

BALTIMORE COUNTY PUBLIC SCHOOLS

DATE: March 22, 2011

TO: **BOARD OF EDUCATION**

FROM: Dr. Joe A. Hairston, Superintendent

SUBJECT: **REPORT ON STRATEGIC PLANNING**

ORIGINATOR: Joe A. Hairston, Superintendent

RESOURCE
PERSON(S): Kara Calder, Executive Director, Planning and Support Operations

INFORMATION

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

Attachment I – Executive Summary
Attachment II – PowerPoint presentation

Strategic Planning Update Executive Summary

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

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

The Office of Strategic Planning is responsible for:

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

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

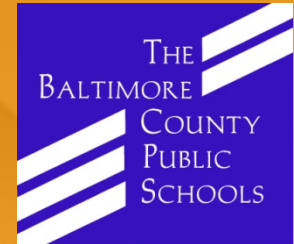
The 2010 system wide student enrollment (as of September 30, 2010) is 104,331. Student enrollment is projected to gradually increase over the next five years to 107,309 and then in ten years to 109,316. The Office of Strategic Planning calculates projections using both live birth data and actual trend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

Within five years system wide available capacity as calculated by the Maryland State Department of Education State Rated Capacity (SRC) formula will be insufficient to meet projected enrollment needs at the elementary school level. At the middle school level, total projected enrollment is expected to be within 80% of capacity and high schools within 92% of capacity. SRC does not include relocatable classroom units, which are utilized as part of the school system's overall capacity relief program.

The Baltimore County Board of Education owns 13 sites around the county in addition to properties where schools, program, centers, and offices may be located. Of these 13 sites, previous site bank studies have identified eight as potentially viable for the construction of a school and five that may be used as leverage for the acquisition of other properties.

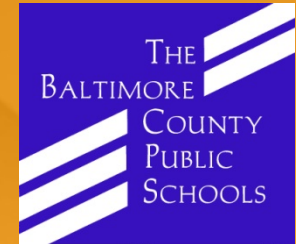
In his presentation of the FY2012 budget, Dr. Hairston stated, “As we remain steadfast in our delivery of the highest quality education regardless of a child’s zip code, race, culture, or economic circumstances, these variables have, without a doubt, impacted all aspects of our operations. As we manage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

Baltimore County Public Schools Strategic Planning Update



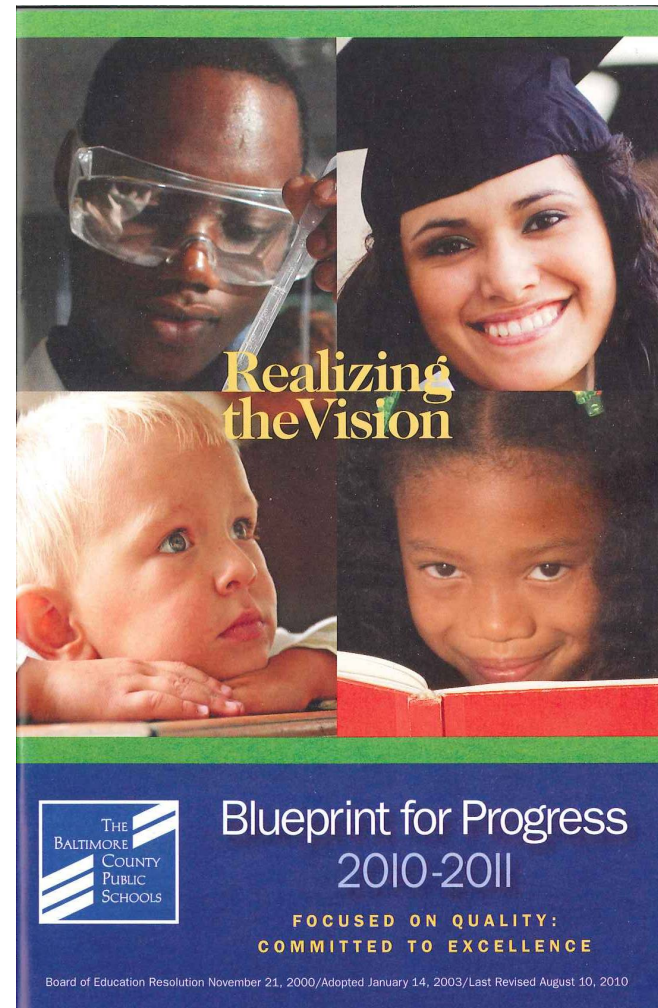
Prepared by
Office of Strategic Planning, March 2011

Blueprint For Progress



Performance Goal 8

All students will receive a quality education through the efficient and effective use of resources and the delivery of business services.



BCPS Division of Business Services



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

- Fiscal Services
- Human Resources
- Information Technology
- Physical Facilities
- Planning and Support Operations

BCPS Planning Process



Objective: to plan for and help the school system manage enrollment growth, decline, and programmatic changes.

Office of Strategic Planning



Responsibilities:

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

Reports

BCPS September 30, 2010 Enrollments, Projections, and Capacities Report



"All Means All"

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



Baltimore County Public Schools 2010 Educational Facilities Master Plan

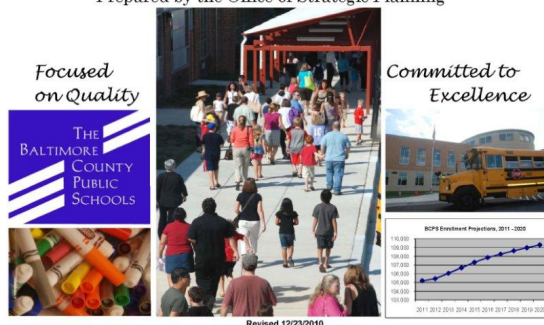


*West Trwson Elementary School
Opening August 30, 2010*

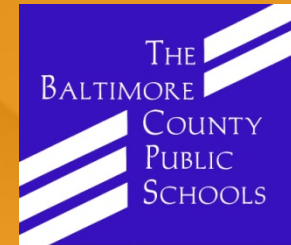


Baltimore County Public Schools
Department of Physical Facilities
Department of Planning and Support Operations
Office of Strategic Planning

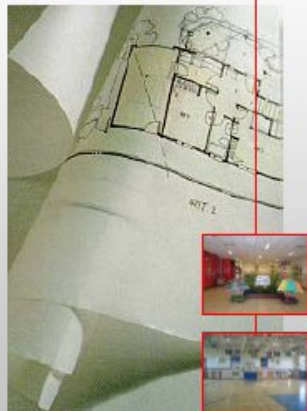
Baltimore County Public Schools 2011 - 2020 Enrollment Projections Prepared by the Office of Strategic Planning



