analyzing, and presenting a budget.
SUPERINTENDENT’S REPORT (cont)

The Department of Fiscal Services has also – again for the eighth consecutive year – been awarded the Distinguished Budget Presentation Award from the Government Finance Officers Association of the United States and Canada. This award, for our FY 2012 budget document, reflects the commitment of our staff to meeting the highest principles of governmental budgeting, and their pioneering efforts to improve the quality of budgeting and provide an excellent example for other governments throughout North America. Dr. Hairston congratulated Ms. Barbara Burnopp, Chief Financial Officers, and Mr. George Sarris, Director of Budget and Reporting, and the entire Fiscal Services team for their excellence, and to all who work to support success in our schools.

PRESIDENT’S REPORT

Mr. Schmidt stated that the Board is continually questioned about many areas of our educational system. These questions come from public testimony, direct inquiries to Board members, public hearings on capital and operating budgets, and area advisory councils. Some are specific to individual schools, while others involve the entire system. Mr. Schmidt reported on the following topics:

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As the public is aware, the Board has initiated its search for a new superintendent for Baltimore County Public Schools. A very important early step in this process is to identify the characteristics of a new superintendent. The Board appreciates the public’s willingness to assist us with this task and has scheduled community forums and meetings so that stakeholder groups, advisory councils, deans of higher education, business partnerships, and associations may meet with a representative from Hazard, Young, Attea & Associates during the week of January 16, 2012. Hazard, Young, Attea & Associates will present their findings to the Board and public at the February 7, 2012, Board meeting. To date, over 1,300 survey responses have been received. The Board hopes that individuals will continue to complete the online survey, which is on the school system’s website, by January 27, 2012 (http://www.bcps.org/supsearch.htm). The Board sincerely appreciates Dr. Hairston and his continued support and dedication to Baltimore County. The Board has expressed to the superintendent its desire to maintain the current organization to ensure a smooth, stable, and seamless transition.

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OLD BUSINESS

Board of Education Policies

The Board Policy Committee, represented by Mr. Coleman, recommended approval of eleven policies. This is the third reading.

On motion of Ms. Roddy, seconded by Mr. Parker, the Board approved the following proposed policies:

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- Proposed Changes to Policy 3220 (renumbered to Policy 3620) – NON-INSTRUCTIONAL SERVICES: Purchasing Services-Inventories
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PERSONNEL MATTERS

On motion of Mr. Janssen, seconded by Ms. Roddy, the Board approved the personnel matters as presented on exhibits J, K, L, M, and N (Copies of the exhibits are attached to the formal minutes). Ms. Bright Gordon opposed exhibit M.
BUILDING AND CONTRACT AWARDS

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The Board approved these recommendations.

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Dr. Hairston also noted that, in light of revenue considerations and limitations, including no new programs, the general fund budget proposal will require increased resources of $19.6 million over the FY12 operating budget. This request is primarily driven by increased projected enrollment of an additional 1,570 students and providing continuity for the employees who serve them. Strict measures are necessary to offset increased salary and benefits costs, the loss of federal stimulus revenues, and compliance with state and federal mandates.

Adjustments to the proposed budget include:

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Dr. Hairston announced that the proposed budget would be the topic of a special public hearing on Tuesday, January 17, 2012, at Ridge Ruxton School, and a Board work session at the school system’s headquarters on Tuesday, January 24, 2012. He noted that the entire operating budget plan and the PowerPoint™ would be available on the BCPS Web site at www.bcps.org.

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C. Revised Superintendent’s Rule 3310 – NON-INSTRUCTIONAL SERVICES: Food Services-Purpose

D. Revised Superintendent’s Rule 3330 –NON-INSTRUCTIONAL SERVICES: Food Services-Finance

E. Deletion of Superintendent’s Rule 3610 – NON-INSTRUCTIONAL SERVICES: Fees, Gifts and Property Disposition-Tuition Fees

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G. Deletion of Superintendent’s Rule 4209 – PERSONNEL: Compensation, Benefits, and Retirement-Salary Deduction

H. Revised Superintendent’s Rule 4501 – PERSONNEL: Temporary Employment: Temporary and Part-Time-Summer School Teachers

I. Deletion of Superintendent’s Rule 4504 – PERSONNEL: Temporary Employment: Temporary and Part-Time-Summer School Teachers
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ADJOURNMENT

Since there was no further business, the Board adjourned its meeting at 8:17 p.m.

Respectfully submitted,

___________________
Joe A. Hairston
Secretary-Treasurer
/bls
The hearing was called to order by President Lawrence E. Schmidt, Esquire at 7:02 p.m. In addition to President Schmidt, the following Board members were present: Mr. Michael H. Bowler, Mr. Rodger C. Janssen, Mr. George J. Moniodis, Mr. H. Edward Parker, Ms. Valerie A. Roddy, and Mr. David Uhlfelder. In addition, Dr. Joe A. Hairston, Superintendent of Schools, staff members, as well as media, were present.

The following persons offered testimony:

1) **Mr. David Basler, Chief Shop Steward and Trustee, AFSCME Local 434** – Urged the Board to support the proposed FY13 operating budget. Mr. Basler asked the Board to support the funding of salaries as well as appropriate increases in staffing positions to maintain new facilities. He also asked the Board to retain training and continuing adult education (cohort) within the budget. Mr. Basler stated that, as the state seeks to shift state pensions to the county, AFSCME will continue to oppose the shift of this responsibility in support of bus attendants.

2) **Ms. Kathleen Cave, President, Parents and Performing Students (POPS), Hereford High School** – Asked the Board to add $17,000 in the operating budget for digital light in Hereford High School’s auditorium. Ms. Cave presented a petition of over 600 signatures of parents and constituents in support of the new lighting. She stated that renovations are on hold and that students are performing in the dark. Ms. Cave asked the Board to use carry-over funds from the FY12 operating budget, if available, to purchase and install the new lighting.

3) **Mr. Tom Brush, Vice President, Parents and Performing Students (POPS), Hereford High School** – Asked the Board to add funding in the budget to upgrade the lighting system in the school’s auditorium from analog to digital. He stated that if the Board would not approve the addition of funds, the next step would be to reach out to the community for their support on this project.

4) **Mr. Philip Doccolo, Parent, Towson High School** – Asked the Board to support funding of Chinese V and VI at Towson High School. Mr. Doccolo stated that there is a teacher at Towson High School that is willing to teach Chinese V by moving her from 0.7 FTE to 1.0 FTE.
5) Mr. Michael Voelcker, Parent, Towson High School – Asked the Board to fund Chinese V and VI at Towson High School. He stated that the students stepped forward when offered the program and would like it to continue beyond Chinese IV. He stated that this unique situation requires unique attention by the Board.

6) Ms. Mary Anne Doccolo, Parent, Towson High School – Asked the Board to fund Chinese V and VI at Towson High School. She stated her son was involved in a two-month exchange program and was able to advance from Chinese II to Chinese IV. Ms. Doccolo expressed concern that when her son returns from China this year, he will be unable to advance since Chinese V is not available. She stated that the students were promised a six-year program.

7) Ms. Abby Beytin, President, Teachers Association of Baltimore County (TABCO) – Applauded efforts to maintain funding levels for school budgets. She stated that allowing the number of necessary teachers to be hired and keeping class sizes as reasonable as possible is a paramount for the school system’s continuing strength. Ms. Beytin thanked the Superintendent for his willingness to fund step increases, while ensuring that there would be no furloughs and no layoffs of bargaining unit employees. She stated that TABCO is ready to work with the school system to urge the County Executive and County Council to fully fund the FY13 proposed operating budget.

8) Ms. Nancy Ostrow, President, PTA Council of Baltimore County – Expressed concern about the shifting of teacher pension costs from the state to counties. She requested that careful consideration be given to the testimony provided by individuals, PTAs, and other organizations. She stated that PTA Council requests that the school system continue to take the appropriate measure to prevent or minimize the duplication of programs and initiatives and that existing programs are analyzed to ensure that funding currently in place is achieving the goal of increasing student academic performance. Ms. Ostrow stated that the PTA Council would appreciate clear communication as to why certain programs or expenditures cannot be budgeted.

9) Ms. Jessica Paffenbarger, Chairperson, Citizens Advisory Committee for Gifted and Talented Education – Asked the Board to take into consideration the needs of the county’s gifted and talented students. All students deserve access to the same opportunities to reach their maximum potential, which is outlined in the Blueprint for Progress. She stated that challenging curriculum and adequately trained teachers and administrators are critical to fulfill the mission for these high-ability students.

10) Ms. Deborah Schwengel, Parent, Towson High School – Asked the Board to fund Chinese V and VI at Towson High School. She stated that the students are excited about continuing in the program.
11) **Ms. Jean Suda, Parent, Dulaney High School** – Asked the Board to consider reversing the high school student allocation ratio from 20.9 to 19.9. She stated that Dulaney High School would have received 88.32 FTE; a reduction of 9.35 FTE, which could increase class size. Dulaney High School’s PTA is scheduled to vote on this request at its meeting on Friday, January 20, 2012. Ms. Suda stated that, after approval from the PTA, a copy of the graph with the data would be provided to the Board.

12) **Mr. Douglas Dunkle, Teacher, Franklin High School** – Applauded the proposed budget to increase staffing by 123 teachers and that cuts are wide-ranging and removed from the classroom. He encouraged the Board to talk to teachers, principals, and department chairs who implemented the cuts this fiscal year. Nine positions were reduced at Franklin High School for this fiscal year. Mr. Dunkle stated that seniors are allowed to leave school early if they have completed all of the required courses instead of remaining in a parallel enrollment program. This discourages students from continuing studies, and teachers are losing an opportunity to teach the students.

The hearing was concluded at 7:37 p.m.

Respectfully submitted,

___________________

Joe A. Hairston
Secretary-Treasurer

JAH/bls
TO: BOARD OF EDUCATION

FROM: Dr. Joe A. Hairston, Superintendent

SUBJECT: CONSIDERATION OF THE PROPOSED FY 2013 OPERATING BUDGET

ORIGINATOR: Joe A. Hairston, Superintendent

RESOURCE PERSON: Barbara Burnopp, Chief Financial Officer
George Sarris, Director of Budget and Reporting

RECOMMENDATION

That the Board of Education approves the FY 2013 Board Proposed Operating budget.

*****

The superintendent’s proposed FY 2013 budget was introduced to the Board on January 10, 2012. A public hearing was held on January 17, 2012. The Board held a budget work session on January 24, 2012. Once approved, the budget will be forwarded to the county executive by March 1, 2012.

The superintendent’s proposed budget was based on a 1.9% increase of $9.9 million in state funding of Grades K-12 education. Local county revenues are proposed to remain at Maintenance of Effort as prescribed by state law.

On January 19, 2012, preliminary calculations for major state aid programs were released by the Maryland State Department of Education. These preliminary calculations appear to provide additional funding for Baltimore County Public Schools above the initial projections upon which the budget is based; however, these revenues are not assured due to the governor’s proposals on pension funding shifts and increased taxes. Therefore, the proposed budget has not been adjusted.

The total budget for all funds is $1,482,474,142. It includes $727,256,014 in local funding from Baltimore County, $622,403,032 in state funds, $90,459,118 in federal grants and contributions, and $42,355,978 in funds from service charges and other sources.

Attachment I: FY 2013 Revenue Appropriation
FY 2013 Expenditure Appropriation
FY 2013 General Fund Appropriation
## Baltimore County Public Schools
### FY2013 Board Proposed Budget

**Revenue Appropriation**

In accordance with Policy 3112, be it resolved that a budget for Baltimore County Public Schools be requested for Fiscal Year 2013, the following amounts by fund, category, and revenue source.

<table>
<thead>
<tr>
<th>Revenue Appropriation</th>
<th>Original Board Proposed</th>
<th>Board Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>General Fund</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local</td>
<td>669,082,108</td>
<td>675,001,164</td>
</tr>
<tr>
<td>State</td>
<td>504,286,680</td>
<td>546,029,777</td>
</tr>
<tr>
<td>Federal</td>
<td>760,000</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>24,570,250</td>
<td></td>
</tr>
<tr>
<td><strong>Total General Fund Revenue</strong></td>
<td></td>
<td>$1,246,361,191</td>
</tr>
<tr>
<td><strong>Special Revenue Fund</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local</td>
<td></td>
<td>48,428</td>
</tr>
<tr>
<td>State</td>
<td></td>
<td>5,583,072</td>
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<tr>
<td>Federal</td>
<td></td>
<td>65,237,074</td>
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<tr>
<td>Other</td>
<td></td>
<td>3,403,962</td>
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<tr>
<td><strong>Total Special Revenue Fund Revenue</strong></td>
<td></td>
<td>$74,272,536</td>
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<tr>
<td><strong>Debt Service Fund</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local</td>
<td></td>
<td>36,718,422</td>
</tr>
<tr>
<td><strong>Total Debt Service Fund Revenue</strong></td>
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<td>$36,718,422</td>
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<tr>
<td><strong>Enterprise Fund</strong></td>
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<td></td>
</tr>
<tr>
<td>State</td>
<td></td>
<td>762,183</td>
</tr>
<tr>
<td>Federal</td>
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<td>24,462,044</td>
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<tr>
<td>Operating Revenue</td>
<td></td>
<td>14,376,766</td>
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<tr>
<td>Other Non-Operating Revenue</td>
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<tr>
<td><strong>Total Enterprise Fund Revenue</strong></td>
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<td>$39,605,993</td>
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<tr>
<td><strong>Capital Fund</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local</td>
<td>73,237,000</td>
<td>15,488,000</td>
</tr>
<tr>
<td>State</td>
<td>73,391,000</td>
<td>70,028,000</td>
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<tr>
<td><strong>Total Capital Fund Revenue</strong></td>
<td></td>
<td>$85,516,000</td>
</tr>
<tr>
<td><strong>Total of All Sources of Revenue</strong></td>
<td></td>
<td>$1,482,474,142</td>
</tr>
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</table>

### Revenue Summary

<table>
<thead>
<tr>
<th>Revenue Summary</th>
<th>Original Board Proposed</th>
<th>Board Proposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local</td>
<td>727,256,014</td>
<td></td>
</tr>
<tr>
<td>State</td>
<td>622,403,032</td>
<td></td>
</tr>
<tr>
<td>Federal</td>
<td>90,459,118</td>
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<tr>
<td>Other</td>
<td>42,355,978</td>
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<tr>
<td><strong>Total of All Sources of Revenue</strong></td>
<td></td>
<td>$1,319,996,788</td>
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</table>

$1,482,474,142
## Baltimore County Public Schools
### FY2013 Board Proposed Budget