Projects



HIGH SCHOOL FACILITY UTILIZATION STUDY



November 19, 2003

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

deJONG
an educational planning firm

Baltimore County Public Schools

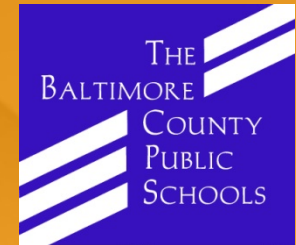
2009 Pupil Yield Factor Study: Update

August, 2009



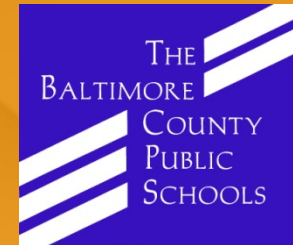
CropperGIS

Current and Projected Enrollment

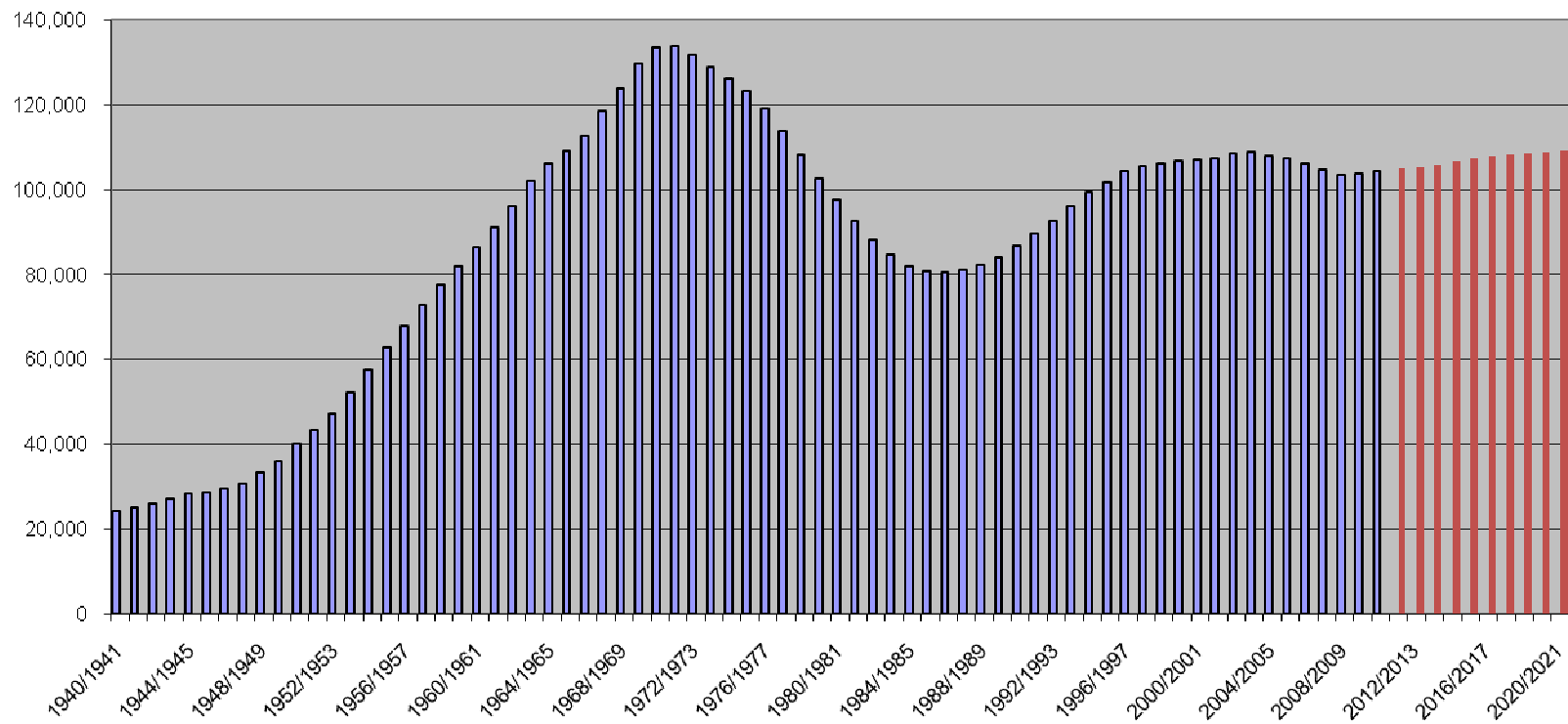


	Current 2010	5 Year 2015	10 Year 2020
• Total	104,331	107,309	109,316
• Elementary	49,314	51,272	52,158
• Middle	22,272	23,094	23,632
• High	31,202	31,437	32,020
• Other	1,543	1,506	1,506