**Expenditure Appropriation**

<table>
<thead>
<tr>
<th></th>
<th>Board Proposed</th>
<th>Superintendent Proposed</th>
<th>Increase/ (Decrease)</th>
</tr>
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<tbody>
<tr>
<td><strong>General Fund</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administration</td>
<td>$37,905,382</td>
<td>$37,905,382</td>
<td>$ -</td>
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<tr>
<td>Mid-Level Administration</td>
<td>87,020,516</td>
<td>87,020,516</td>
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<tr>
<td>Instructional Salaries</td>
<td>458,498,223</td>
<td>458,498,223</td>
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<td>Instructional Textbooks and Supplies</td>
<td>21,232,809</td>
<td>21,232,809</td>
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<td>Other Instructional Costs</td>
<td>7,572,440</td>
<td>7,572,440</td>
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<tr>
<td>Special Education</td>
<td>160,689,914</td>
<td>160,689,914</td>
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<td>Pupil Personnel</td>
<td>8,851,039</td>
<td>8,851,039</td>
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<td>Health Services</td>
<td>14,317,083</td>
<td>14,317,083</td>
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<td>Transportation</td>
<td>58,556,377</td>
<td>58,556,377</td>
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<tr>
<td>Operations</td>
<td>89,510,538</td>
<td>89,510,538</td>
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<tr>
<td>Maintenance</td>
<td>29,479,640</td>
<td>29,479,640</td>
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<td>Fixed Charges</td>
<td>269,596,535</td>
<td>269,596,535</td>
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<td>Capital Outlay</td>
<td>3,130,695</td>
<td>3,130,695</td>
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<td><strong>Total General Fund</strong></td>
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<td>1,246,361,191</td>
<td>$ -</td>
</tr>
<tr>
<td><strong>Special Revenue Fund</strong></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Restricted Programs</td>
<td>74,272,536</td>
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<tr>
<td><strong>Debt Service Fund</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Debt Service</td>
<td>36,718,422</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Enterprise Fund</strong></td>
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<td></td>
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<tr>
<td>Food and Nutrition</td>
<td>39,605,993</td>
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<td><strong>Capital Fund</strong></td>
<td>85,516,000</td>
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<td></td>
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<tr>
<td><strong>Total of All Funds</strong></td>
<td>$1,482,474,142</td>
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### Baltimore County Public Schools FY2012 General Fund Appropriation

<table>
<thead>
<tr>
<th>Source</th>
<th>FY2011 Actual Expenditures ($)</th>
<th>FY2012 Adjusted Budget ($)</th>
<th>FY2013 Board Proposed ($)</th>
<th>Increase/ (Decrease)</th>
<th>Percent Change</th>
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<tbody>
<tr>
<td><strong>Local - Baltimore County</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td></td>
<td>663,144,082</td>
<td>668,495,342</td>
<td>675,001,164</td>
<td>6,505,822</td>
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<tr>
<td><strong>State</strong></td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Foundation Program</td>
<td>313,353,166</td>
<td>330,771,501</td>
<td>337,089,237</td>
<td>6,317,736</td>
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<tr>
<td>Geographic Cost of Education Index</td>
<td>1,594,344</td>
<td>5,372,832</td>
<td>5,475,453</td>
<td>102,621</td>
<td>1.9%</td>
</tr>
<tr>
<td>Innovative Programs</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Formula-Compensatory Ed</td>
<td>96,136,755</td>
<td>112,836,075</td>
<td>114,991,244</td>
<td>2,155,169</td>
<td>1.9%</td>
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<tr>
<td>Out of County Living-State</td>
<td>2,620,789</td>
<td>2,900,000</td>
<td>2,500,000</td>
<td>(400,000)</td>
<td>-13.8%</td>
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<tr>
<td>Limited English Proficiency</td>
<td>11,201,161</td>
<td>11,625,268</td>
<td>11,847,311</td>
<td>222,043</td>
<td>1.9%</td>
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<tr>
<td>Formula-Students w/ Disabilities</td>
<td>28,724,250</td>
<td>29,265,174</td>
<td>29,824,138</td>
<td>558,964</td>
<td>1.9%</td>
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<td>Nonpublic Placements</td>
<td>14,103,506</td>
<td>14,615,476</td>
<td>14,615,476</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Formula-Transportation</td>
<td>24,540,365</td>
<td>27,121,897</td>
<td>27,639,925</td>
<td>518,028</td>
<td>1.9%</td>
</tr>
<tr>
<td>Aging Schools Program</td>
<td>554,016</td>
<td>1,231,993</td>
<td>1,231,993</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Advanced Prof Certif. Stipends</td>
<td>415,500</td>
<td>675,000</td>
<td>675,000</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>National Certification</td>
<td>99,000</td>
<td>140,000</td>
<td>140,000</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total State</strong></td>
<td>493,542,852</td>
<td>536,555,216</td>
<td>546,029,777</td>
<td>9,474,561</td>
<td>1.8%</td>
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<tr>
<td><strong>Federal</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Passthrough Other Agency</td>
<td>166,448</td>
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<td>0</td>
<td>0.0%</td>
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<td>Retiree Drug Subsidy</td>
<td>2,453,655</td>
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<tr>
<td>ROTC Reimbursements</td>
<td>703,250</td>
<td>740,000</td>
<td>780,000</td>
<td>20,000</td>
<td>2.7%</td>
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<tr>
<td>ARRA SFSF - GCEI Grant</td>
<td>3,712,345</td>
<td>-</td>
<td>-</td>
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<tr>
<td>ARRA SFSF - Transportation Grant</td>
<td>2,560,869</td>
<td>-</td>
<td>-</td>
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<tr>
<td>ARRA SFSF - Compensatory Education</td>
<td>6,109,430</td>
<td>-</td>
<td>-</td>
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<td></td>
</tr>
<tr>
<td>ARRA SFSF - Limited English Proficiency</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Education Jobs Fund Bill</td>
<td>15,381,351</td>
<td>3,800,000</td>
<td>(3,800,000)</td>
<td>100.0%</td>
<td>100.0%</td>
</tr>
<tr>
<td><strong>Total Federal</strong></td>
<td>31,087,348</td>
<td>4,540,000</td>
<td>780,000</td>
<td>(3,780,000)</td>
<td>-83.3%</td>
</tr>
<tr>
<td><strong>Other Sources</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition-Nonresident</td>
<td>159,208</td>
<td>130,000</td>
<td>155,000</td>
<td>25,000</td>
<td>19.2%</td>
</tr>
<tr>
<td>Tuition-Summer School</td>
<td>271,516</td>
<td>290,000</td>
<td>277,500</td>
<td>(12,500)</td>
<td>-4.3%</td>
</tr>
<tr>
<td>Tuition-Foster Care Agency</td>
<td>80,782</td>
<td>45,000</td>
<td>80,000</td>
<td>35,000</td>
<td>77.8%</td>
</tr>
<tr>
<td>Tuition-Evening High School</td>
<td>40,463</td>
<td>50,000</td>
<td>40,000</td>
<td>(10,000)</td>
<td>-20.0%</td>
</tr>
<tr>
<td>Universal Svc Fee Discount</td>
<td>1,909,170</td>
<td>1,800,000</td>
<td>2,156,500</td>
<td>356,500</td>
<td>19.8%</td>
</tr>
<tr>
<td>MABE Refund</td>
<td>1,755,368</td>
<td>2,041,000</td>
<td>2,111,000</td>
<td>70,000</td>
<td>3.4%</td>
</tr>
<tr>
<td>Prior Year Fund Balance</td>
<td>16,130,763</td>
<td>9,246,039</td>
<td>16,883,961</td>
<td>6,637,926</td>
<td>74.5%</td>
</tr>
<tr>
<td>Out of County Living - MD LEAs</td>
<td>2,884,321</td>
<td>2,800,000</td>
<td>2,500,000</td>
<td>(300,000)</td>
<td>-10.7%</td>
</tr>
<tr>
<td>Informal Kinship Care - MD LEAs</td>
<td>727,786</td>
<td>650,000</td>
<td>725,000</td>
<td>75,000</td>
<td>11.5%</td>
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<tr>
<td>Escheat Funds</td>
<td>395,250</td>
<td></td>
<td>395,250</td>
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<td></td>
</tr>
<tr>
<td><strong>Total Other Sources</strong></td>
<td>23,959,376</td>
<td>17,152,039</td>
<td>24,570,250</td>
<td>7,418,211</td>
<td>43.2%</td>
</tr>
<tr>
<td><strong>Grand Total of All Sources</strong></td>
<td>$1,211,733,658</td>
<td>$1,226,742,597</td>
<td>$1,246,361,191</td>
<td>$19,618,594</td>
<td>1.6%</td>
</tr>
</tbody>
</table>
## BALTIMORE COUNTY PUBLIC SCHOOLS
### TOWSON, MARYLAND 21204

#### February 7, 2012

### RETIREMENTS

<table>
<thead>
<tr>
<th>NAME</th>
<th>POSITION</th>
<th>SCHOOL/OFFICE</th>
<th>YRS. OF SERVICE</th>
<th>EFFECTIVE DATE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rose Albright</td>
<td>ESOL Teacher</td>
<td>Cedarmere Elementary</td>
<td>13.4</td>
<td>01/01/12</td>
</tr>
<tr>
<td>Michael Andress</td>
<td>Special Ed Teacher</td>
<td>Ridgely Middle</td>
<td>25.6</td>
<td>03/01/12</td>
</tr>
<tr>
<td>Nancy Baumann</td>
<td>Resource Teacher</td>
<td>ESS/Dept of C&amp;I</td>
<td>10.4</td>
<td>01/01/12</td>
</tr>
<tr>
<td>Dana Benicewicz</td>
<td>Admin Secretary III</td>
<td>Greenwood Admin Bldg</td>
<td>30.5</td>
<td>02/01/12</td>
</tr>
<tr>
<td>Mary Berkshire</td>
<td>Home Economics</td>
<td>Dundalk High School</td>
<td>13.0</td>
<td>02/01/12</td>
</tr>
<tr>
<td>Edmund Cardoni</td>
<td>Special Ed Teacher</td>
<td>Overlea High</td>
<td>32.5</td>
<td>02/01/12</td>
</tr>
<tr>
<td>Christopher Cheswick</td>
<td>English Teacher</td>
<td>Holabird Middle</td>
<td>33.5</td>
<td>02/01/12</td>
</tr>
<tr>
<td>Richard Constantineau</td>
<td>Social Studies Teacher</td>
<td>Golden Ring Middle</td>
<td>7.0</td>
<td>07/01/12</td>
</tr>
<tr>
<td>Sandra Cryder</td>
<td>Art Teacher</td>
<td>New Town High</td>
<td>15.0</td>
<td>07/01/12</td>
</tr>
<tr>
<td>Cindy Dennis</td>
<td>Coordinator</td>
<td>STEM</td>
<td>31.7</td>
<td>04/01/12</td>
</tr>
<tr>
<td>Diane Edwards</td>
<td>Spanish Teacher</td>
<td>Catonsville High</td>
<td>20.0</td>
<td>07/01/12</td>
</tr>
<tr>
<td>Laura Egger</td>
<td>Special Ed Teacher</td>
<td>Lansdowne High</td>
<td>30.2</td>
<td>01/01/12</td>
</tr>
<tr>
<td>Susan Fischer</td>
<td>English Teacher</td>
<td>Lansdowne High</td>
<td>16.9</td>
<td>07/01/12</td>
</tr>
<tr>
<td>Brenda Hayasaka</td>
<td>English Teacher</td>
<td>Ridgely Middle</td>
<td>12.3</td>
<td>02/01/12</td>
</tr>
<tr>
<td>Mary Kirchner</td>
<td>Math Teacher</td>
<td>Dulaney High</td>
<td>35.0</td>
<td>07/01/12</td>
</tr>
<tr>
<td>Nancy Lemmon</td>
<td>Classroom Teacher</td>
<td>Seventh District Elementary</td>
<td>38.0</td>
<td>07/01/12</td>
</tr>
<tr>
<td>Donna Meyer</td>
<td>Fiscal Assistant II</td>
<td>Human Resources</td>
<td>28.6</td>
<td>03/01/12</td>
</tr>
<tr>
<td>Marlene Miller</td>
<td>Special Ed Teacher</td>
<td>Owings Mills High</td>
<td>18.7</td>
<td>01/01/12</td>
</tr>
<tr>
<td>NAME</td>
<td>POSITION</td>
<td>SCHOOL/OFFICE</td>
<td>YRS. OF SERVICE</td>
<td>EFFECTIVE DATE</td>
</tr>
<tr>
<td>-------------------</td>
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</tr>
<tr>
<td>Evelyn Molner</td>
<td>Classroom Teacher</td>
<td>Jacksonville Elementary</td>
<td>34.7</td>
<td>07/01/12</td>
</tr>
<tr>
<td>Deborah Offerman</td>
<td>Math Teacher</td>
<td>Dulaney High</td>
<td>36.5</td>
<td>07/01/12</td>
</tr>
<tr>
<td>Cheryl Pasteur</td>
<td>Principal</td>
<td>Randallstown High</td>
<td>23.6</td>
<td>07/01/12</td>
</tr>
<tr>
<td>Linda Quick</td>
<td>Special Ed Teacher</td>
<td>Perry Hall High</td>
<td>26.8</td>
<td>07/01/12</td>
</tr>
<tr>
<td>Wendy Samuels</td>
<td>Phys Ed Teacher</td>
<td>Loch Raven Academy</td>
<td>33.4</td>
<td>01/01/12</td>
</tr>
<tr>
<td>Tina Shraga</td>
<td>Special Ed Teacher</td>
<td>Towson High School</td>
<td>24.0</td>
<td>07/01/12</td>
</tr>
<tr>
<td>Barbara Skillman</td>
<td>Specialist</td>
<td>Instructional Tech</td>
<td>21.4</td>
<td>01/01/12</td>
</tr>
<tr>
<td>Jane Smith</td>
<td>ESOL Teacher</td>
<td>Lansdowne Middle</td>
<td>20.7</td>
<td>07/01/12</td>
</tr>
<tr>
<td>Zippora Zimmerman</td>
<td>Health Teacher</td>
<td>Holabird Middle</td>
<td>22.4</td>
<td>02/01/12</td>
</tr>
</tbody>
</table>
BALTIMORE COUNTY PUBLIC SCHOOLS
TOWSON, MARYLAND 21204

February 7, 2012

RESIGNATIONS

ELEMENTARY – 6

Deep Creek Elementary School
Anne M. Park, 01/06/12, 2.0 yrs., 5.0 mos.
Grade 3

Maiden Choice School
Patricia P. Hale, 12/23/11, 13.0 yrs., 4.0 mos.
Physical Education

Sandalwood Elementary School
Elizabeth R. Addison, 02/10/12, 6.0 yrs., 3.0 mos.
Grade 1

Jennifer M. Garrett, 03/02/12, 10.0 yrs.
Grade 2

Emily S. Jacobsen, 02/17/12, 1.0 yr., 6.0 mos.
Grade 3

West Towson Elementary School
Michelle L. Thomas, 01/02/12, 1.0 yr., 3.0 mos.
Grade 2

SECONDARY – 11

Catonsville High School
Ronald D. Voshell, 12/09/11, 4.0 yrs., 4.0 mos.
Spanish

Deer Park Middle Magnet School
Troy W. Gearhart, 01/03/12, 1.0 yr., 4.0 mos.
Mathematics

Eastern Technical High School
Adrian O. Smith, 06/30/12, 1.0 yr.
Spanish

Franklin Middle School
Alyson D. Clark, 12/07/11, 10.0 months
Guidance

Golden Ring Middle School
Ashley D. Skweres, 06/30/12, 3.0 yrs., 7.0 mos.
Spanish

Hereford Middle School
Nicole L. Cross, 01/06/12, 8.0 yrs., 5.0 mos.
English

Holabird Middle School
Jennifer Young, 01/20/12, 5.0 mos.
Special Education – Self-Contained

Lansdowne Middle School
Scott D. Davis, 06/30/12, 2.0 yrs.
Spanish

Kristan A. Edwards, 06/30/12, 4.0 yrs.
Art

Patapsco High School
Laura A. Niehaus, 12/23/11, 5.0 yrs., 4.0 mos.
Spanish

Perry Hall High School
Richard Harrid, 12/23/11, 4.0 mos.
Special Education – Self-Contained

CENTRAL OFFICE – 1

Office of Law
Edward J. Novak, 01/09/12, 3.0 yrs., 9.0 mos.
Associate General Counsel, Legislative and Policy
Baltimore County Public Schools
Towson, Maryland 21204

February 7, 2012

Addendum – Resignations

Elementary - 1

Hawthorne Elementary School
Sean R. Prodey, 02/03/12, 7.0 yrs., 5.0 mos.
Special Education – Self-Contained
CHILD REARING LEAVE

JENNIFER A. BURR – (Special Education) – Woodlawn High School
Effective February 16, 2012 through February 16, 2013

DANA M. CHAMPNEY – (Technology) – Western School of Technology and Science
Effective February 23, 2012 through February 23, 2014

KATRINA MCNALLY – (Elementary) – Johnnycake Elementary School
Effective March 24, 2012 through March 24, 2014

TRACY F. PEARSALL – (Elementary) – Bedford Elementary School
Effective March 17, 2012 through March 17, 2014

PERSONAL ILLNESS LEAVE

RACHEL D. GRIGGS – (Person-in-Charge) – Office of Food & Nutrition Services
Effective January 3, 2012 through January 3, 2013

DONNA DELL – (Clerk) – Office of Food & Nutrition Services
Effective January 11, 2012 through January 11, 2013

UNUSUAL AND IMPERATIVE LEAVE

APRIL R. SCOTT – (Paraeducator) – Crossroads Center
Effective January 3, 2012 through January 3, 2013
### RECOMMENDED CERTIFICATED APPOINTMENTS

<table>
<thead>
<tr>
<th>NAME</th>
<th>SCHOOL LOCATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lisa Duque</td>
<td>Battle Monument School</td>
</tr>
<tr>
<td>Emily Fox</td>
<td>Battle Monument School</td>
</tr>
<tr>
<td>Sherie Rubin</td>
<td>Battle Monument School</td>
</tr>
<tr>
<td>Anastatia Piet</td>
<td>Campfield Early Learning Center</td>
</tr>
<tr>
<td>Carla Naydan</td>
<td>Carney Elementary</td>
</tr>
<tr>
<td>Aprell Adams</td>
<td>Cedarmere Elementary</td>
</tr>
<tr>
<td>Megan Birmingham</td>
<td>Chase Elementary</td>
</tr>
<tr>
<td>James Patterson</td>
<td>Deep Creek Middle</td>
</tr>
<tr>
<td>Jonathan Arend</td>
<td>Dulaney High School</td>
</tr>
<tr>
<td>Gillian Bourassa</td>
<td>Dulaney High School</td>
</tr>
<tr>
<td>Sarah Barry</td>
<td>Edgemere Elementary</td>
</tr>
<tr>
<td>Telena Haneline</td>
<td>Gunpowder Elementary</td>
</tr>
<tr>
<td>Lynne Little</td>
<td>Hawthorne Elementary</td>
</tr>
<tr>
<td>Michael McClelland</td>
<td>Kenwood High School</td>
</tr>
<tr>
<td>Judith Campbell</td>
<td>Lansdowne Middle</td>
</tr>
<tr>
<td>Benjamin Watkins</td>
<td>Lansdowne Middle</td>
</tr>
<tr>
<td>Jessica Fields</td>
<td>Parkville Middle</td>
</tr>
<tr>
<td>Travis Knox</td>
<td>Seventh District Elementary</td>
</tr>
<tr>
<td>Carole Douglas</td>
<td>Sollers Point Technical High</td>
</tr>
<tr>
<td>Lisa Sauerwald</td>
<td>Timonium Elementary</td>
</tr>
<tr>
<td>Marchetta McLean</td>
<td>Winand Elementary</td>
</tr>
</tbody>
</table>
BALTIMORE COUNTY PUBLIC SCHOOLS

DATE: February 7, 2012

TO: BOARD OF EDUCATION

FROM: Dr. Joe A. Hairston, Superintendent

RE: RECOMMENDATIONS FOR AWARD OF CONTRACTS

ORIGINATOR: Dr. Renee Foose, Deputy Superintendent

PERSON(S): Rick Gay, Manager, Office of Purchasing
Michael G. Sines, Executive Director, Department of Physical Facilities

RECOMMENDATION

That the Board of Education approves the following contract recommendations.

*****

See the attached list of contract recommendations presented for consideration by the Board of Education of Baltimore County.

RLG/caj

Appendix I – Recommendations for Award of Contracts – Board Exhibit
Recommendations for Award of Contracts
Board Exhibit – February 7, 2012

1. **Contract Modification:** Autism and Language Delay Developmental Software
   **Contract #:** RGA-137-11

   **Term:** 3 years  **Extension:** N/A  **Contract Ending Date:** 3/31/15
   **Estimated contract authority:** $29,774
   **Estimated modification amount:** $125,000
   **New estimated total contract authority:** $154,744

   **Board meeting date:** February 7, 2012

   **Description:**

   On March 8, 2011, the Board approved this contract for TeachTown, a computer-based intervention program for students with autism in Kindergarten and Grade 1. This modification extends the term of the contract and increases funding based on the cost per student during the next three years, as the program is student-specific and driven by individual needs of students.

   There are computer lessons and other learning activities that provide automated data collection for each student using the program. The program also provides reports on each student’s progress over time. The learning activities provide reinforcement for generalization and transitioning to a student’s natural environment.

   TeachTown has demonstrated efficacy for students with autism, showing significant improvement by increasing the students’ motivation and engagement in learning. With access to the Internet, all the adults in the child’s learning experience, including parents, can review what the child is working on each day and see a student’s progress over time.

   Under section §7-106, Paragraph (a) of the Education Article of the Annotated Code of Maryland, BCPS purchases the above materials upon the recommendation of the county superintendent and the adopted procedures of the county board. This recommendation is in accordance with Board of Education Policy and Superintendent’s Rule 6002. Instructional materials are recommended after being carefully evaluated and selected by a curriculum and instruction committee for use in the subject area; the selected materials support the curriculum and meet the diverse needs of students. Under Superintendent’s Rule 6002, instructional materials may be consumable and expendable and include, but are not limited to, such items as charts, kits, textbooks, magazines, newspapers, pictures, recordings, slides, transparencies, videos, video discs, workbooks, and electronic resources such as software, CD-ROMs, and online services.

   **Recommendation:**

   Award of contract is recommended to:

   TeachTown  
   Los Angeles, CA
<table>
<thead>
<tr>
<th><strong>Responsible school or office:</strong></th>
<th>Department of Special Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Contact person:</strong></td>
<td>Kathleen McMahon</td>
</tr>
<tr>
<td><strong>Funding source:</strong></td>
<td>Operating budget and Title II funds</td>
</tr>
</tbody>
</table>
2. Contract Modification: Professional Auditing Services
   Contract #: RGA-176-06

   Term: N/A  Extension: N/A  Contract Ending Date: N/A
   Estimated contract authority: $ N/A
   Estimated modification amount: $ N/A
   New estimated total contract authority: $ N/A

   Board meeting date: February 7, 2012

Description:

On February 14, 2006, the Board approved this contract. This contract modification consists of a Consent to Assignment of the above contract to CliftonLarsonAllen from Clifton Gunderson, LLP. CliftonLarsonAllen is assuming Clifton Gunderson, LLP’s, current service contract to provide an audit of the board’s financial statements as required in accordance with §5-109 of the Education Article, the annual audit of federal grants as required under the Single Audit Act, and the annual audit of the Baltimore County Public Schools Education Foundation to BCPS as currently provided under the current contract’s terms and conditions.

Recommendation:

Award of contract modification is recommended to:

   CliftonLarsonAllen  Milwaukee, WI

   Responsible school or office: Department of Fiscal Services

   Contact person: Barbara Burnopp

   Funding source: Operating budget

   **Contract #:** PCR-237-09

   **Term:** N/A  **Extension:** N/A  **Contract Ending Date:** N/A

   **Estimated contract authority:** $ N/A  **Estimated modification amount:** $ N/A  **New estimated total contract authority:** $ N/A

   **Board meeting date:** February 7, 2012

**Description:**

On June 9, 2009, the Board approved this contract. This contract modification consists of a Consent to Assignment of the above contract to Excel Professional Staffing, LLC, from Accelerated Staffing, Inc. Excel Professional Staffing, LLC, is assuming Accelerated Staffing, Inc.’s, current service contract to provide special education and related services to BCPS under the current contract’s terms and conditions.

**Recommendation:**

Award of contract modification is recommended to:

   Excel Professional Staffing, LLC.     Columbia, MD

   **Responsible school or office:** Department of Special Programs

   **Contact person:** Kathleen McMahon

   **Funding source:** Operating budget
4. **Contract Modification and Extension:** Computer Assisted Curriculum for Certificate-Bound Students  
**Contract #:** RGA-138-11  
**Term:** 3 years  
**Extension:** N/A  
**Contract Ending Date:** 3/31/15  
**Estimated contract authority:** $39,634  
**Estimated modification amount:** $100,000  
**New estimated total contract authority:** $139,634  
**Board meeting date:** February 7, 2012

**Description:**

On March 8, 2011, the Board approved this contract for one year. This modification and extension is to extend the contract for three additional years and increase the funding to cover that extended time period. This program is used as the curriculum for our functional academic learning support (FALS) and communication and learning support (CALS) classes.

Unique Learning System is a complete, dynamic intervention program provided monthly for students with special learning needs who are certificate bound. It is the only comprehensive and consistent modified curriculum designed specifically for special learners who take the state’s alternate Maryland school assessment/high school assignment. Unique Learning System comes in five grade bands: elementary, intermediate, middle school, high school, and transitional; all based on requirements needed to meet federal mandates of Individuals with Disabilities Education Act and No Child Left Behind. The units are centered on a science or social studies topic and incorporate reading, writing, math, science, and history. These lessons are aligned with content standards and differentiated into three levels of participation: level 1 students, who require maximum support; level 2 students, who require some support; and level 3 students, who have shown the potential to learn and have the greatest amount of independence.

This program provides both a student profile and check points to assess the content that is presented in the monthly units. The check points assess the reading, math, and content understanding from the unit administered through pre- and post-assessment tools.

Under section §7-106, Paragraph (a) of the Education Article of the Annotated Code of Maryland, BCPS purchases the above materials upon the recommendation of the county superintendent and the adopted procedures of the county board. This recommendation is in accordance with Board of Education Policy and Superintendent’s Rule 6002. Instructional materials are recommended after being carefully evaluated and selected by a curriculum and instruction committee for use in the subject area; the selected materials support the curriculum and meet the diverse needs of students. Under Superintendent’s Rule 6002, instructional
materials may be consumable and expendable and include, but are not limited to, such items as charts, kits, textbooks, magazines, newspapers, pictures, recordings, slides, transparencies, videos, video discs, workbooks, and electronic resources such as software, CD-ROMs, and online services.
Recommendation:
Award of contract modification and extension is recommended to:

News 2 You/Unique Learning System    Huron, OH

Responsible school or office:    Department of Special Programs
Contact person:    Kathleen McMahon
Funding source:    Operating budget
5. **Contract:** Chiller and Cooling Tower Maintenance, Installation, and Repair  
   **Contract #:** MWE-811-12  
   **Term:** 5 years  
   **Extension:** 2 years  
   **Contract Ending Date:** 2/28/19  
   **Estimated contract authority:** $21,000,000  

   **Board meeting date:** February 7, 2012  
   **Bid issued:** December 15, 2011  
   **Pre-bid meeting date:** December 22, 2011  
   **Due date:** January 10, 2012  
   **No. of vendors issued to:** 27  
   **No. of bids received:** 7  
   **No. of no-bids received:** 0  

**Description**

This contract consists of providing maintenance, installation, and repair for chillers and cooling towers. Awards are based on the most favorable price for each site.

The award bidder(s) shall provide services at 88 BCPS schools and/or administrative facilities that encompass over 136 units. Services provided will be in accordance with manufacturer requirements.

**Recommendation:**

Award of contract is recommended to:

<table>
<thead>
<tr>
<th>Company</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dynastics, Inc.</td>
<td>Baltimore, MD</td>
</tr>
<tr>
<td>Fidelity Engineering Corporation</td>
<td>Sparks, MD</td>
</tr>
</tbody>
</table>

**Responsible school or office:** Department of Physical Facilities  
**Contact person:** Michael G. Sines  
**Funding source:** Operating budget
6. **Contract:** Cohort – Maryland Approved Alternative Preparation Program/Resident Teacher Certification: Foreign Language

**Contract #:** RGA-958-12

**Term:** 2 years  **Extension:** N/A  **Contract Ending Date:** 5/31/14  
**Estimated contract authority:** $ 85,000

**Board meeting date:** February 7, 2012  
**Bid issued:** N/A  
**Pre-bid meeting date:** N/A  
**Due date:** N/A  
**No. of vendors issued to:** N/A  
**No. of bids received:** N/A  
**No. of no-bids received:** N/A

**Description:**

This contract is for a cohort program to provide 34 graduate credit hours in teacher certification coursework, beginning in the summer semester of 2012 and concluding in the spring semester of 2014, leading to standard professional certification. Enrollment is open to new BCPS teachers with a maximum of 10 participants.

There is a need to provide highly qualified teachers as defined by the No Child Left Behind Act and the Bridge to Excellence in Public Schools Education.

**Recommendation:**

Award of contract is recommended to:

- **Goucher College**  
  Towson, MD

**Responsible school or office:** Department of Professional Development

**Contact person:** William S. Burke

**Funding source:** Operating budget
7. **Contract:** Cohort – Online Graduate Certificate in School Administration and Supervision  
**Contract #:** RGA-959-12  
**Term:** 2 years  
**Extension:** N/A  
**Contract Ending Date:** 7/31/14  
**Estimated contract authority:** $105,000  
**Board meeting date:** February 7, 2012  
**Bid issued:** N/A  
**Pre-bid meeting date:** N/A  
**Due date:** N/A  
**No. of vendors issued to:** N/A  
**No. of bids received:** N/A  
**No. of no-bids received:** N/A  

**Description:**

This contract is for a cohort program to provide 21 graduate credit hours in administration and supervision coursework, beginning in the summer semester of 2012 and concluding in the summer semester of 2014, leading to administrator I certification. Enrollment is open to BCPS’ certified personnel with a maximum of 20 participants.

There is a need to provide effective, qualified administrative candidates for long-term and short-term staffing needs.

**Recommendation:**

Award of contract is recommended to:

Johns Hopkins University  
Baltimore, MD  
**Responsible school or office:** Department of Professional Development  
**Contact person:** William S. Burke  
**Funding source:** Operating budget
8. **Contract:** Court Reporting Services  
**Contract #:** JNI-780-12

**Term:** 3 years  
**Extension:** N/A  
**Contract Ending Date:** 2/28/15

**Estimated contract authority:** $100,000

**Board meeting date:** February 7, 2012  
**Bid issued:** November 22, 2011  
**Pre-bid meeting date:** N/A  
**Due date:** December 23, 2011  
**No. of vendors issued to:** 1  
**No. of bids received:** 1  
**No. of no-bids received:** 0

**Description:**

This contract consists of providing court reporting services to record and transcribe all appeals before the Board of Education and its hearing examiners. The reporter records the proceedings and provides transcripts in electronic and manuscript versions to the board, the hearing examiner, and the appellant or the appellant’s representative.