Enrollment History

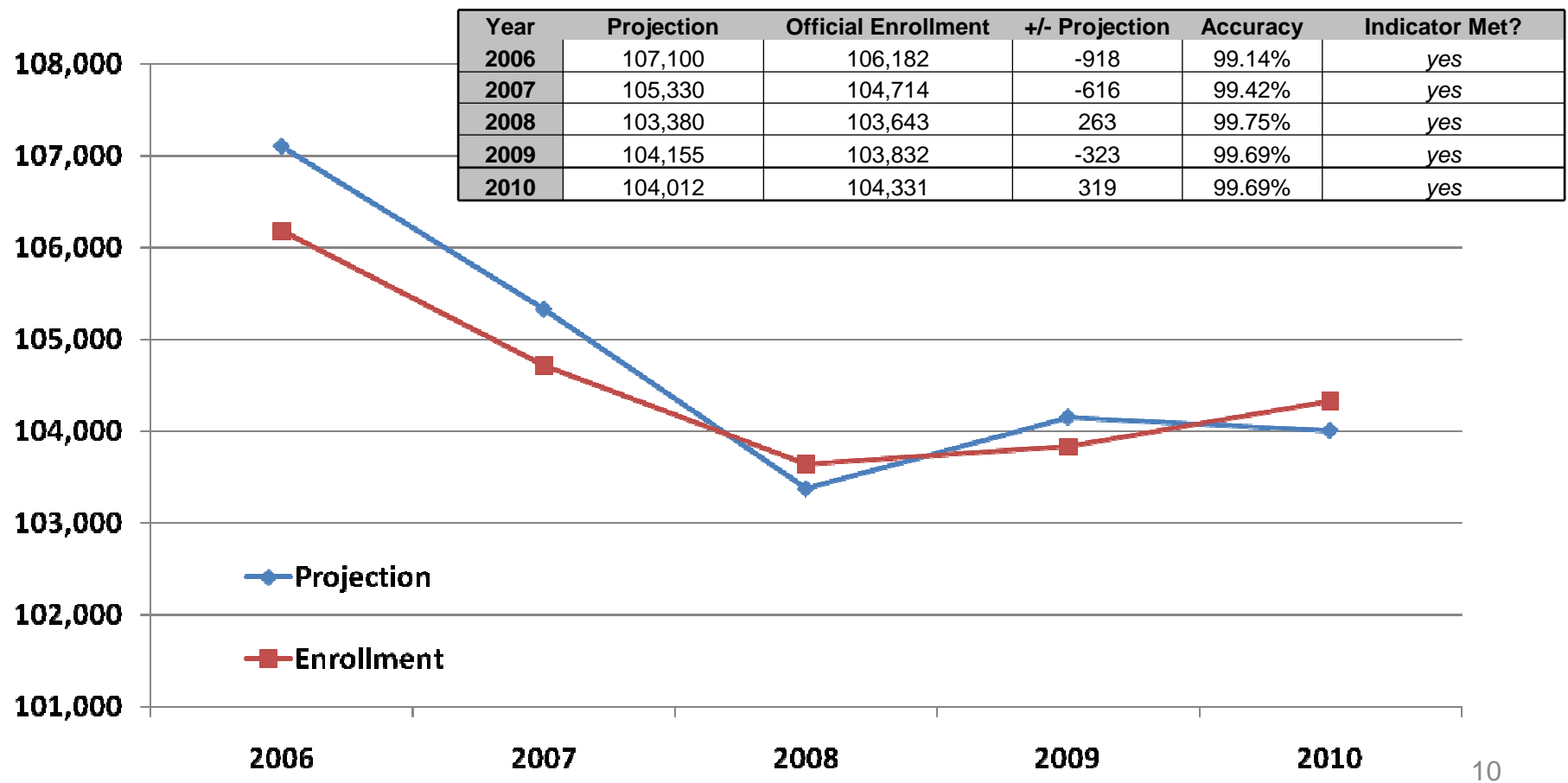


BCPS Enrollments 1940-2010 and Projected 2011-2020

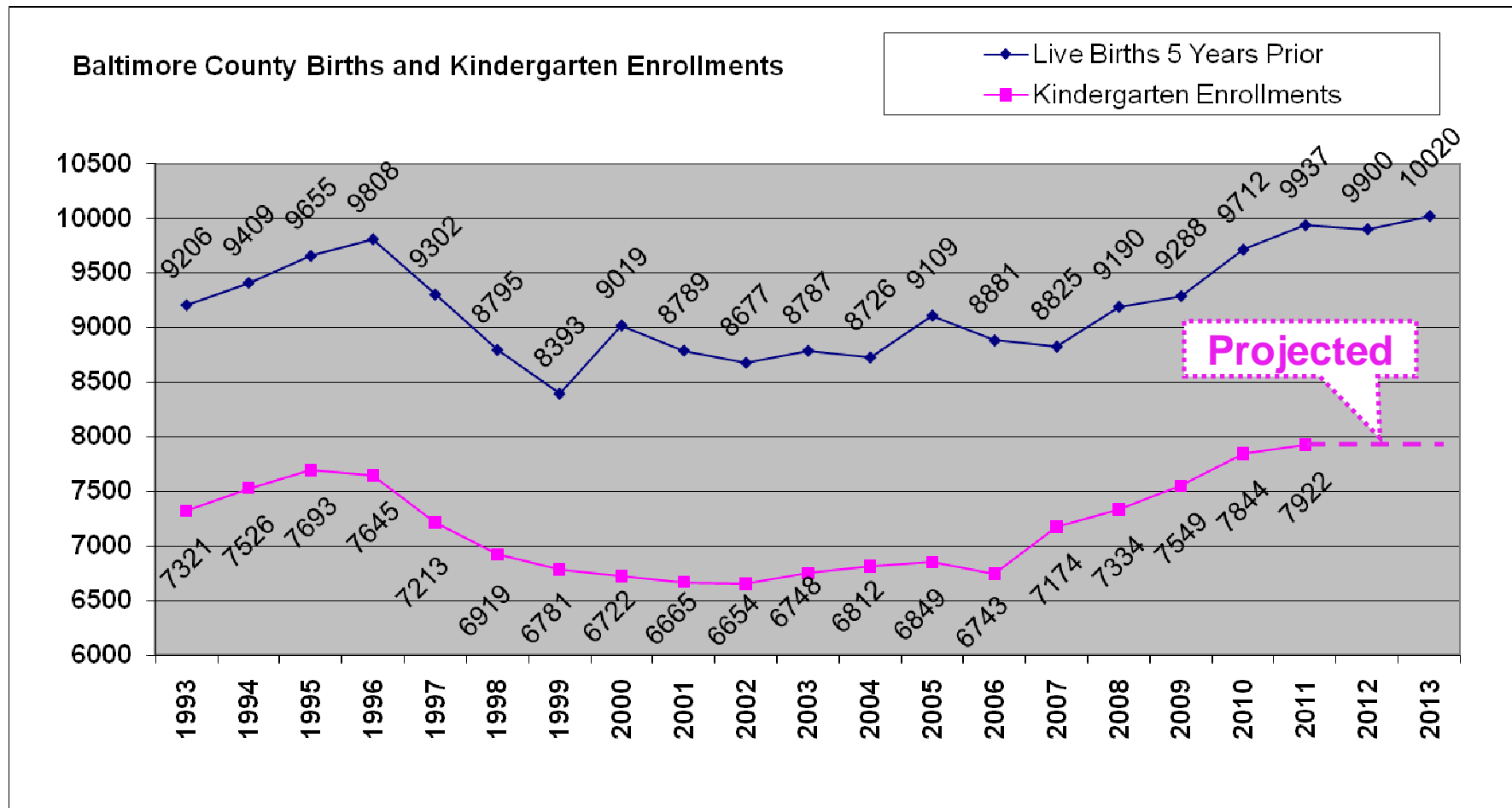
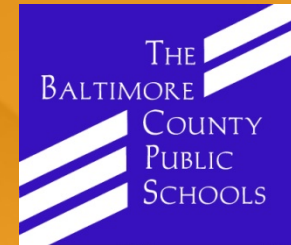


Projection Accuracy

Blueprint For Progress Goal 8.5: “The student enrollment projections will have a 99.0% accuracy rate”

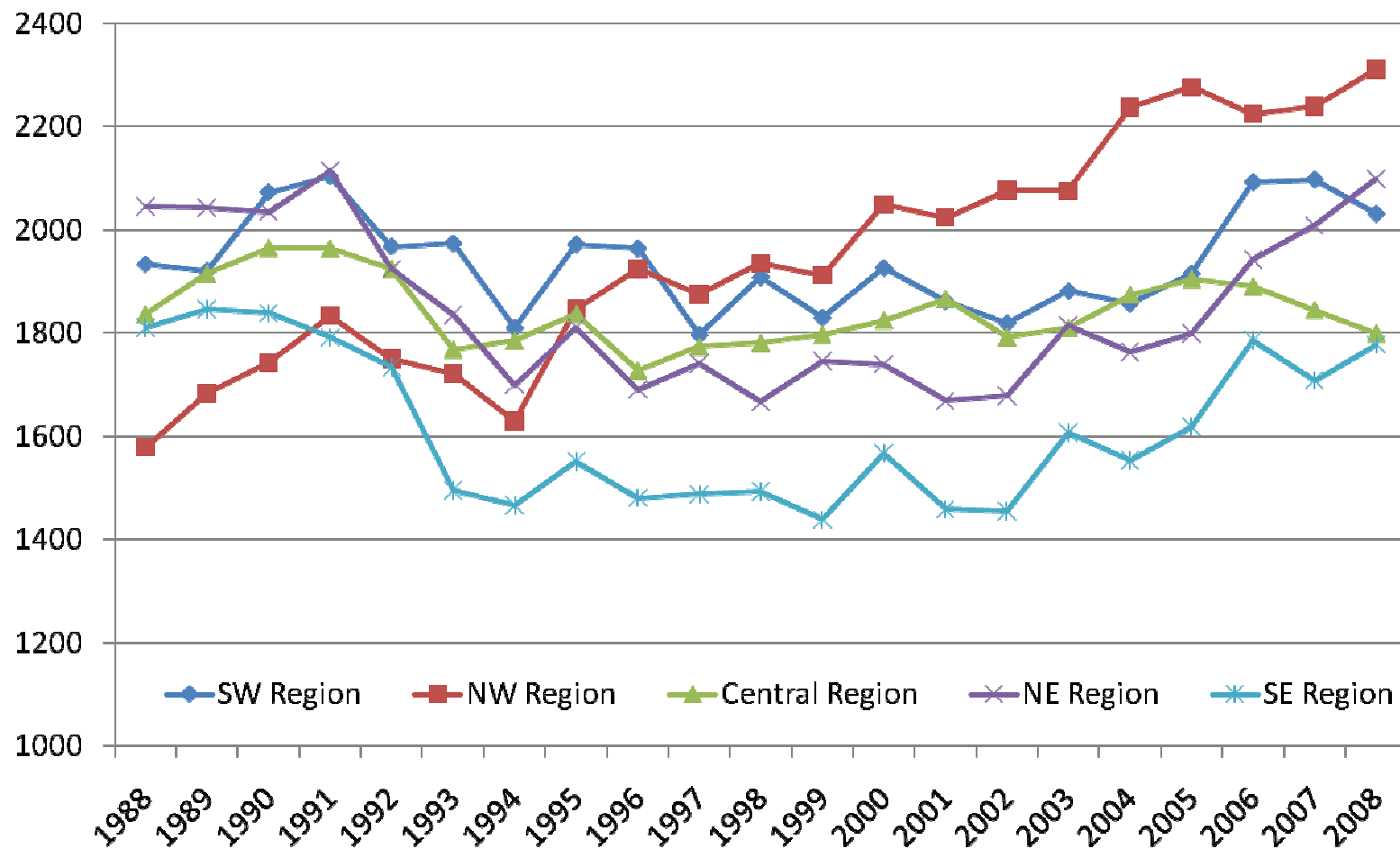
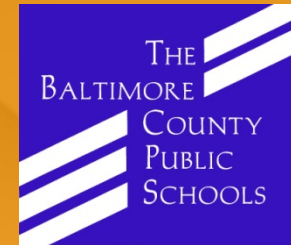