**Recommendation:**

Award of contract is recommended to:

CRC Solomon  
Timonium, MD

**Responsible school or office:** Office of Law

**Contact person:** Margaret-Ann Howie, Esq.

**Funding source:** Operating budget
9. **Contract:** Mathematics Curriculum Supplemental  
**Contract #:** JNI-789-12

- **Term:** 1 year  
- **Extension:** N/A  
- **Contract Ending Date:** 2/28/13
- **Estimated contract authority:** $ 51,774

- **Board meeting date:** February 7, 2012
- **Bid issued:** N/A
- **Pre-bid meeting date:** N/A
- **Due date:** N/A
- **No. of vendors issued to:** N/A
- **No. of bids received:** N/A
- **No. of no-bids received:** N/A

**Description:**

This contract consists of instructional resources for all teachers of Grade 1 and Grade 2 students to supplement the current mathematics *Investigations* program as transition is initiated to the Common Core State Curriculum (CCSC) for mathematics. The supplement for each grade level, *Investigations and the Common Core State Standards* (Pearson 2012), provides additional content to assist in aligning the BCPS current mathematics curricula for Grade 1 and Grade 2 with the CCSC. These teacher resources will enhance the planned revisions to the Grade 1 and Grade 2 curriculum guides.

This item was selected using the process outlined in Board Policy and Superintendent’s Rule 6002 and under section §7-106, Paragraph (a) of the Education Article of the Annotated Code of Maryland. BCPS purchases the above materials upon the recommendation of the county superintendent and the adopted procedures of the county board. Instructional materials are recommended after being carefully evaluated and selected by a curriculum and instruction committee for use in the subject area; the selected materials support the curriculum and meet the diverse needs of students. Under Superintendent’s Rule 6002, instructional materials may be consumable and expendable and include, but are not limited to, such items as charts, kits, textbooks, magazines, newspapers, pictures, recordings, slides, transparencies, videos, video discs, workbooks, and electronic resources such as software, CD-ROMs, and online services.

**Recommendation:**

Award of contract is recommended to:

- **Pearson Education, Inc.**  
  - Lebanon, IN

**Responsible school or office:**  
**Department of Science, Technology, Engineering, and Mathematics**

**Contact person:**  
**Dr. John Quinn**

**Funding source:**  
**Operating budget**
10. **Contract:** Custodial Cleaning Chemicals  
    **Contract #:** JMI-615-12

    **Term:** 5 years  
    **Extension:** N/A  
    **Contract Ending Date:** 1/31/17  
    **Estimated contract authority:** $250,000

    Board meeting date: February 7, 2012  
    Bid issued: November 17, 2011  
    Pre-bid meeting date: N/A  
    Due date: December 15, 2011  
    No. of vendors issued to: 27  
    No. of bids received: 8  
    No. of no-bids received: 1

**Description:**

This contract consists of providing various custodial cleaning chemicals (air freshener, bleach, furniture polish, and laundry detergent). Awards are based on the most favorable price for each item.

**Recommendation:**

Award of contract is recommended to:

- Acme Paper & Supply Co., Inc.  
- Calico Industries  
- FPC Holdings  
- Pyramid School Products

    **Savage, MD**  
    **Annapolis Junction, MD**  
    **Elkridge, MD**  
    **Tampa, FL**

**Responsible school or office:** Department of Physical Facilities

**Contact person:** Michael G. Sines

**Funding source:** Operating budget
11. Contract: Kitchen Hood and Associated Exhaust System Inspection and Cleaning

Contract #: MBU-508-12

Term: 5 years  Extension: 5 years  Contract Ending Date: 2/28/22
Estimated contract authority: $ 500,000

Board meeting date: February 7, 2012
Bid issued: November 10, 2011
Pre-bid meeting date: November 22, 2011
Due date: December 8, 2011
No. of vendors issued to: 18
No. of bids received: 4
No. of no-bids received: 1

Description:

This contract consists of maintenance, inspection, and cleaning of kitchen hoods and associated exhaust systems.

Recommendation:

Award of contract is recommended to:

Atlantic Fire and Safety Company  Ash, NC
Total Kitchen Care, LLC  Crownsville, MD

Responsible school or office: Department of Physical Facilities

Contact person: Michael G. Sines

Funding source: Operating budget
12. **Contract:** Online Student Courses  
**Contract #:** RGA-128-12

**Term:** 3 years  
**Extension:** N/A  
**Contract Ending Date:** 2/28/15  
**Estimated contract authority:** $ 375,000

**Board meeting date:** February 7, 2012  
**Bid issued:** N/A  
**Pre-bid meeting date:** N/A  
**Due date:** N/A  
**No. of vendors issued to:** N/A  
**No. of bids received:** N/A  
**No. of no-bids received:** N/A

**Description:**

The purpose of this contract is to provide online student courses for students who cannot access courses in their regular schedule. These courses are consistent with the regular school program; however, teaching is primarily conducted online with the teacher physically separated from the students. Each school has a support system for students taking online courses. The management of online courses resides at the local school.

The Office of Instructional Technology facilitates the process of working collaboratively with schools, Office of School Counseling Services, Maryland Virtual Learning Opportunities Program, and various vendors who offer courses. BCPS only considers online courses approved by the Maryland State Department of Education (MSDE). Once an online course has been approved by MSDE, BCPS curriculum offices review the courses to be certain that the courses meet BCPS course objectives.

BCPS believes that high-quality online courses expand student access to courses that can be used to:

- Expand the range of courses and opportunities offered to students.
- Provide students with the opportunity to take a course when there are too few students in the school to assign a teacher to teach that course.
- Provide courses for students who have schedules that prevent them from taking a course when it is offered.
- Provide equity for students who cannot access courses in their regular schedule.

**Recommendation:**

Award of contract is recommended to:

- Apex Learning  
  Seattle, WA
- Aventa Learning  
  Bloomsburg, PA
- Education Program for Gifted Youth  
  Stanford, CA
Florida Virtual learning Center  Orlando, FL
Johns Hopkins University  Baltimore, MD
Maryland State Department of Education  Baltimore, MD
Montgomery County Public Schools  Rockville, MD
Instructional Technology and Partnerships  Rockville, MD

**Responsible school or office:**  Department of Science, Technology, Engineering, and Mathematics

**Contact person:**  John Quinn

**Funding source:**  Operating budget
13. **Contract:** Paper – Cut Sheet Paper (Copy, Laser Printers, and Duplicators)  
   **Contract #:** JMI-612-12 (Anne Arundel County Public Schools RFB #12CM-081)

**Term:** 6 months  
**Extension:** 6 months  
**Contract Ending Date:** 2/28/13  
**Estimated contract authority:** $1,800,000

**Board meeting date:** February 7, 2012  
**Bid issued:** December 6, 2011  
**Pre-bid meeting date:** N/A  
**Due date:** January 5, 2012  
**No. of vendors issued to:** 210  
**No. of bids received:** 6  
**No. of no-bids received:** 0

**Description:**

This contract consists of providing seven types of letter-sized and legal-sized paper. The Baltimore Regional Cooperative Purchasing Committee conducted the solicitation with Anne Arundel County Public Schools as the lead agency. Delivery will be made to the Office of Distribution Services’ warehouse on an as-needed basis.

Section §5–112 of the Education Article of the Annotated Code of Maryland subparagraph (a) (3) states that, “…except as provided in subsection (e) of this section, a county board’s participation in contracts for goods or commodities that are awarded by other public agencies or by intergovernmental purchasing organizations if the lead agency for the contract follows public bidding procedures.” Further under the Education Article § 4-123 Cooperative administration of programs (a) (1) states a “county board may enter into an agreement for the cooperative or joint administration of programs with one or more: (i) County boards; (ii) Other educational institutions or agencies; and (iii) Boards of county commissioners or county councils.” In § 13-110 of the State Finance and Procurement Article, “Subject to § 12-107 of this article, whenever a primary procurement unit procurement officer determines that it is in the best interest of the State to sponsor or participate in an intergovernmental cooperative purchasing agreement, with the approval of the unit head and subject to any other approval required by law, the primary procurement unit may become a party to or participate under the agreement.”

**Recommendation:**

Award of contract is recommended to:

- **Contract Paper Group**  
  Uniontown, OH

**Responsible school or office:** Department of Planning and Support Operations

**Contact person:** Kara Calder

**Funding source:** Operating budget
14. **Resolution:** Financing of Various Motor Vehicles  
**Contract #:** MBU-520-12

Term: 3 months  Extension: N/A  Contract Ending Date: 6/30/12  
Estimated total award value: $ N/A

Board meeting date: February 7, 2012  
Bid issued: N/A  
Pre-bid meeting date: N/A  
Due date: N/A  
No. of vendors issued to: N/A  
No. of bids received: N/A  
No. of no-bids received: N/A

**Description:**

This annual resolution authorizes the superintendent to make declarations of official intent on behalf of the board for one year in the event BCPS wishes to make expenditures before it closes on a lease-purchase financing agreement. This authorization is related to the future issuance of the tax-exempt financing. Requests to purchase specific vehicles and to enter into tax-exempt financing are brought to the board for approval.

**Recommendation:**

Approval of resolution.

**Responsible school or office:** Department of Fiscal Services  
**Contact person:** Barbara Burnopp  
**Funding source:** N/A
WHEREAS, Treasury Regulation 1.150-2 imposes certain requirements that must be satisfied in order for the proceeds of a tax-exempt financing to be used to reimburse expenditures paid prior to the date of financing; and

WHEREAS, Treasury Regulation 1.150-2 requires that the issuer (or a person designated by the issuer to make declarations of official intent on behalf of this issuer) evidence the issuer’s reasonable expectations to reimburse original expenditure(s) will be/were paid; and

WHEREAS, the Board of Education of Baltimore County desires to designate an official of Baltimore County Public Schools who shall be responsible for making declarations of official intent for the purpose of satisfying the official intent requirements of U.S. Treasury Regulation 1.150-2, when applicable, with respect to any future contemplated tax-exempt financing, subject to the provisions of this resolution.

NOW THEREFORE, BE IT RESOLVED, that the Superintendent, Baltimore County Public Schools, be, and hereby is designated as the official of Baltimore County Public Schools, who shall be responsible for making declarations of official intent on behalf of Baltimore County Public Schools for the purpose of satisfying the official intent of Treasury Regulation 1.150-2.

The Board of Education of Baltimore County, Maryland

__________________________________________
Lawrence E. Schmidt, Esq., President

__________________________________________
Joe A. Hairston, Secretary-Treasurer
15. **Contract:** Replacement of Lockers at Franklin High School  
   **Contract #:** PCR-238-12

<table>
<thead>
<tr>
<th>Term:</th>
<th>N/A</th>
<th>Extension:</th>
<th>N/A</th>
<th>Contract Ending Date:</th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estimated annual award value:</td>
<td>$ 243,650</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Estimated contingency amount:</td>
<td>$ 24,365</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Estimated total award value:</td>
<td>$ 268,015</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- **Board meeting date:** February 7, 2012  
- **Bid issued:** November 3, 2011  
- **Pre-bid meeting date:** November 17, 2011  
- **Due date:** December 1, 2011  
- **No. of vendors issued to:** 6  
- **No. of bids received:** 4  
- **No. of no-bids received:** 0

**Description:**

This project consists of the replacement of corridor, physical education, and athletic lockers.

**Recommendation:**

Award of contract is recommended to:

- **Partition Plus, Inc.**  
  Fallston, MD  

**Responsible school or office:** Department of Physical Facilities

**Contact person:** Michael G. Sines

**Funding source:** Capital budget
**Contract Name:** Replacement of Lockers at Franklin High School  
**Contract #** PCR-238-12

<table>
<thead>
<tr>
<th>Bidders’ Names</th>
<th><strong>Partition Plus, Inc.</strong></th>
<th><strong>RWC Contracting, LLC</strong></th>
<th><strong>Steel Products, Inc.</strong></th>
<th><strong>EEC, Incorporated</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$126,910</td>
<td>$166,393</td>
<td>$174,800</td>
<td>$188,095</td>
</tr>
<tr>
<td>Base Bid: (Include the following allowance(s) in the Base Bid: $10,000 for Industrial Hygienist Services; $25,000 for Asbestos Abatement Services)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Alternate No.1 ADD: Boys’ PE Locker Room Lockers</td>
<td>$43,000</td>
<td>$55,670</td>
<td>$58,200</td>
<td>$54,456</td>
</tr>
<tr>
<td>Alternate No.2 ADD: Football Team Room Lockers</td>
<td>$8,100</td>
<td>$10,739</td>
<td>$10,750</td>
<td>$13,272</td>
</tr>
<tr>
<td>Alternate No.3 ADD: Boys’ Community and Team Room Lockers</td>
<td>$11,940</td>
<td>$16,321</td>
<td>$15,300</td>
<td>$14,828</td>
</tr>
<tr>
<td>Alternate No.4 ADD: Girls’ PE Locker Room Lockers</td>
<td>$43,500</td>
<td>$56,150</td>
<td>$59,500</td>
<td>$53,370</td>
</tr>
<tr>
<td>Alternate No.5 ADD: Girls’ Community and Team Room Lockers</td>
<td>$10,200</td>
<td>$13,396</td>
<td>$12,600</td>
<td>$13,361</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$243,650</strong></td>
<td><strong>$318,669</strong></td>
<td><strong>$331,150</strong></td>
<td><strong>$337,382</strong></td>
</tr>
</tbody>
</table>
16. **Contract:** Replacement of Windows, Blinds, Doors – Fullerton Elementary School  
   **Contract #:** JMI-626-12

<table>
<thead>
<tr>
<th>Term:</th>
<th>N/A</th>
<th>Extension:</th>
<th>N/A</th>
<th><strong>Contract Ending Date:</strong></th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estimated annual award value:</td>
<td>$299,750</td>
<td>Estimated contingency amount:</td>
<td>$29,975</td>
<td>Estimated total award value:</td>
<td>$329,725</td>
</tr>
</tbody>
</table>

- **Board meeting date:** February 7, 2012  
- **Bid issued:** September 22, 2011  
- **Pre-bid meeting date:** October 4, 2011  
- **Due date:** October 25, 2011

- **No. of vendors issued to:** 6  
- **No. of bids received:** 2  
- **No. of no-bids received:** 0

**Description:**

This project consists of the removal and replacement of the exterior windows, blinds, exterior doors, and frames and other associated work. This work will benefit all areas of the school with the installation of new energy-efficient aluminum window frames and energy efficient double glazing. The doors will be replaced with new steel doors, frames, and hardware that meet all code requirements.

**Recommendation:**

Award of contract is recommended to:

- Huntington & Hopkins, Inc.  
  Baltimore, MD

**Responsible school or office:** Department of Physical Facilities

**Contact person:** Michael G. Sines

**Funding source:** Capital budget
Contract: Replacement of Windows, Blinds, Doors – Fullerton Elementary School  
Contract #: JMI-626-12

<table>
<thead>
<tr>
<th>Bidders’ Names</th>
</tr>
</thead>
<tbody>
<tr>
<td>Huntington &amp; Hopkins, Inc.</td>
</tr>
<tr>
<td>Baltimore Contractors, Inc.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Base Bid: (Include the following allowance(s) in the Base Bid: $10,000 for Industrial Hygienist Services)</th>
<th>Huntington &amp; Hopkins, Inc.</th>
<th>Baltimore Contractors, Inc.</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$299,750</td>
<td>$347,488</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total</th>
<th>Huntington &amp; Hopkins, Inc.</th>
<th>Baltimore Contractors, Inc.</th>
</tr>
</thead>
</table>
17. **Contract:** Roof Design and Contract Administration Services – Jacksonville Elementary School

**Contract #:** JMI-620-12

<table>
<thead>
<tr>
<th>Term:</th>
<th>N/A</th>
<th>Extension:</th>
<th>N/A</th>
<th><strong>Contract Ending Date:</strong></th>
<th>N/A</th>
</tr>
</thead>
<tbody>
<tr>
<td>Estimated annual award value:</td>
<td>$</td>
<td>23,482</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Estimated contingency amount:</td>
<td>$</td>
<td>N/A</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Estimated total award value:</td>
<td>$</td>
<td>23,482</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Board meeting date:** February 7, 2012

**Description:**

On July 12, 2005, the board approved the use of the Pennsylvania Education Joint Purchasing Council (PAEJPC)/Weatherproofing Technologies, Inc. (TREMCO). This project consists of roof replacement design and contract administration services for Jacksonville Elementary School.

The roof for this school is in need of replacement, and approval will allow the architect to design the project.

**Recommendation:**

Award of contract is recommended to:

Pennsylvania Education Joint Purchasing Council (PAEJPC)/Weatherproofing Technologies, Inc. (TREMCO)  
Ashburn, VA

**Responsible school or office:** Department of Physical Facilities

**Contact person:** Michael G. Sines

**Funding source:** Capital budget
DATE: February 7, 2012

TO: BOARD OF EDUCATION

FROM: Dr. Joe A. Hairston, Superintendent

SUBJECT: CONSIDERATION OF SCHOOL LEGISLATION

ORIGINATOR: Joe A. Hairston, Superintendent

RESOURCE STAFF: Robert Barrett, Executive Office, Community Outreach

RECOMMENDATION

That the Board of Education consider taking positions on Key School Legislation.

* * * * *
Summary
Senate Bill – 407
House Bill 481

An Act concerning Baltimore County – Elected School Board

Introduced: February 1, 2012

Sponsors: Senators Zirkin and Jennings
Sponsors: Delegates Lafferty, Kach, Aumann, Boteler, DeBoy, Frank, Impallaria, McDonough, and Morhaim

This Bill’s provisions include:

- Creates an elected Board of Education of Baltimore County (Board) that would consist of 9 members (total) and one student member from the county at large. One member should be elected from each of the nine school Board districts in the county by the voters of that district.

- The current Board structure would be retained until the first Monday in December 2014, following the general election to be held in November 2014.

- A requirement that an elected Board member must be a registered voter and a resident of Baltimore County (must maintain residency to remain in office).

- If no candidate files for election from a district or is qualified to be placed on an election ballot, the County Executive shall appoint a member for that vacancy with the advice and consent of the Baltimore County Council.

- The terms of office would be for four years beginning on the first Monday in December after the member’s election and until a successor is elected and qualified; initial terms of office for elected and members are not staggered.

- Language that retains the removal (by the State Board) of any Board member for any of the five factors for cause, including the failure of a member to attend at least 75% of the scheduled meetings in a calendar year (absence must be considered a good cause); upon a removal decision by the State Board, the Board member removed has a right to a de novo review in the Circuit Court of Baltimore County.

- Board members will select a chair and vice chair annually (at the first December meeting from among Board members).

- Board members are entitled to an annual compensation of $3,000 as well as allowances for travel and other expenses.

- A member elect may not serve more than three consecutive terms.
**Introduction**

This report presents the findings of the Leadership Profile Assessment conducted by Hazard, Young, Attea & Associates (HYA) in January 2012 for the new superintendent of the Baltimore County Public Schools (BCPS).

The data contained herein were obtained from input the HYA consultants received when they met with individuals and groups in either individual interviews or focus group settings and from the results of the online survey completed by stakeholders. The surveys, interviews, and focus group meetings were structured to gather input to assist the Board in determining the primary characteristics desired in the new superintendent. Additionally, the stakeholder interviews and focus groups collected information regarding the strengths of the District and some of the challenges that it will be facing in the coming years. The survey data focused on the primary themes identified in face-to-face interviews, although it should be noted that any time there are a large number of survey respondents, the results accentuate differences in priorities across the five survey groups: administrators, teachers, support staff, students, and parents/community. This phenomenon can be seen in the long list of differences across survey groups noted on pages eight and nine.

**Participation**

Since BCPS is the 26th largest school system in the nation, there were strong levels of respondent interest and participation in both the online surveys and focus group interviews, a testament to the high level of community and staff commitment to a quality school system. The numbers of participants, by stakeholder group, involved in the two methods of data gathering are listed below:

<table>
<thead>
<tr>
<th>Group</th>
<th>Personal interviews or focus groups</th>
<th>Online Survey</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board</td>
<td>11</td>
<td>N/A</td>
</tr>
<tr>
<td>Administrators</td>
<td>104</td>
<td>171</td>
</tr>
<tr>
<td>Faculty (Teachers)</td>
<td>42</td>
<td>696</td>
</tr>
<tr>
<td>Parents/Community</td>
<td>137</td>
<td>531</td>
</tr>
<tr>
<td>Support Staff</td>
<td>43</td>
<td>174</td>
</tr>
<tr>
<td>Students</td>
<td>29</td>
<td>42</td>
</tr>
<tr>
<td>Total</td>
<td>366</td>
<td>1614</td>
</tr>
</tbody>
</table>

It should be noted that many of those participating in personal or focus group interviews had also responded to the online survey, and that board members were individually interviewed. Finally, the category of parents and community includes focus group sessions with county and state elected officials (several Board members and the search consultant travelled to Annapolis to meet with the Baltimore County state delegation), representatives of religious groups,
business groups, community groups, PTA groups, special interest groups (e.g., gifted, special education, ELL) and the deans of local colleges and universities. Comments that emerged from the three open community forums held around the county are also included in this section; those forums also included small numbers of students and staff. Additionally, unsolicited written input was received from the following groups:

- Association of Elementary School Administrators of Baltimore County
- Baltimore County Council of PTAs
- Citizens Advisory Committee for Gifted and Talented Education
- Elmwood PTA
- League of Women Voters of Baltimore County

The responses provided by the individuals and focus groups during the interviews are listed under “consistent themes,” beginning on page six of the report, and then again under the appropriate category: School Board, administrators, support staff, students, or parents/community. All comments are listed alphabetically with no attempt at prioritization.

A separate appendix lists all personal comments made by survey respondents, although negative statements about a single individual have been redacted.

Based on this considerable input, a first draft of superintendent characteristics, to be discussed with the entire Board on February 7, can be found on page 27.

Finally, it must be emphasized that the data are not a scientific sampling, nor should they necessarily be viewed as representing the majority opinion of the respective groups to which they are attributed.

**Strengths of the District**

One of the most remarkable things about Baltimore County Schools is not only its size but its incredible diversity. The District is simultaneously urban, suburban, and rural. Students of color make up a majority of the district enrollment, while over 40% of district students receive free- or reduced-price lunches. Large numbers of religious and language groups are also part of the community tapestry, where families are likely to hold stronger allegiances to their neighborhoods than to the county system as a whole.

This multi-layer diversity was cited consistently as a positive by all respondents. Even more remarkable, given these demographics, are the high levels of student achievement, as evidenced by test scores, significant reductions in the achievement gap (compared to systems of similar size and demographics), high graduation rates, and the high percentage of students taking and succeeding at Advanced Placement courses.

Certainly, part of the credit for these successes is attributable to the current superintendent, Dr. Joe Hairston, who has spent the last twelve years at the District’s helm. His remarkable tenure, vision, focus on strategic planning, and dedication were often cited by those interviewed as a key factor in BCPS success, along with his positive influence on the district for more than ten years. His most important maxim, that “all
“means all” was cited many times to explain the system’s commitment to ensuring all students’ success. Dr. Hairston was also recognized by staff in particular for his work in expanding the role of data-based decision-making and the use of technology in the District.

Aside from student achievement, the single most consistent positive comment made throughout the interviews and surveys was about the quality staff working in BCPS. They are generally seen as dedicated, hard-working, and caring professionals who, several parents noted, had gone out of their way on more than one occasion to help their children.

Staff, students, parents, and administrators also frequently cited the high level of community interest and support for Baltimore County Schools. Many of those interviewed identified their deep roots and personal histories related to individual communities and schools, along with their long-standing commitment to public education. They genuinely like living near Baltimore and view the quality of life as a key reason.

Students, along with most other groups, often noted the wonderful range of program and curricular offerings: language immersion, magnet programs, Advanced Placement (AP) and International Baccalaureate (IB) courses, specialized academies, charter schools—the list is long and varied. While there are some concerns about at least some of these programs (noted later), there was a general recognition that, as one administrator said, “Almost every sound and reasonably priced educational program can be found in our school system.”

Challenges/Concerns/Issues Facing the District

Given the number of people interviewed, it is not surprising that the list of challenges and concerns facing BCPS is relatively long, but several issues were most commonly cited by individuals and groups.

The one issue that seemed to garner the most passion centered on facilities. Several times it was noted that BCPS has the second-oldest buildings in the state of Maryland. Many parents, particularly those in aging buildings with climate-control issues, were very vocal about their unhappiness with the current situation. They also noted the enormous pricetag that will be required to update all the district facilities that need attention.

Unlike many urban-suburban districts, BCPS is not seeing a large decline in student enrollment. Indeed, overcrowding, particularly at the elementary level, was cited frequently as a concern. Even though the district has opened new schools, issues around facilities, including over-capacity in some parts of the county, is seen as one of the most important issues that the new superintendent must address.
Related to the issue of diversity, is the issue of equity, another major challenge. As one respondent noted, “equity doesn’t mean equality.” Because of the wide range of schools and school performance levels, the new superintendent must build a consensus around how to fairly address geographic inequities, while also ensuring that all students, including high-achieving students, remain constantly challenged. In the uncertain economic period in which we now live, the skills of financial acumen and consensus building will be important in addressing the equity issue.

Relating to school program offerings, there was a strong thread, from parents and teachers in particular, that BCPS needs to consider additional vocational offerings. Not all students need or want to go to college, many said, and the dilemma about how best to serve these students is a subject of some debate.

Directly relating to the financial challenges ahead, is the question of how best a new superintendent can build the transparency, trust, and collaboration needed to work effectively with state and local politicians to get the funding necessary to promote high-quality schools. At the same time, however, there was a strong comment thread that the new superintendent will need at times to openly advocate for “what is best for students.”

**Desired Characteristics**

As alluded to earlier, the top two items on the online survey effectively encapsulate two of the major characteristics that were frequently noted in interviews and focus groups:

- Foster a positive professional climate of mutual trust and respect among faculty, staff, and administrators
- Listen to and effectively represent the interests and concerns of students, staff, parents, and community.

In short, respondents want a superintendent who will listen and work cooperatively with all constituencies, including elected politicians, but who will also advocate for public education in Baltimore County and the wide range of students the school system serves. Consequently, candidates with strong communication skills are essential in order to be effective in this position.

Expanding on the theme of trust and respect, traits like transparency, visibility, approachability, and good listening skills were often mentioned. Although some districts are considering superintendents without strong educational backgrounds, the need for the new superintendent here to know curriculum and instruction, be able to work with and interact with teachers about classroom issues, be savvy around educational technology, and be able to personally judge the educational effectiveness of a variety of programs were strong themes. An out-of-box thinker and a creative problem-solver were common requests that emerged in multiple dialogues, along with “visionary leader.”
Realizing the challenges of running a large and complex district, respondents also wanted a superintendent with charisma and strong leadership skills who is able to both lead and manage the system in tough economic times. In their mind, financial acumen must be combined with sound organizational insight in order to assess current central office staffing levels and hold subordinates accountable for both personal integrity and student success. To this end, the superintendent must likewise demonstrate his or her openness to being held accountable for his or her decisions, while modeling high moral and ethical standards. Finally, personal energy, commitment, enthusiasm, a “thick skin,” and a sense of humor were frequently noted as important traits, given the size and scope of the superintendent’s responsibility.

Regarding educational background, no consensus emerged about whether it should be required that candidates have superintendent experience or a doctoral degree. There was, however, strong input that good candidates should have experience with and openness to diversity issues, and should also ideally have some experience in working in and/or running a large and complex system. Further, respondents want a leader who will actively engage with business and community leaders, parents, and local colleges and universities to continue and expand on current efforts in this regard. In short, as the survey responses indicate, it is essential that a new superintendent be able to “lead in an encouraging, participatory, and team-focused manner.”

HYA cannot promise to find a candidate who possesses all of the characteristics desired by respondents. However, HYA and the Board intend to meet the challenge of finding an individual who possesses most of the skills and character traits required to address the concerns expressed by the constituent groups. We will seek a new superintendent who can work with the Baltimore County School Board to provide the leadership needed to continue to raise academic standards and student performance in spite of major financial challenges, while meeting the unique needs of each of its schools and communities.

The consultants would like to thank the large number of participants who attended focus groups meetings or completed the online survey. Also, we would like to thank all of the BCPS staff members who assisted with our meetings. In particular, all the consultants involved owe a debt of gratitude to Brenda Stiffler in the School Board Office who devised and planned all of our meetings and ensured that we made it to every location on time. She was an outstanding professional throughout.

Respectfully submitted,

Alan E. Leis, Senior Vice-President  
Brad Draeger, Senior Associate  
Michael Hickey, Senior Associate  
Diana McCauley, Senior Associate  
William Reeder, Associate
Consistent Themes across Respondent Groups
(listed in alphabetical order)

District Strengths

- Commitment to helping all students succeed (“all means all”)
- Community interest and support in providing students with a quality education
- Hard-working, dedicated, and committed staff
- Location of district and quality of life in Baltimore area
- Range of curriculum and program offerings available to students in BCPS
- Rich diversity of the system, racially, socio-economically, geographically, religiously
- Significant district accomplishments reducing minority achievement gaps
- Use of technology

District Challenges/Concerns/Issues

- Ability to move district forward in challenging economic climate
- Ensuring that all students are challenged (G/T, low socio-economic, and special education, for example)
- Huge infrastructure needs, both related to aging facilities and overcrowding at some levels and in some areas
- Need for outreach and cooperation with local and state leaders
- Size and diversity of school system and range of programs offered
- The tension between diversity and equity: “equity doesn’t mean equal”
- Transparency, for both the new superintendent and for the work done by the board and superintendent together
- Ways to continue to reduce achievement gaps and deal with underperforming schools
- Willingness to look at expansion of vocational programs

Desired Characteristics in New Superintendent

- Ability and willingness to stand up for what’s best for all our children
- Ability to foster mutual respect and trust
- Approachable, visible in schools and community
- Belief in personal accountability and someone who can ensure that others are held accountable
- Collaborative skills in working with the board, the community, the unions, and political leaders
- Creativity and innovative problem-solving skills
- Energy and enthusiasm, but with a “thick skin”
- Ethics, honesty
- Experience and knowledge of how large districts function and how to move a school system with diverse demographics forward
• Outstanding communication skills
• Strong educational background – ability to recognize and foster good instructional practices
• Strong financial acumen and oversight skills
• Strong listening skills and willingness to engage with community, business, colleges, etc.
• Technology orientation
• Visionary leadership skills
Online Superintendent Profile Survey Results

The Superintendent Profile survey was completed by 1614 stakeholders. Almost half of respondents were teachers (43 percent), about 33 percent were community members (including parents), another 11 percent were support staff, 11 percent were administrators, and the rest were students.