Birth Data

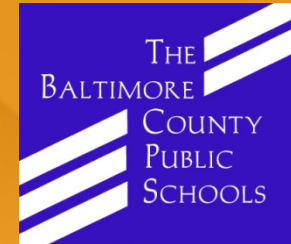


Birth Data Source: Baltimore County Health Department

Birth Data by Planning Region



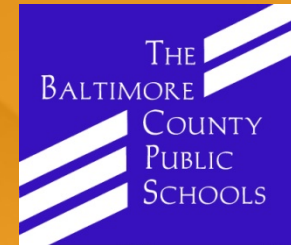
“Cohort Survival” data



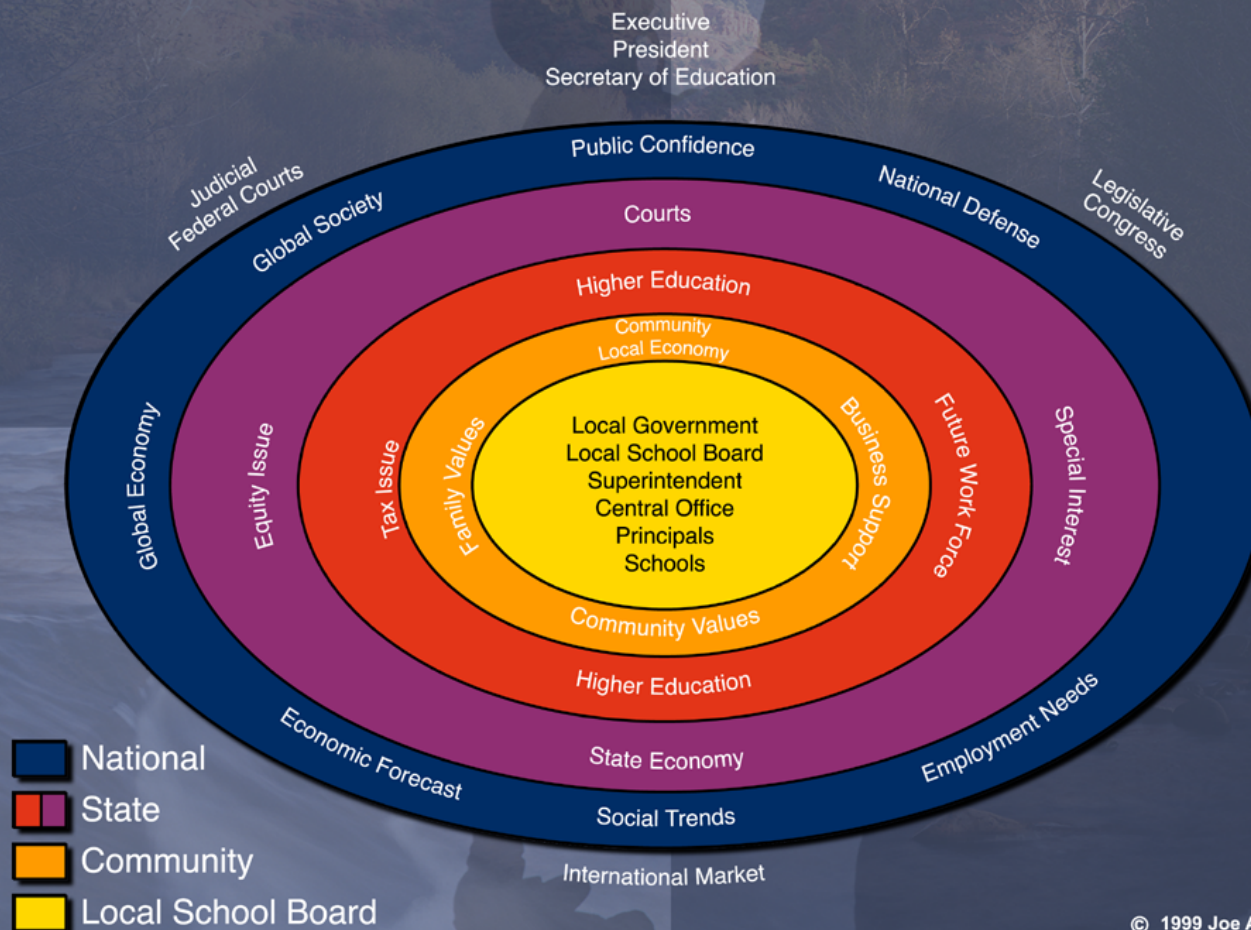
			BTK		K-1		1-2		2-3		3-4		4-5		
YEAR	PS	BIR	RATIO	K	RATIO	1ST	RATIO	2ND	RATIO	3RD	RATIO	4TH	RATIO	5TH	TTL.
2006	22	102	74.74%	71	91.94%	57	111.11%	80	107.41%	58	102.86%	72	96.25%	77	437
2007	19	80	73.53%	75	104.23%	74	101.75%	58	95.00%	76	101.72%	59	105.56%	76	437
2008	21	85	80.00%	64	101.33%	76	94.59%	70	100.00%	58	85.53%	65	101.69%	60	414
2009	25	109	102.35%	87	96.88%	62	103.95%	79	98.57%	69	96.55%	56	87.69%	57	435
2010	21	89	86.24%	94	91.95%	80	100.00%	62	101.27%	80	111.59%	77	98.21%	55	469