<table>
<thead>
<tr>
<th>Stakeholders</th>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administrator</td>
<td>171</td>
<td>10.6</td>
</tr>
<tr>
<td>Community Member</td>
<td>531</td>
<td>32.9</td>
</tr>
<tr>
<td>Student</td>
<td>42</td>
<td>2.6</td>
</tr>
<tr>
<td>Support Staff</td>
<td>174</td>
<td>10.8</td>
</tr>
<tr>
<td>Teacher</td>
<td>696</td>
<td>43.1</td>
</tr>
<tr>
<td>Total</td>
<td>1614</td>
<td>100.0</td>
</tr>
</tbody>
</table>

The top-rated characteristics that respondents selected are:

- Listen to and effectively represent the interests and concerns of students, staff, parents, and community members. (Community Engagement Theme, CE)
- Foster a positive professional climate of mutual trust and respect among faculty, staff, and administrators. (Community Collaboration Theme, CC)
- Hold a deep understanding of the teaching/learning process and of the importance of educational technology. (Instructional Leadership Theme, IL)
- Lead in an encouraging, participatory, and team-focused manner. (Community Collaboration Theme, CC)

Percentages of respondents overall who selected each item, as well as percentages by stakeholder group, are given in the tables on the following pages.

In addition, differences were examined for statistical and practical significance to determine whether the mean scores by stakeholder group differed. Results indicate that, for many items, the various stakeholders were in agreement. On the other hand, there were several items that certain stakeholders valued more than others.

- Administrators were significantly more likely than community members, support staff, and teachers to select the Vision and Values item “Have a clear vision of what is required to provide exemplary educational services and implement effective change.”
- Administrators and students were significantly more likely than community members, support staff, and teachers to select the Vision and Values item “Act in accordance with the District’s mission, vision, and core beliefs.”
- Community members were significantly more likely than teachers to select the Vision and Values item “Strive for continuous improvement in all areas of the District.”
- Support staff was significantly more likely than teachers to select the Vision and Values item “Hold a deep appreciation for diversity and the importance of providing safe and caring school environments.”
- Community members and students were significantly more likely than support staff and teachers to select the Vision and Values item “Promote high expectations for all students and personnel.”
- Teachers were significantly more likely than community members and support staff to select the Instructional Leadership item “Hold a deep understanding of the teaching/learning process and of the importance of educational technology.”
- Community members and support staff were significantly more likely than administrators, students, and teachers to select the Instructional Leadership item “Increase academic performance and accountability at all levels and for all its students, including special needs populations.”
- Administrators were significantly more likely than community members and students to select the Instructional Leadership item “Provide meaningful guidance for systematic and comprehensive district-wide curriculum, instructional services, assessment programs, and professional development.”
- Administrators were significantly more likely than community members, support staff, and teachers to select the Instructional Leadership item “Utilize student achievement data to drive the District’s instructional decision-making.”
- Community members, students, and teachers were significantly more likely than administrators and support staff to select the Community Engagement item “Identify, confront, and resolve issues and concerns in a timely manner.”
- Community members, students, support staff, and teachers were significantly more likely than administrators to select the Community Engagement item “Listen to and effectively represent the interests and concerns of students, staff, parents, and community members.”
- Support staff was significantly more likely than teachers to select the Community Engagement item “Develop strong relationships with constituents, local government, area businesses, media, and community partners.”
- Administrators were significantly more likely than community members, students, support staff, and teachers to select the Communication and Collaboration item “Seek a high level of engagement with principals and other school-site leaders.”
- Administrators, support staff, and teachers were significantly more likely than community members and students to select the Communication and Collaboration item “Seek a high level of engagement with principals and other school-site leaders.”
“Foster a positive professional climate of mutual trust and respect among faculty, staff, and administrators.”

- Administrators and teachers were significantly more likely than community members, students, and support staff to select the Communication and Collaboration item “Lead in an encouraging, participatory, and team-focused manner.”
- Teachers were significantly more likely than community members, students, and support staff to select the Communication and Collaboration item “Involve appropriate stakeholders in the decision-making process.”
- Support staff was significantly more likely than administrators and teachers to select the Management item “Be an effective manager of the District’s day-to-day operations.”
- Administrators were significantly more likely than community members and teachers to select the Management item “Align budgets, long-range plans, and operational procedures with the District’s vision, mission, and goals.”
- Community members were significantly more likely than teachers to select the Management item “Recruit, employ, evaluate, and retain effectively personnel throughout the District and its schools.”
- Community members, support staff, and teachers were significantly more likely than administrators to select the Management item “Guide the operations and maintenance of school facilities to ensure secure, safe, and clean school environments that support learning.”
### Percentage of Respondents Who Selected Each Item (By Subgroups)

<table>
<thead>
<tr>
<th>Number</th>
<th>Item Description</th>
<th>ALL (1614)</th>
<th>Admin (171)</th>
<th>Comm (531)</th>
<th>Student (42)</th>
<th>SS (174)</th>
<th>Teacher (696)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Listen to and effectively represent the interests and concerns of students, staff, parents, and community members. (CE)</td>
<td>59%</td>
<td>24%</td>
<td>60%</td>
<td>60%</td>
<td>64%</td>
<td>65%</td>
</tr>
<tr>
<td>2</td>
<td>Foster a positive professional climate of mutual trust and respect among faculty, staff, and administrators. (CC)</td>
<td>57%</td>
<td>60%</td>
<td>41%</td>
<td>19%</td>
<td>57%</td>
<td>71%</td>
</tr>
<tr>
<td>3</td>
<td>Hold a deep understanding of the teaching/learning process and of the importance of educational technology. (IL)</td>
<td>46%</td>
<td>42%</td>
<td>40%</td>
<td>60%</td>
<td>37%</td>
<td>53%</td>
</tr>
<tr>
<td>4</td>
<td>Lead in an encouraging, participatory, and team-focused manner. (CC)</td>
<td>41%</td>
<td>50%</td>
<td>31%</td>
<td>17%</td>
<td>36%</td>
<td>50%</td>
</tr>
<tr>
<td>5</td>
<td>Have a clear vision of what is required to provide exemplary educational services and implement effective change. (VV)</td>
<td>39%</td>
<td>54%</td>
<td>39%</td>
<td>40%</td>
<td>36%</td>
<td>36%</td>
</tr>
<tr>
<td>6</td>
<td>Promote high expectations for all students and personnel. (VV)</td>
<td>37%</td>
<td>39%</td>
<td>47%</td>
<td>52%</td>
<td>33%</td>
<td>29%</td>
</tr>
<tr>
<td>7</td>
<td>Recruit, employ, evaluate, and retain effective personnel throughout the District and its schools. (M)</td>
<td>37%</td>
<td>33%</td>
<td>45%</td>
<td>31%</td>
<td>37%</td>
<td>33%</td>
</tr>
<tr>
<td>8</td>
<td>Identify, confront, and resolve issues and concerns in a timely manner. (CE)</td>
<td>36%</td>
<td>19%</td>
<td>41%</td>
<td>62%</td>
<td>32%</td>
<td>34%</td>
</tr>
<tr>
<td>9</td>
<td>Involve appropriate stakeholders in the decision-making process. (CC)</td>
<td>35%</td>
<td>32%</td>
<td>29%</td>
<td>17%</td>
<td>30%</td>
<td>43%</td>
</tr>
<tr>
<td>10</td>
<td>Encourage a sense of shared responsibility among all stakeholders regarding success in student learning. (IL)</td>
<td>32%</td>
<td>28%</td>
<td>29%</td>
<td>26%</td>
<td>30%</td>
<td>35%</td>
</tr>
<tr>
<td>11</td>
<td>Guide the operation and maintenance of school facilities to ensure secure, safe, and clean school environments that support learning. (M)</td>
<td>29%</td>
<td>18%</td>
<td>32%</td>
<td>24%</td>
<td>36%</td>
<td>29%</td>
</tr>
<tr>
<td>12</td>
<td>Increase academic performance and accountability at all levels and for all its students, including special needs populations. (IL)</td>
<td>28%</td>
<td>30%</td>
<td>43%</td>
<td>21%</td>
<td>34%</td>
<td>16%</td>
</tr>
</tbody>
</table>

**Key**
- VV: Vision & Values
- IL: Instructional Leadership
- CE: Community Engagement
- CC: Communication & Collaboration
- M: Management
### Percentage of Respondents Who Selected Each Item (By Subgroups)

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<th>Teacher (696)</th>
</tr>
</thead>
<tbody>
<tr>
<td>13</td>
<td>Effectively plan and manage the long-term financial health of the District. (M)</td>
<td>28%</td>
<td>29%</td>
<td>24%</td>
<td>17%</td>
<td>27%</td>
<td>31%</td>
</tr>
<tr>
<td>14</td>
<td>Provide meaningful guidance for systematic and comprehensive district-wide curriculum, instructional services, assessment programs, and professional development. (IL)</td>
<td>28%</td>
<td>37%</td>
<td>26%</td>
<td>12%</td>
<td>26%</td>
<td>28%</td>
</tr>
<tr>
<td>15</td>
<td>Hold a deep appreciation for diversity and the importance of providing safe and caring school environments. (VV)</td>
<td>26%</td>
<td>29%</td>
<td>27%</td>
<td>36%</td>
<td>33%</td>
<td>22%</td>
</tr>
<tr>
<td>16</td>
<td>Be visible throughout the District and actively engaged in community life. (CE)</td>
<td>25%</td>
<td>19%</td>
<td>24%</td>
<td>33%</td>
<td>28%</td>
<td>26%</td>
</tr>
<tr>
<td>17</td>
<td>Seek a high level of engagement with principals and other school-site leaders. (CC)</td>
<td>24%</td>
<td>44%</td>
<td>24%</td>
<td>24%</td>
<td>19%</td>
<td>21%</td>
</tr>
<tr>
<td>18</td>
<td>Communicate effectively with a variety of audiences and in a variety of ways. (CC)</td>
<td>23%</td>
<td>25%</td>
<td>20%</td>
<td>19%</td>
<td>25%</td>
<td>23%</td>
</tr>
<tr>
<td>19</td>
<td>Align budgets, long-range plans, and operational procedures with the District’s vision, mission, and goals. (M)</td>
<td>22%</td>
<td>32%</td>
<td>21%</td>
<td>26%</td>
<td>25%</td>
<td>20%</td>
</tr>
<tr>
<td>20</td>
<td>Strive for continuous improvement in all areas of the District. (VV)</td>
<td>20%</td>
<td>25%</td>
<td>23%</td>
<td>24%</td>
<td>20%</td>
<td>16%</td>
</tr>
<tr>
<td>21</td>
<td>Maintain positive and collaborative working relationships with the school board and its members. (CE)</td>
<td>20%</td>
<td>14%</td>
<td>16%</td>
<td>19%</td>
<td>25%</td>
<td>22%</td>
</tr>
<tr>
<td>22</td>
<td>Develop strong relationships with constituents, local government, area businesses, media, and community partners. (CE)</td>
<td>18%</td>
<td>21%</td>
<td>19%</td>
<td>19%</td>
<td>25%</td>
<td>15%</td>
</tr>
<tr>
<td>23</td>
<td>Be an effective manager of the District’s day-to-day operations. (M)</td>
<td>12%</td>
<td>8%</td>
<td>12%</td>
<td>12%</td>
<td>20%</td>
<td>12%</td>
</tr>
<tr>
<td>24</td>
<td>Act in accordance with the District’s mission, vision, and core beliefs. (VV)</td>
<td>11%</td>
<td>24%</td>
<td>9%</td>
<td>24%</td>
<td>13%</td>
<td>8%</td>
</tr>
<tr>
<td>25</td>
<td>Utilize student achievement data to drive the District’s instructional decision-making. (IL)</td>
<td>11%</td>
<td>24%</td>
<td>13%</td>
<td>17%</td>
<td>8%</td>
<td>6%</td>
</tr>
</tbody>
</table>

**Key**
- **VV-Vision & Values**
- **IL-Instructional Leadership**
- **CE-Community Engagement**
- **CC-Communication & Collaboration**
- **M-Management**

Hazard, Young, Attea & Associates  
Baltimore County Leadership Profile Report
Comments from Interviews and Focus Group Meetings

January 17-20 and January 26

Listed in alphabetical order

“/” indicates multiple similar responses from one or more other “groups” during subsequent meeting(s)

BOARD

Eleven board members were individually interviewed.

Strengths

- Auditor reporting to school board
- Belief in “all means all” ///
- Blueprint for Progress
- Board has not micro-managed
- Diversity ///
- Focus on minority student achievement (and improvement) ///
- Focus on safety
- Good relationships with teachers and union
- Great students
- Increased AP enrollment and scores
- Infrastructure improvements
- Listens to community
- Many good leaders ///
- Significant student achievement, strong academic performance /////<
- Some great hard-working people /////<
- Superintendent stability
- Support from County and State/
- Technology
- Workforce development

Challenges/Concerns/Issues

- Achievement gap
- Building and maintaining strong senior staff
- Central office morale
- Changing leadership in curriculum department
- Communication and trust //
- Curriculum revision
- Discipline
- Diversity and equity /////<
Many elementary schools are over-capacity

Funding

Greater involvement, engagement with state and local leaders

Heavily centralized system

Increased communication between superintendent and board, and among board members, transparency

Increased student achievement

Increasing numbers of low socio-economic students

Lack of experimentation

Lack of parental engagement, involvement

Length of current superintendent’s tenure

Low number of charter schools

Magnet schools selection process

More attention to G/T students

More training for teachers (e.g., in special education issues)

Politics, high level of public scrutiny

Promotion of positive growth for all employees

Race issues

Recruitment of teachers and administrators

Staff trust and loyalty

Technology

Unions

Very old inventory of schools – facilities needs

**Desired Characteristics**

Out-of-box, non-traditional thinker, open to new ideas

Able to deal with racial tension

Able to review roles, functions, and positions in central office

Able to stand ground when necessary and fight for students

Able to work collaboratively with board and staff

Acts transparently

Advocate for technology

Change agent

Consensus-builder

Decisive

Energetic, positive attitude

Experience with inclusion model

Experience with unions

Experience, knowledge related to diversity

Financial acumen, especially in another system funded like ours

Foresight, vision

Good judge of talent

Good listener
- Intestinal fortitude to consider redistricting
- Not micro-manager
- Open communicator, strong interpersonal skills
- Politically savvy, able to garner support from community and local leaders
- Principled
- Strong educational background
- Strong-willed
- Visionary/practical visionary
- Willing to change
- Willingness to decentralize
ADMINISTRATORS

Five groups were interviewed, including the current superintendent. Several of the administrator groups were quite large.

Strengths

- Blueprint for Progress, all students can learn
- Child-centeredness
- Commitment to 21st century skills
- Community support
- Curriculum development and support
- Diversity (in all its forms)
- Fiscally sound
- Great place to live
- High graduation rates
- ISO
- Mutually supportive administrators
- Number and quality of student remediation programs
- Partnerships with local universities
- Past accomplishments under current superintendent
- Positive parental relationships
- Quality of leadership
- Quantity and quality of data
- Servant leadership model
- Staff development
- Strong teachers and dedicated staff
- Students and high levels of student achievement
- Superintendent focus on leadership development
- Tradition of excellence
- Willingness to innovate

Challenges/Concerns/Issues

- Able to handle leadership succession issues
- Curriculum, especially with coming of Common Core
- Diversity and demographic shifts
- Financial needs, equity issues
- Helping schools make AYP
- Infrastructure issues
- Lack of parental involvement in some schools
- Need for differentiated service model, especially in special education
- Need for redistricting
- Need for stronger focus on middle school
- Overcrowding, especially at elementary level
Red tape/bureaucracy
Size of system
Some dysfunctional staff that continue, “dance of lemons”
Staff turnover, especially at high levels
Systemic challenge of improving low-performing schools
Taught versus “tested” curriculum, alignment issue
Technology availability
Transition issues, from elementary to middle school
Understands culture

Desired Characteristics

- Ability to gain trust and confidence of staff and community, transparent
- Accountability
- Appropriate risk-taker
- Calm, confident, and reassuring
- Charismatic
- Collaborative problem-solver
- Committed to BCPS
- Educational background
- Experience as school-based administrator
- Experience with collective bargaining
- Focused on importance of curriculum and instruction
- Good judge of people and talent
- Good listener, open to good and bad feedback
- Imagination and creativity
- Knows curriculum and instruction
- Openness, transparency
- Politically savvy
- Sense of humor
- Strength of conviction
- Strong communicator
- Strong interpersonal skills
- Strong moral and ethical convictions, integrity
- Student-focused
- Visible in schools
- Visionary and future-focused
- Visionary, practical visionary
- Willingness to support principal decision-making
FACULTY (TEACHERS)

Three teacher groups were interviewed, plus there were teachers at several of the community forums. One teacher group included paraprofessionals.

Strengths

- Citation of district as national educational model
- Collaborative business community
- Diversity
- High quality teachers and staff, dedication
- Highest PRAXIS scores in nation
- Location/quality of life
- Music and arts programs
- Nationally recognized library media program
- Range of program options offered to students
- Reasonably good finances (compared to many other districts)
- Resources within district
- Stability of staff
- Staff development opportunities
- Supportive community
- Technology

Challenges/Concerns/Issues

- Aging infrastructure
- Assessing program effectiveness
- Central office out of touch with schools
- Different family values across district
- Diversity/equity
- Erosion of trust
- Focusing on what is good for kids
- Issues around race and class
- Morale among schools
- Need for improvements in staff development
- Need for more vocational curriculum
- Needed curriculum improvements
- Objectivity of evaluation process
- Over-emphasis on college preparation
- Pay for paraprofessionals
- Politics
- Salaries
- Scripted curriculum at elementary level
• Size of district
• Staff movement among schools
• Student discipline
• Suspension and expulsion rates
• Teacher workload

**Desired Characteristics**

• Accountable, and holds others accountable
• Advocate for affective domain
• Approachable, personable //
• Collaborative
• Data-driven decision-maker
• Ethical/integrity/trust builder ///
• Experience in similar size district
• Experience with diversity
• Experience with unions
• Fiscal management expertise //
• Good decision-makers ///
• Good PR skills
• Innovative, creative //
• Open communicator///
• Politically savvy, good relationship with politicians ///
• Problem-solver
• Student-centered
• Visible in community //
• Visionary
• Willing to embrace local businesses
• Willing to involve teachers in decision-making
• Willing to look beyond data
• Willing to place additional staff where needed
PARENTS & COMMUNITY

A total of eighteen different groups are included in this category.

Strengths

- Accessibility to parents of student information (EdLine) //
- Accomplishments relating to minority achievement
- Availability of alternative programs
- AVID //
- Blueprint for Progress //
- Bullying prevention programs
- Communication improving, especially in past year //
- Current superintendent’s emphasis on “all means all” //
- Curriculum development
- Data-driven decisions
- District website
- Diversity //////
- Educated senior citizens
- ELL program
- Existence of interfaith groups
- Flexibility within special education to try new things
- Foreign exchange programs
- High level of school system involvement with community colleges and universities
- High student achievement //////
- Improving G/T program
- Language immersion program
- Magnet programs
- Many outstanding schools
- Number of Blue Ribbon Schools //
- Outreach to parents in multiple languages
- Quality of life ///
- Quality of staff (dedicated, hard-working, committed) ///////////
- Schools and communities’ willingness to “meet students where they are”
- Strong community and parental support ///
- Students well-prepared for college and career //
- Superintendent listens to student concerns regularly
- Technology //
- Variety of instructional and curricular offerings ////
- Willingness to have parents help in school //
Challenges/Concerns/Issues

- Admission criteria for magnet schools
- Aging infrastructure (includes safety) //
- Amount of technology
- Antiquated pedagogical methods
- Challenging students sufficiently //
- Closing achievement gap //
- Communities that can be provincial
- County control of school budget //
- Curriculum and instruction
- Diverse student needs //
- Diversity on superintendent’s cabinet
- Entrenched central office staff
- Equity issues (between and among schools) //
- Failing schools
- Finances and funding //
- “Good old boy” network
- Greater emphasis on writing
- Improved staff development around special education and ELL issues
- Increasing number of autistic students
- Increasing number of college-ready students
- Lack of inclusive practices
- Lack of parental engagement in certain parts of district
- Lack of staff accountability
- Lack of strong personnel evaluation systems
- Lack of vocational education programs //
- Meaningful professional development
- Middle school curriculum
- Need for transparency between Board of Education and community
- Need to evaluate program effectiveness
- Not laying off teachers (reducing administrators) //
- Overcrowding //
- Political climate, internal and external //
- Poverty
- Quality of middle school program
- Security and student behavior concerns //
- Segregation within schools
- Staff quality
- Stronger mentoring programs
- Textbook discrepancies
- Transportation challenges //
- Working with teachers union //
**Desired Characteristics**

- Able to delegate and build team
- Accessible
- Accountable and holds others accountable
- Can work with teachers
- Change agent
- Collaborative
- Courage and boldness
- Energetic, excited, enthusiastic
- Experience and openness to diversity
- Experience in large school system(s)
- Good listener
- Good PR skills
- High expectations for all students
- Honest, open communicator
- Innovative, creative, out-of-box thinker
- Integrity, ethics
- Interpersonal skills
- Involved in community
- Knowledgeable of education and curriculum and instruction
- Knows assessment
- Knows Baltimore County and surrounding area
- Open-minded
- Organizational, business, and financial acumen
- Outsider perspective
- Paid low salary
- Politically savvy, ability to build alliances
- Proven track record of accomplishments
- Student-centered
- Technology orientation
- Thick-skinned, tough
- Transparent and trustworthy
- Understands board roles and responsibilities
- Visible in community
- Visionary
- Willing and able to reduce achievement gaps
- Willingness to fight for disenfranchised students
- Willingness to partner with colleges and universities
STUDENTS

One large representative group was interviewed.

**Strengths**

- Challenging, college-prep curriculum
- Course rigor
- Current superintendent meets with students regularly and “listens”
- Diverse atmosphere
- Excellent art, music, and dance programs
- High test scores
- Integration of technology
- Magnet opportunities
- Many AP courses
- Many opportunities for student involvement
- Motivated students and teachers
- STEM competitions
- Student leaders who are able to make friends across schools
- Student leaders work together
- Students given opportunity to use learning
- Students’ preparation for future
- Teachers who care
- Variety of programs

**Challenges/Concerns/Issues**

- Budget
- Consideration for creation of curriculum around county diversity
- Continuation of emphasis on math and science
- Focus more on academics, not just athletics
- Need more opportunities that can involve all students
- Not all students in AP classes should be there
- Recognition of school differences – gap between some schools
- Teaching students how to learn

**Desired Characteristics**

- Able to handle stress
- Able to manage details
- Approachable and friendly
- Emotionally strong
- Encouragement of student to learn about world and world events
- Enthusiastic
• Experience in large school system
• Good sense of humor
• Innovative
• Knowledge of what’s happening in classrooms, not just test scores
• Openness to change
• Passion for learning
• Possession of vision for future
• Transparency
• Value on communications with students
• Willingness to learn culture, respect culture
SUPPORT STAFF

Three groups were interviewed.

Strengths

- China exchange program
- Commitment to professional development
- Dedicated, talented staff //
- Diversity
- Employee benefits
- Facilities improvements made in last 10 years
- Focus on data
- High levels of student achievement //
- Magnet programs
- Music and art programs
- Opportunity for student to take advanced courses
- Partnerships with local colleges
- Professional development opportunities
- Range of student programs/range of student opportunities
- Use of software for business processes
- Use of technology

Challenges/Concerns/Issues

- Alignment of curriculum to common core and new evaluation systems //
- Attracting and retaining talent
- Avoiding furloughs and layoffs
- Better equipment
- District size //
- Diversity/equity
- Helping lower performing schools
- Infrastructure aging
- Infrastructure needs with increasing enrollment
- Keeping kids healthy
- Keeping the momentum going after current superintendent
- Leadership succession plan
- Maintaining retirement benefits
- Managing with dwindling resources, funding issues //
- Recognition and equal treatment for support staff
- Working with whole child, not just test scores
**Desired Characteristics**

- Ability to lead in tough times
- Able to see “big picture”
- Approachability/openness
- Change manager, not change for change's sake
- Collaborative
- Effective communicator
- Energy
- Good listener
- In tune with national education agenda
- Instructional leader
- Knowledge of curriculum and instruction
- Media savvy //
- Not a reactionary
- Open to and experienced in issues around cultural diversity
- Openness to working with unions
- Passion and love for children
- Politically savvy
- Sense of humor
- Visionary //
Baltimore County Public Schools
Superintendent
Desired Characteristics

After seeking input from its Board members, parents, staff, students, and community via focus groups, interviews, and an online survey, the Board of Education of Baltimore County Public Schools (BCPS) seeks a strong educational leader who possesses the following characteristics and is able to:

- Assess the effectiveness of a diverse array of educational programs, making recommendations for improvement as necessary.
- Attract and retain committed and quality staff, while addressing succession planning issues.
- Be involved with and active in community issues, modeling traits such as visibility and approachability.
- Courageously and decisively lead the system with vision, always standing up for what he or she believes is in the best interest of the students of BCPS.
- Demonstrate past success in addressing diversity and equity issues.
- Demonstrate past success in working effectively with a variety of unions.
- Foster a climate of mutual trust and respect among faculty, staff, parents, community, and elected officials.
- Hold high expectations for both students and staff.
- Partner successfully with the School Board in developing strategic, organizational, and communication plans that move the school system forward, both nationally and globally.
- Possess a track record of success in addressing the improvement of student achievement, while simultaneously addressing the needs of both “all” children and the “whole” child.
- Possess strong communication skills.
- Possess strong interpersonal skills.
- Think creatively and “outside the box” to address system challenges relating to equity and an aging infrastructure.
- Uphold high personal standards of honesty, integrity, and accountability, while holding subordinates accountable for the same high personal standards.

With regard to leadership experiences and accomplishments, the ideal candidate:

- Has a strong educational background, with experience in personnel and organizational management.
- Has experience leading a large and diverse school system.
- Has knowledge of quality improvement programs related to education, specifically ISO.
- Has understanding of and experience in financial management and budget decision-making.
- Is or is able to be certified in the state of Maryland (required).
DATE: February 7, 2012

TO: BOARD OF EDUCATION

FROM: Dr. Joe A. Hairston, Superintendent

SUBJECT: REPORT ON ENERGY CONSERVATION

ORIGINATOR: Renee A. Foose, Deputy Superintendent

RESOURCE PERSON(S): Michael G. Sines, Executive Director, Department of Physical Facilities

RECOMMENDATION

To apprise the Board of Education of the Baltimore County Public Schools’ Energy Program.

* * * * *

Attachment I – Executive Summary
Attachment II – PowerPoint
Baltimore County Public Schools

Department of Physical Facilities

Energy Program

Executive Summary

Baltimore County Public Schools (BCPS) has an active energy program whose mission is to continuously seek methods, procedures, processes, and technology to reduce energy costs and consumption while maintaining an environment conducive to high student achievement. The program supports systemwide goals as identified in the *Blueprint for Progress*

The presentation includes major energy commodities used in the school system and the factors which impact energy demand and energy consumption. In highlighting the increasing cost for energy, the report focuses on the energy conservation guidelines, strategies utilized by various offices to achieve energy efficiency, and the oversight provided to maintain and review the energy database. In the final segment of the presentation, statistics are included on total cost avoidance to date, program accomplishments, and a description of future initiatives including the challenges faced by BCPS.

BCPS has a successful energy program resulting in consistent energy consumption amid increasing demand while maintaining a process to manage volatility in energy commodity prices by minimizing the risk associated with it.
Baltimore County Public Schools
Department of Physical Facilities
Energy Program
February 7, 2012
Contents

- System-wide goals and energy program mission
- Major energy commodities
- Factors increasing energy demand
- Impacts on energy demand
- Standardizing consumption data
- Consumption and cost comparison
- Energy conservation guidelines
- Strategies to achieve efficiency
- Energy data oversight
- Energy program accomplishments
- Cost avoidance totals since FY-07
- Future initiatives
- Challenges of the future
- Conclusion
Support System Wide Goals

- Improve achievement for all students
- Maintain safe and orderly learning environments
- Use resources effectively and efficiently
Energy Program

Mission Statement

Continuously seek methods, procedures, processes, and technology to reduce energy costs and consumption while maintaining an environment conducive to high student achievement.
Major Energy Commodities

- Electricity
- Natural Gas
- Heating Oil
Electricity Data (FY-11)

Electricity (Kilowatt - Hour) kWh = 1000 watts over 1 hour

- Consumption – 190,000,000 (kWh)
- Cost – $20,000,000
- Unit Cost – $0.105 per (kWh)

(“Featured articles: Contact,” 2011)
Electricity (Kilowatt - Hour) kWh = 1000 watts over 1 hour

- **Consumption** – 190,000,000 (kWh)
- **Cost** – $20,000,000
- **Unit Cost** – $0.105 per (kWh)

("Featured articles: Contact,” 2011)
Electricity Data (FY-11)

**Electricity** (Kilowatt - Hour) kWh = 1000 watts over 1 hour

- Consumption – 190,000,000 (kWh)
- **Cost** – $20,000,000
- Unit Cost – $0.105 per (kWh)

("Featured articles: Contact,“ 2011)
Natural Gas Data (FY-11)

- **Natural Gas** (Therm) 100,000 cubic feet
  - Consumption – 7,200,000 Therms
  - Cost – $7,600,000
  - Unit Cost – $1.05 per Therm

(Freedman, 2011)
Natural Gas Data (FY-11)

- **Natural Gas** (Therm) 100,000 cubic feet
- **Consumption** – 7,200,000 Therms
- **Cost** – $7,600,000
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- **Natural Gas** (Therm) 100,000 cubic feet
  - Consumption – 7,200,000 Therms
  - Cost – $7,600,000
  - Unit Cost – $1.05 per Therm

(Freedman, 2011)
Heating Oil Data (FY-11)