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

Variables

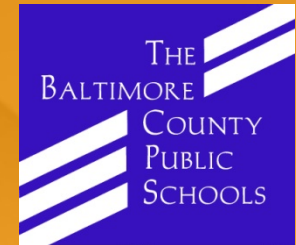


Variables That Influence Public Education in America



© 1999 Joe A. Hairston

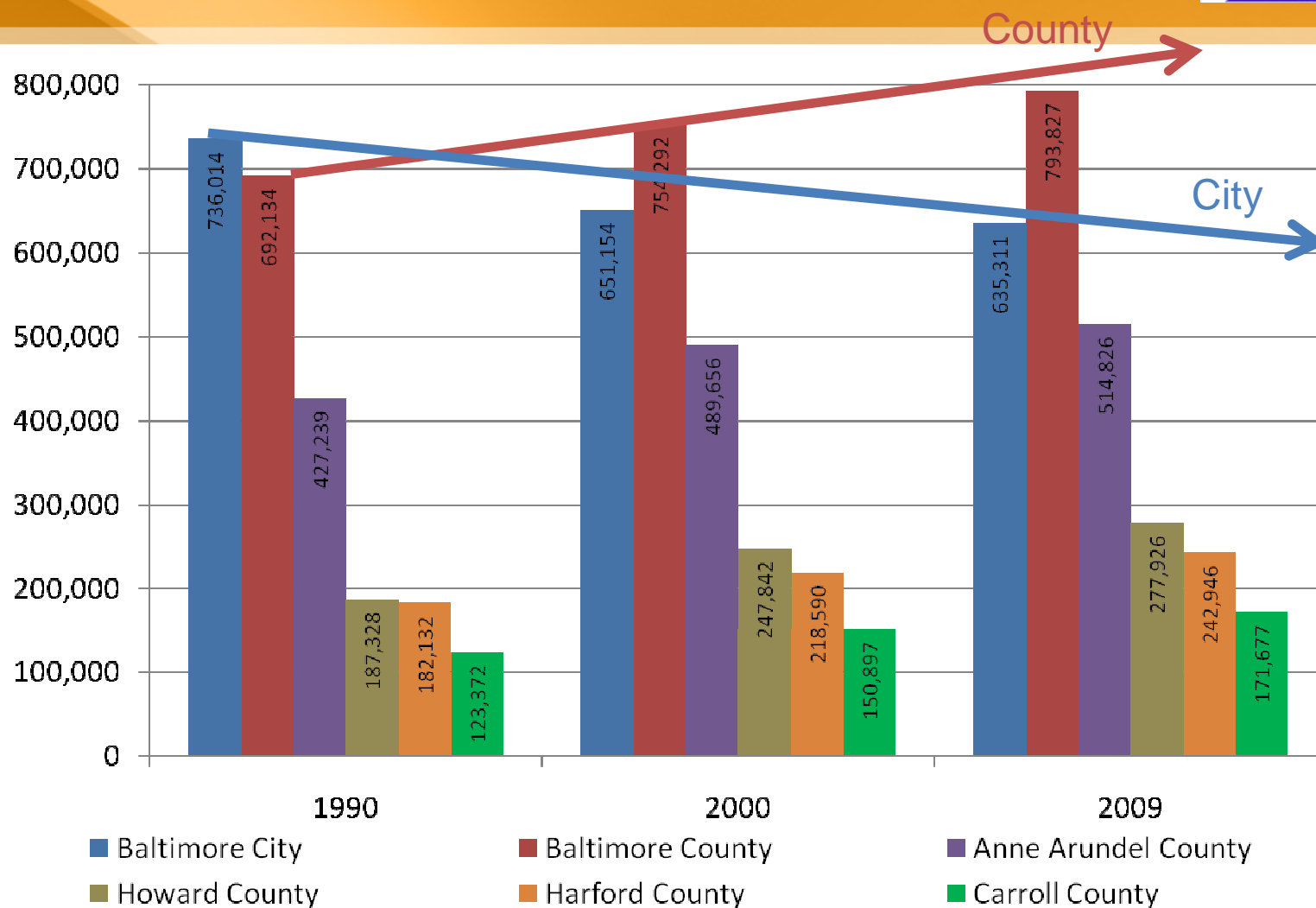
Demographic Inversion Presentation



*All Means All:
Demographic Inversion &
Implications for Student
Achievement*

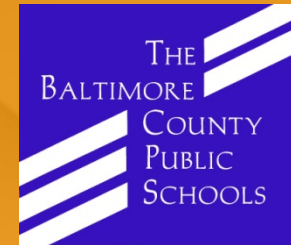


Total Population Trend for Baltimore Metropolitan Region



Source: Baltimore Metropolitan Council

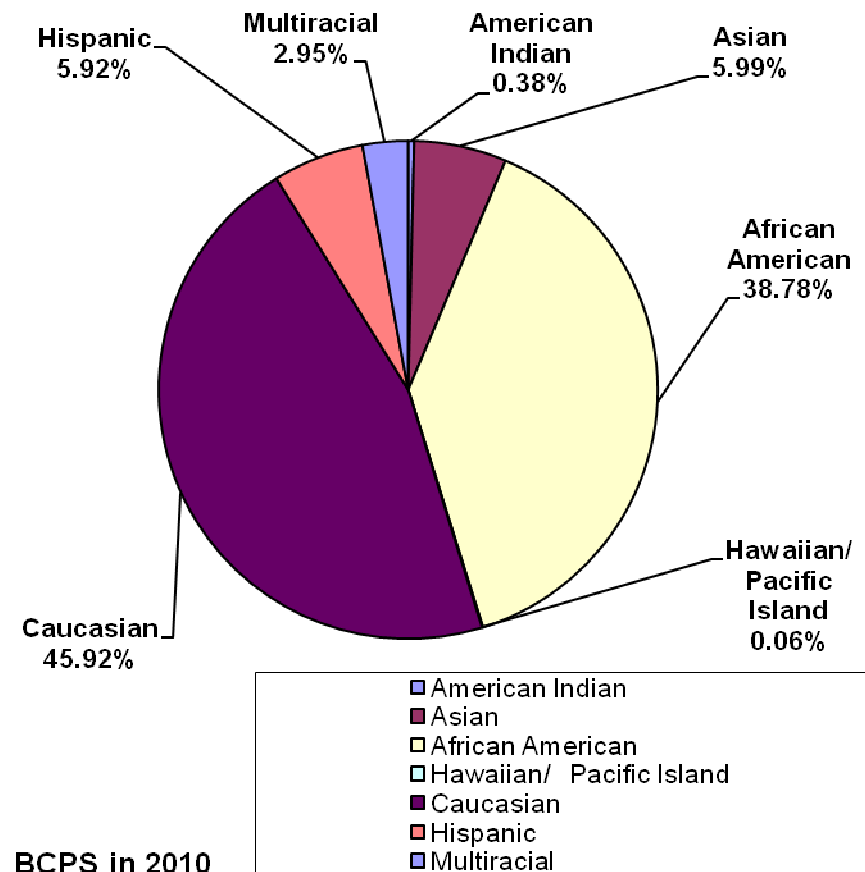
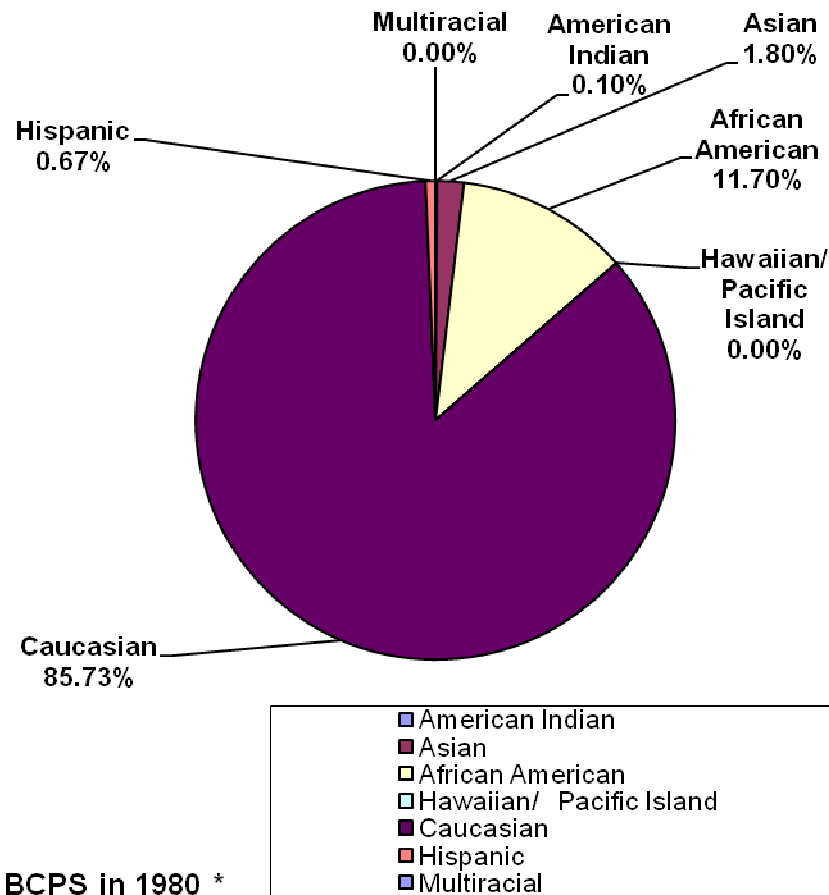
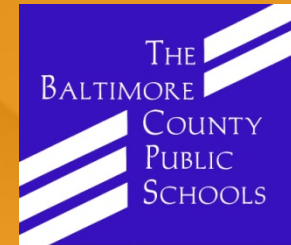
Economic Changes



	1990	2009
• Median Household Income	\$38,837	\$64,906
• Occupied Household Units	268,280	308,039

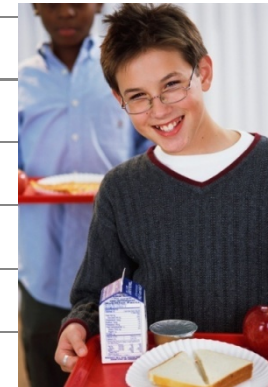
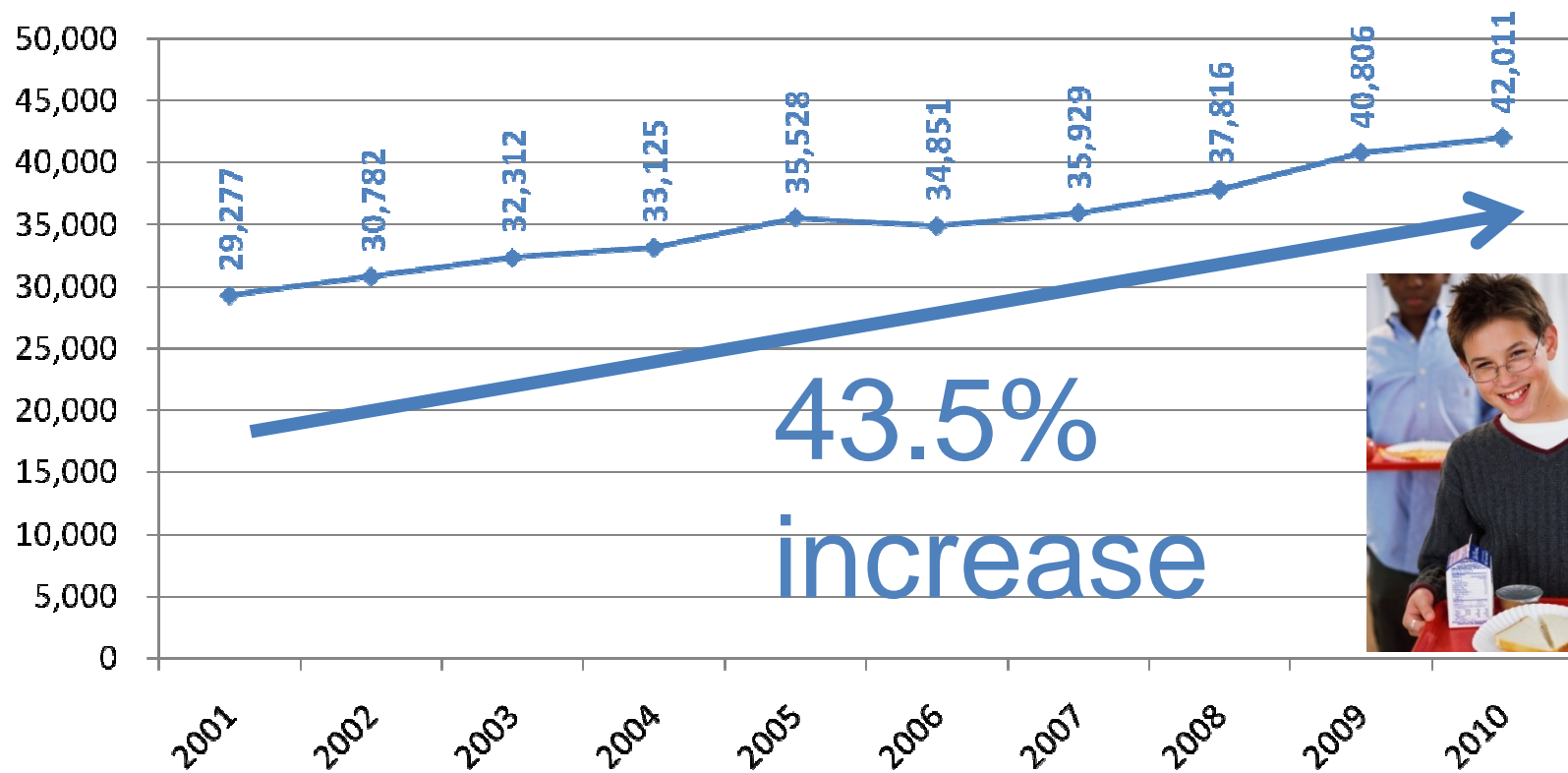
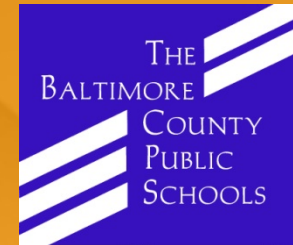


Minority Enrollment

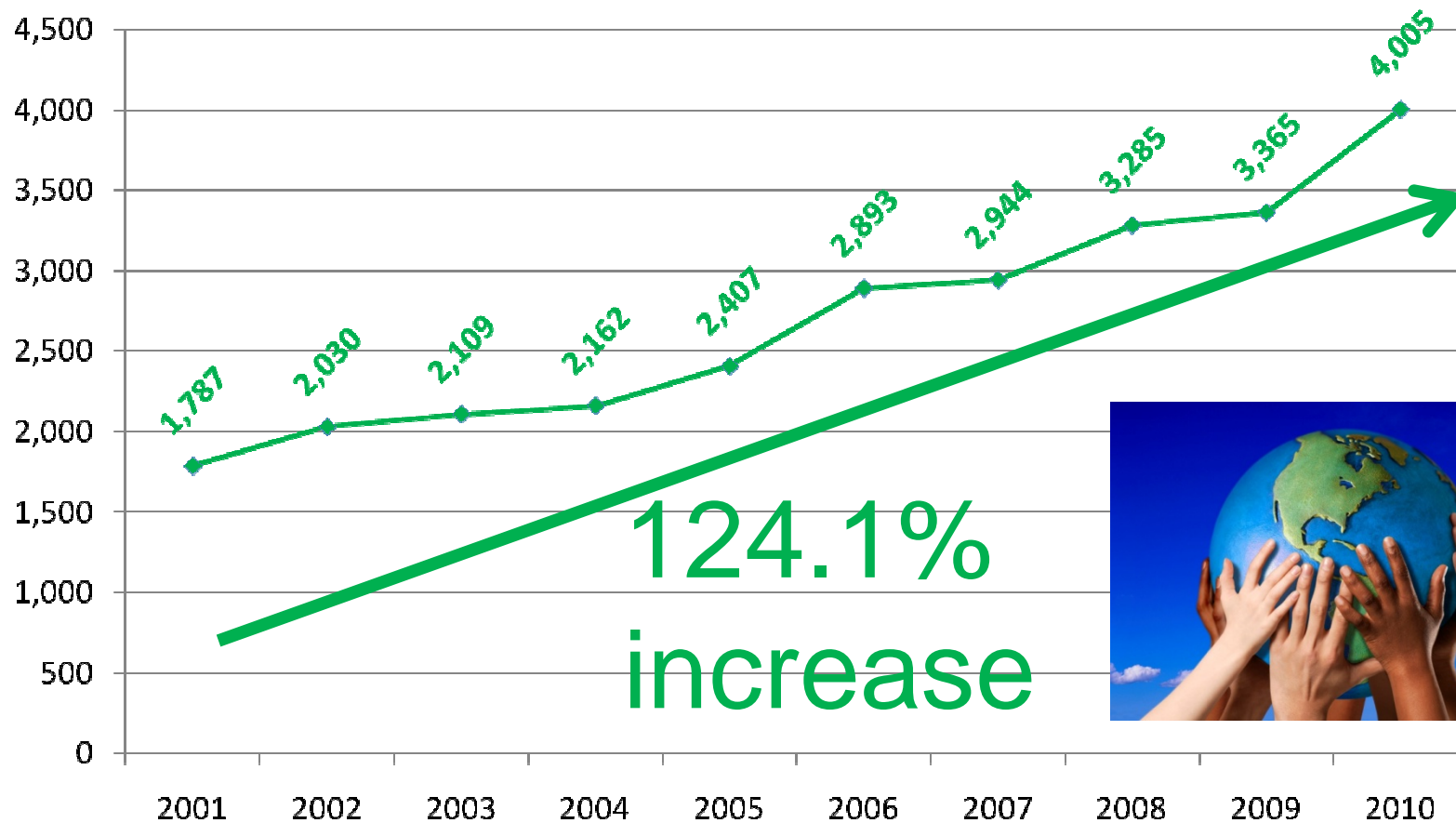
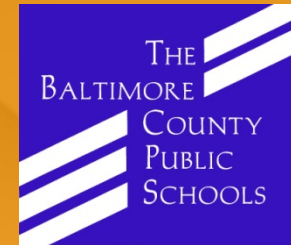


* Categories for Multiracial and Hawaiian/Pacific Island were not tracked in 1980.