- **Heating Oil (Gallon)**
  - Consumption – 505,000 Gallons
  - Cost – $1,365,000
  - Unit Cost – $2.70 per Gallon

(Crowley, 2011)
Heating Oil Data (FY-11)

- **Heating Oil** (Gallon)
  - Consumption – 505,000 Gallons
  - Cost – $1,365,000
  - Unit Cost – $2.70 per Gallon

(Crowley, 2011)
Heating Oil Data (FY-11)

Heating Oil (Gallon)

- Consumption – 505,000 Gallons
- Cost – $1,365,000
- Unit Cost – $2.70 per Gallon

(Crowley, 2011)
Factors Increasing Energy Demand

Age of Facility
- Baltimore County continues to have one of the largest and oldest inventories of school facilities in the state

Thermal Properties of Facilities
- Inefficient window systems
- Inefficient roofing systems

Antiquated Mechanical Systems
- Outdated HVAC controls
- Boilers, chillers, and air-distribution equipment
Impacts on Energy Demand

Overall Square Footage Increase *

* Includes all owned and leased square footage *
Impacts on Energy Demand

Increase in Air Conditioned Square Footage

Fiscal Year

Square Footage

<table>
<thead>
<tr>
<th>Year</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
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Impacts on Energy Demand

Increase in After School Use of Facilities

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Impacts on Energy Demand

Student Enrollment

Fiscal Year

<table>
<thead>
<tr>
<th>Year</th>
<th>Enrollment</th>
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<tbody>
<tr>
<td>2007</td>
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<tr>
<td>2009</td>
<td>103,832</td>
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<tr>
<td>2010</td>
<td>104,331</td>
</tr>
<tr>
<td>2011</td>
<td>105,315</td>
</tr>
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</table>
Therm — Metric of a commodity’s energy content equal to 100,000 British Thermal Units (BTU’s). Most commonly associated with natural gas

- Natural gas – 100 cubic feet
- Electricity – 29.3 Kilowatt hours (kWh)
- #2 Heating Oil – 0.72 gallons

Total Therms — Representation of total energy consumption by all commodities

("Meters," 2011)
Therm — Metric of a commodity’s energy content equal to 100,000 British Thermal Units (BTU’s). Most commonly associated with natural gas

Natural gas — 100 cubic feet

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Total Therms — Representation of total energy consumption by all commodities

("Meters," 2011)
# Consumption and Cost Comparison

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The table above illustrates the consumption and cost comparison for the fiscal years 2004 to 2011. The data shows a slight increase in both therms and cost over the years, with a noticeable dip in 2007. The unit cost also shows a general increase, with a slight decrease in 2008 and 2009.
### Consumption and Cost Comparison

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**Therms (Millions):**
- FY-04: 14.1
- FY-05: 13.9
- FY-06: 13.6
- FY-07: 13.7
- FY-08: 13.9
- FY-09: 13.9
- FY-10: 13.4
- FY-11: 14.4

**Cost (Millions):**
- FY-04: 18.3
- FY-05: 21.6
- FY-06: 26.4
- FY-07: 29.7
- FY-08: 30.4
- FY-09: 31.1
- FY-10: 30.5
- FY-11: 29.0

**Unit Cost:**
- FY-04: $1.29
- FY-05: $1.55
- FY-06: $1.94
- FY-07: $2.16
- FY-08: $2.18
- FY-09: $2.23
- FY-10: $2.28
- FY-11: $2.01
Energy Conservation Guidelines

- Turn off lights when not in use
- Encourage participation of students and staff
- Prohibit use of personal appliances unless authorized
- Maintain occupied heating temperatures between 68° – 70°F
- Maintain occupied cooling temperatures between 76° – 78°F
- Maintain unoccupied heating temperatures between 55° – 58°F
- Maintain unoccupied cooling temperatures between 82° – 86°F
- Maintain unoccupied HVAC settings on holidays and off hours
- Consider lifecycle costs in new equipment purchases
- Maintain domestic hot water temperature between 110° - 120°F
Strategies to Achieve Efficiency

- Engineering and Construction
- Maintenance and Grounds
- Operations
- Procurement and Deregulation
Strategies to Achieve Efficiency

Office of Engineering and Construction

State of the Art Technological Advances

- Building Automation Systems
- Direct Digital Controls (DDC)
- Monitor HVAC systems centrally
- Comprehensive HVAC scheduling done centrally

Variable Frequency Drives

- Reduce electric motor power consumption

("Air handler," 2011)
Strategies to Achieve Efficiency

Office of Engineering and Construction

State of the Art HVAC Equipment

- Building Mechanical Systems
  - Geothermal heating and cooling systems
  - Energy efficient chillers and boilers
  - Energy efficient air distribution systems
Strategies to Achieve Efficiency

Office of Engineering and Construction

- Energy Efficient Lighting
  - Energy efficient bulbs and fixtures
  - Indirect lighting / day-lighting
Strategies to Achieve Efficiency

Office of Engineering and Construction

- Building Envelope
  - Energy efficient window systems
  - Energy efficient roofing systems
Strategies to Achieve Efficiency

Office of Engineering and Construction

Leadership in Energy and Environmental Design (LEED)

- Internationally recognized third party verification that a building was designed using strategies that improve energy efficiency, water efficiency, reduces CO\textsuperscript{2} emissions, and improves indoor environmental quality
- West Towson Elementary School
- George Washington Carver Center for Arts and Technology
- Dundalk / Sollers Point High Schools

("LEED certified," 2011)
Strategies to Achieve Efficiency

Office of Maintenance and Grounds

- Scheduled Maintenance
- Preventive Maintenance
  - Ensure equipment and systems operate at optimum efficiency
  - Identify potential problems at an early stage
Strategies to Achieve Efficiency

Office of Maintenance and Grounds

Scheduled Maintenance
- Preventive Maintenance
  - Ensure equipment and systems operate at optimum efficiency
  - Identify potential problems at an early stage

Unscheduled Maintenance
- Conduct emergency repairs
- Correct day-to-day breakdowns and failures

Deferred Maintenance
- Postpone scheduled activities due to lack of resources
Strategies to Achieve Efficiency

Office of Operations
- Preventive Maintenance
  - Quarterly air filter maintenance
  - Lubrication of mechanical equipment
  - Evaluate and replace belts
- Identify and Report Deficiencies
  - Unscheduled and emergency repairs
  - Thermally uncomfortable areas
  - Apply energy conservation guidelines
Strategies to Achieve Efficiency

Procurement and Deregulation

- Deregulation
  - Increased market competition
  - Purchased commodities on futures market
  - Managed risk and cost

- Purchasing Cooperative
  - Baltimore Regional Cooperative Purchasing Committee (BRCPC)

("Featured articles: Contact," 2011)
(Freedman, 2011)
(Crowley, 2011)
Energy Data Oversight

- Energy Database and Building Audits
- Invoice Review and Management
- Consulting Services
- Energy Data Management

("Scary graphs," 2010)
Developed Energy Efficiency Index (EEI) for all facilities

Created priority list for audits based on EEI

Conducted comprehensive facility audits

Audited 77 buildings since FY-04

Audits reveal deficiencies in maintenance and operating practices, equipment out of calibration, and identify the need for repair and replacement

Identified low cost and no cost improvements

Recommended projects for Capital Improvement Plan, Aging School Program, and Qualified Zone Academy Bonds

("Energy audit," 2010)
Energy Data Oversight

Invoice Review and Management

- Separate commodity and distribution accounts
  - 328 electrical accounts
  - 206 natural gas accounts
  - 23 heating oil accounts
- Inconsistent billing periods
- Invoices are reviewed for accuracy prior to payment
- Significant variations in invoices prompts visits to facilities to quickly identify potential issues

("Financing your business," 2010)
Energy Data Oversight

Consulting Services

- **ENERNOC**
  - BRCPC consultant
  - Peak Load Reduction program
    - 10 high schools and 1 middle school
    - $123,228 received to date

- **CQI Associates**
  - Data Analysis
  - BGE rebate program
    - $397,790 commitment
    - $47,183 received to date

- **Utilivision – Energy Watchdog®**
  - Energy tracking software
  - Web-based utility management

("Generating income from," 2011)
Energy Data Oversight

Energy Data Management

- Consumption and Cost Analyzed Monthly
- Consumption and Cost Projections Generated Monthly
- Review of data and accounts resulted in adjustment of electric tariff schedule transferring several accounts to BRCPC and overcharges in water invoices resulted in combined cost avoidance over $250,000
- Energy Watchdog ®
  - System-wide cost and consumption reports
  - Building specific cost and consumption reports

(Cottam, 2011)
Energy Program Accomplishments

- Developed a comprehensive energy database
- Bulk purchase of electricity and natural gas through regional cooperative BRCPC
- Purchase of oil on futures market to manage risk and costs
- Implemented monthly energy cost projection system
- Baltimore County Public Schools has a program in place at all schools to manage energy and cost

("China to phase," 2011)
Energy Program Accomplishments

- Participation in BGE lighting retrofit programs for eligible accounts
- Participation in BGE SmartSavers program by incorporating energy efficient features in new construction
- Participation in Peak Load Reduction program incentives for electricity
- Consistent consumption trends since FY-04

("China to phase," 2011)
Cost Avoidance Totals Since FY-07

- Commodity cost savings as a result of participation in BRCPC: $14,196,994
- Purchasing oil futures: $400,000
- Energy efficiency improvements of facilities: $6,015,152
Cost Avoidance Totals Since FY-07

- Commodity cost savings as a result of participation in BRCPC .......................... $14,196,994
- Purchasing oil futures .................................................................................. $400,000
- Energy efficiency improvements of facilities..... $6,015,152
Cost Avoidance Totals Since FY-07

- Commodity cost savings as a result of participation in BRCPC: $14,196,994
- Purchasing oil futures: $400,000
- Energy efficiency improvements of facilities: $6,015,152
- BGE Lighting retrofit program: $274,700
- Peak Load Reduction program: $123,228
- BGE SmartSavers program: $47,183

For a total cost avoidance of $21 Million
Future Initiatives

- Continue participation in BGE SmartSavers program
- Pursue BGE enhanced operations and maintenance incentive
- Focus efforts on energy efficient lighting
- Investigate / pursue emerging technologies
- Performance contracting
- Renewable energy sources

("Renewable energy education," 2011)
Challenges of the Future

Increasing Student Enrollment

Projected 3.6% increase 2012-2020

Projected 3.6% increase 2012-2020
Challenges of the Future

- **Increasing Student Enrollment**
  - Projected 3.6% increase 2012-2020

![Graph showing projected student enrollment growth from 2012 to 2020.](image)

- **Educational Program Requirements**

![Images of a virtual learning environment.](images)
Challenges of the Future

- Market Volatility
  - (Garrett, 2011)

- After School Use of Facilities
  - (Yeo, 2009)
  - ("Market volatility ," 2011)
  - ("How to coach," 2011)
### Challenges of the Future

**Installation of Central Air Conditioning**

**Projection based on current cost**

<table>
<thead>
<tr>
<th>School</th>
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Installation of Central Air Conditioning

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**Projection based on current cost**

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*$0.76$ average difference per Sq/Ft * $6.2$ million square feet = **$4.7$ Million**
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*$0.76 \text{ average difference per Sq/FT} * 6.2 \text{ million square feet} =

### Annual Savings

$4.7 \text{ Million} - \text{Annually}$
Conclusion

- Successful Energy Program
- Consistent Consumption amid Increased Demand
- Managed Cost
- Reduced Risk
References


References


Meeting called to order: 7:08 PM

Advisory Council Members: Bill Bafitis, Jackie Brewster and Sandra Skordalos
Attendees: Diane Holt (Edgemere ES parent) & Brenda Wilson (BCPS employee Edgemere ES)
Presenters: Sgt. Conaboy (Drug and Gang Unit Baltimore County Police Dept.) and Glenda Myrick (BCPS Student Support Services Coordinator)

Presentation:
Sgt. Conaboy’s presentation was very informative. He went over the gang activity in Baltimore County. He covered specific gangs and their behavior. He warned us not to underestimate how bad the bad ones can be. This was an eye opening presentation. The best deterrent is parent intervention and neighborhood groups. Young people need to have other options. I wish more parents and community members would have attended.

We were given the Parent’s Guide to Gangs from the Office of Juvenile Justice. For more information you can contact the Juvenile Justice Clearinghouse at 800-638-8736 or visit National Youth Gang Center at [http://www.nationalgangcenter.gov/](http://www.nationalgangcenter.gov/). We were also told to visit the BCPS website. Very few actual incidents occur at school. BCPS does have a gang policy - Policy 5551  

Gang Activity, and Similar Destructive or Illegal Group Behavior

I. Philosophy
a. The Board of Education of Baltimore County (Board) believes that gangs and gang-related activities pose a serious threat to the safety of students and staff members and that gangs and gang activities can significantly disrupt the educational environment. Therefore, the Board prohibits gang activity and similar destructive or illegal group behavior on school property, on school buses or at school-sponsored events.
b. The Board prohibits reprisal or retaliation against an individual whom reports gang activity and similar destructive or illegal group behavior or who is a victim, or witness to, an act of gang activity.

II. Implementation
A. The Board directs the Superintendent to take necessary and appropriate actions to implement this policy, including provision for taking appropriate disciplinary or other action when this policy has been violated, as follows:
1. Establish, implement, and maintain procedures in accordance with the Maryland State Board of Education’s (MSDE) Model Gang Policy.
2. Create reporting procedures for suspected gang activity and similar destructive or illegal group behavior in schools.
3. Establish a proper systemwide monitoring/tracking system to follow progress of each investigation.
4. Develop procedures for the prompt investigation of suspected gang activity or similar destructive or illegal group behavior.
5. Develop information/resources on support and intervention services and educational programs for students, parents, teachers, staff, volunteers, and administrators in order to prevent, intervene in, and suppress gang activity, and similar destructive or illegal group behavior in schools.
6. Designate at least one school security officer for each school that enrolls students in grades 6-12.
7. Enter into a memorandum of understanding with the Office of the Baltimore County State’s Attorney to foster coordination of gang prevention, intervention, and suppression efforts.

You can review the policy and rule online [http://www.bcps.org/system/policies_rules/](http://www.bcps.org/system/policies_rules/)
Advisory Council Meeting
The council met briefly to discuss:

• Minutes from October – Approved.
• October 2011 ecp brief on “All means All”
• Education Policy 1230- Area Education Advisory Councils (currently under review and open to public comment online [www.bcps.org](http://www.bcps.org).) Advisory council members still believe that losing the area superintendent’s attendance at our meetings has hampered our work. If BCPS wants to stay with non-geographical superintendents than the superintendents should rotate during our meetings.
• There was concern over the attendance of our members.
• We were happy to see that Sparrows Point MS knew we were coming and had an employee ready to open the library for us. The presentation equipment we requested was available in the library. Thank you to the staff at SPMS.
• We discussed the Joint Advisory Council meeting that Jackie Brewster, Steve Crum, and Sandra Skordalos attended representing the southeast on November 10th at the Greenwood Campus. Dr. Hairston gave his report. It was a lengthy report, but we were not able to ask board members or Dr. Hairston any questions. Hopefully, there will be a future joint advisory council meeting where we are able to give input to the BCPS Board of Education.

Meeting Adjourned: 9:00PM
Next meeting: January 9th 7PM at Bear Creek ES – Enrollment and Capacities for Southeast Area Schools