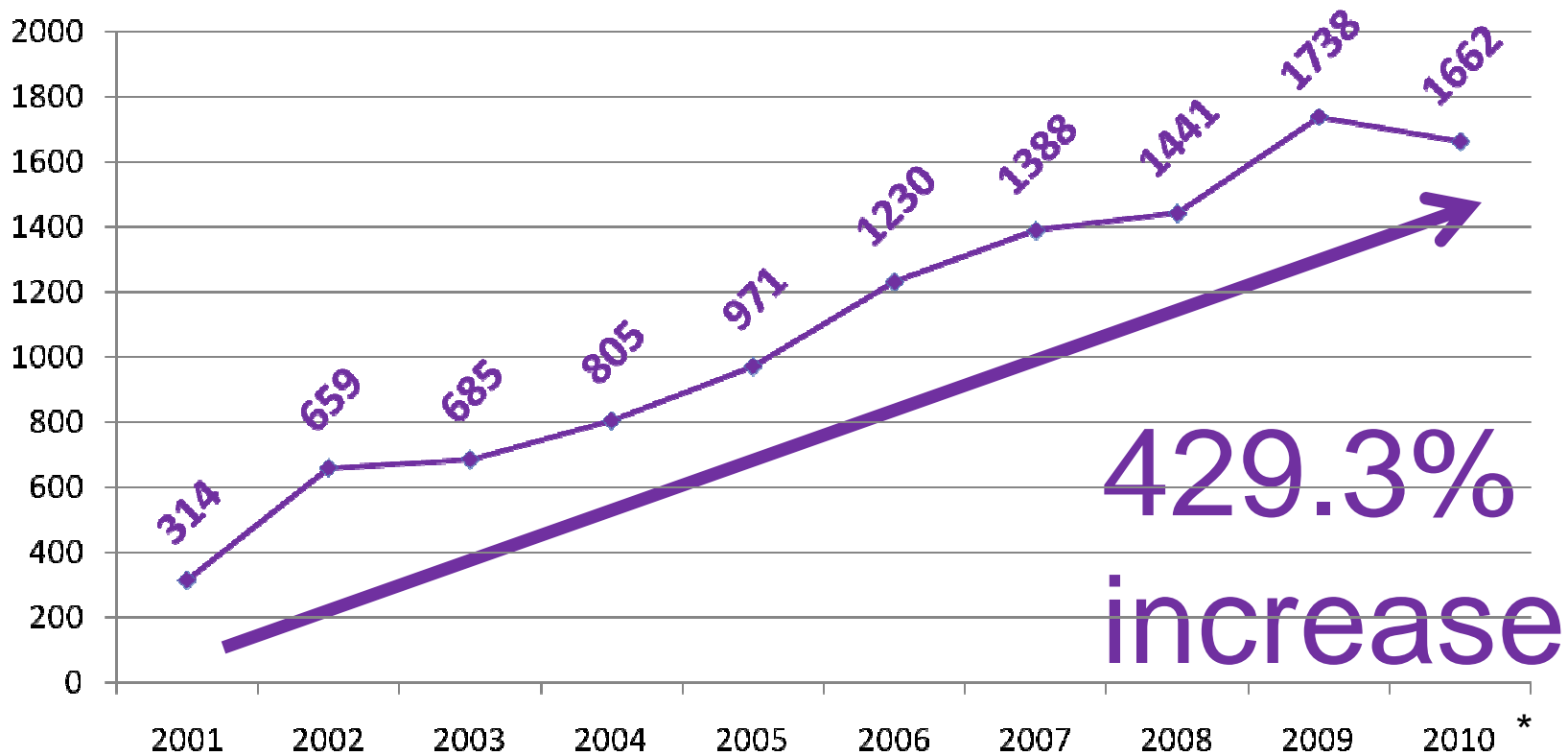
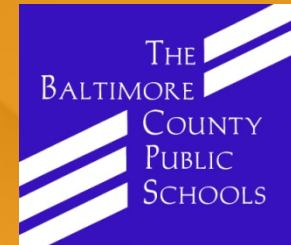
Free and Reduced-Price Meal Program



English Language Learners

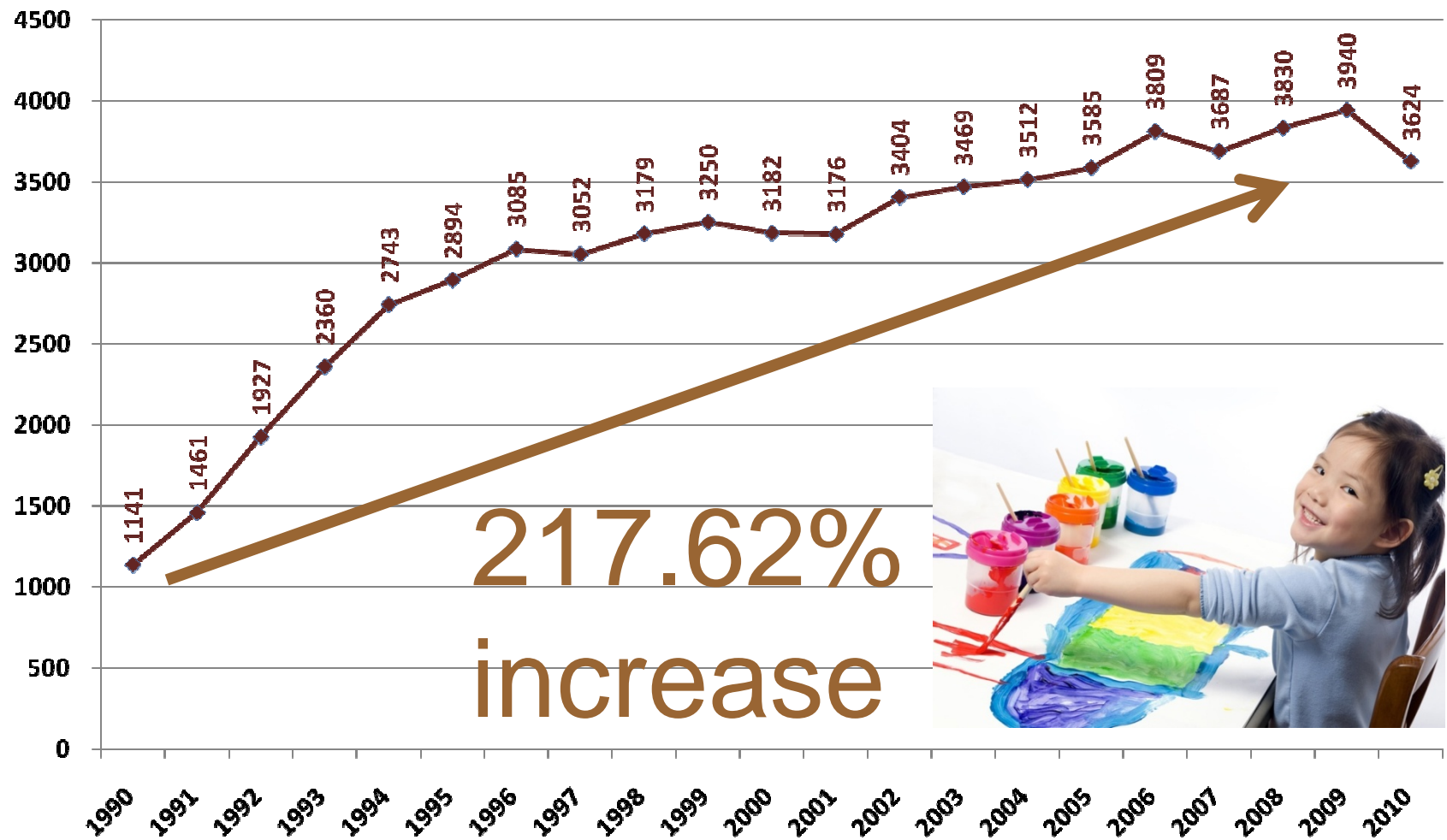
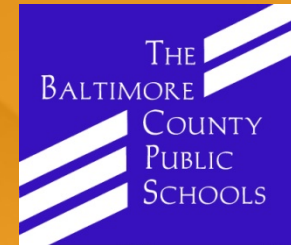


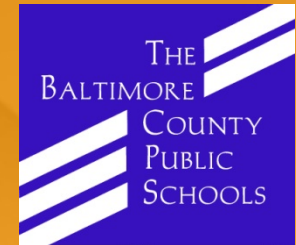
Homeless Students



* 2010 data is year to date

Prekindergarten Program





Total Schools, Centers, and Programs

	2010
• Schools	
• Elementary	106
• Middle	27
• High	<u>24</u>
Sub-total	157
• Special Education Schools	4
• Centers	10
• Programs	2
• Total	173

State Rated Capacity (SRC)

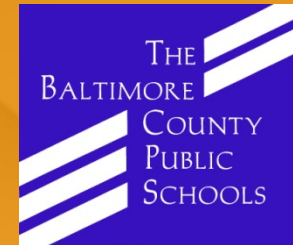


“Maximum number of students that reasonably can be accommodated in a facility without significantly hampering delivery of the educational program.”

Public Schools Construction Program Administrative Procedures Guide

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

Schools and School Capacity



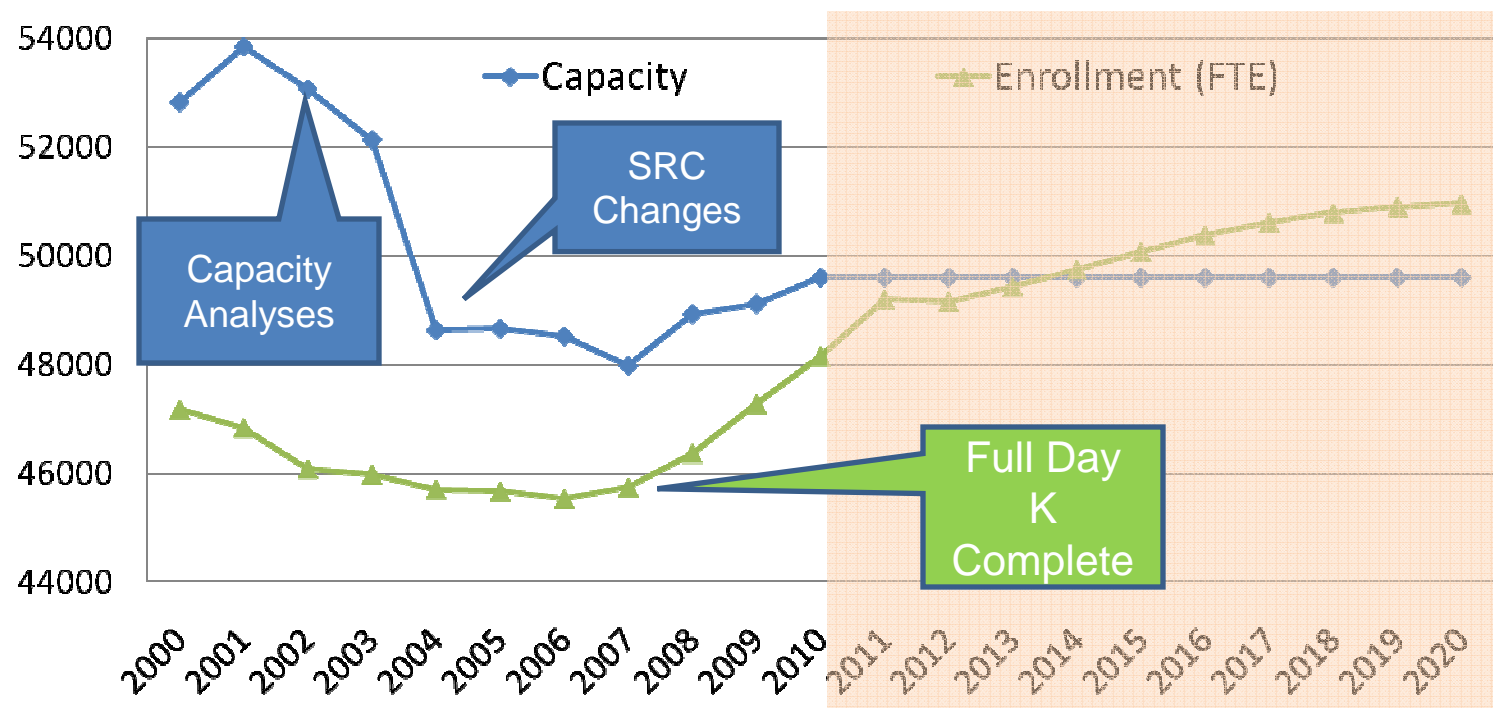
	2000	2010	Difference
• Number of Schools	150	157	+7
• Total State Rated Capacity	116,716	111,532	-5,184



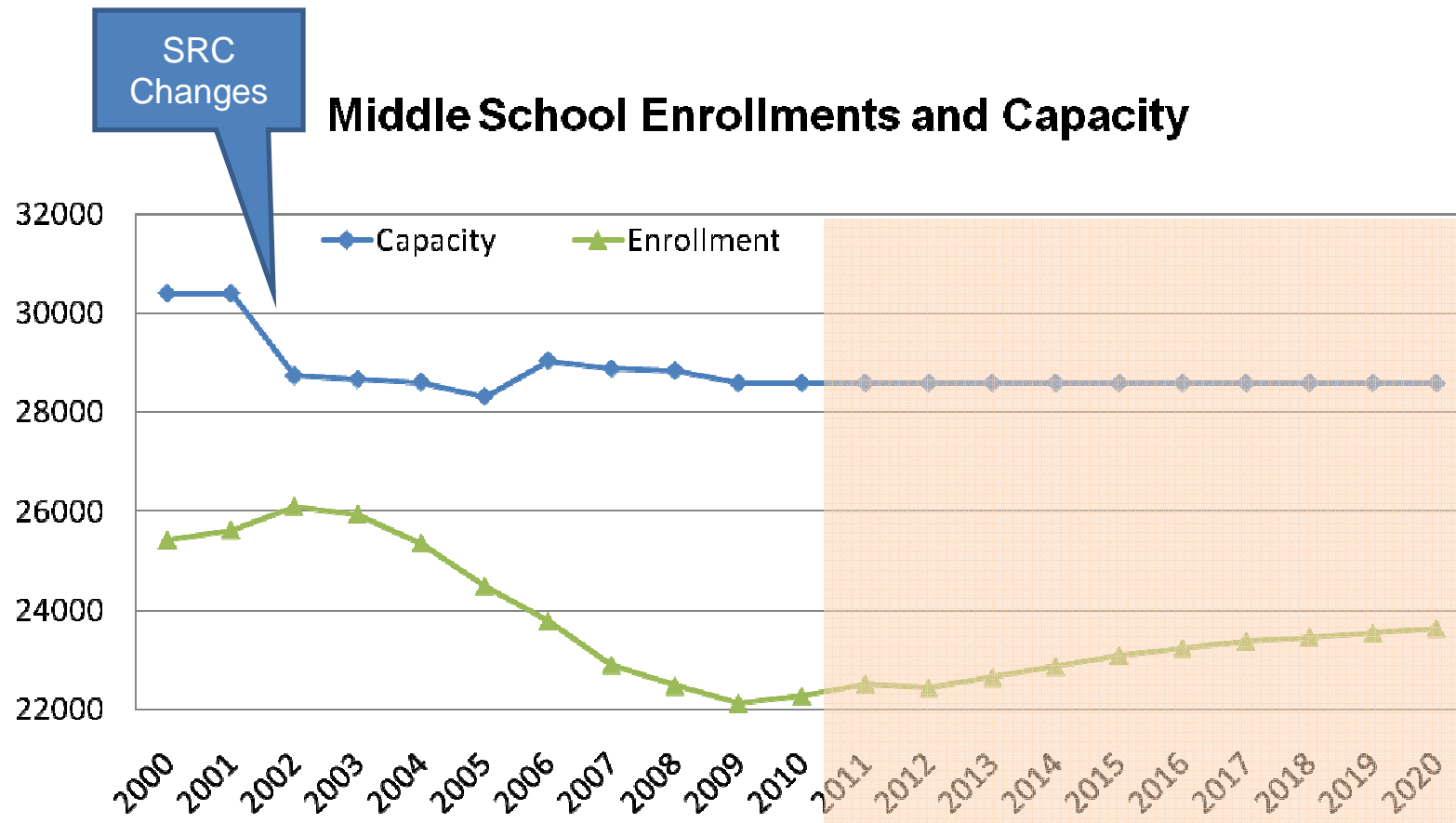
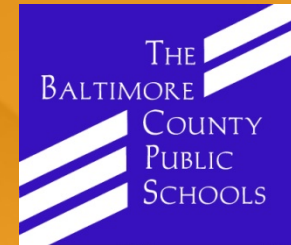
Elementary School Capacity Trends



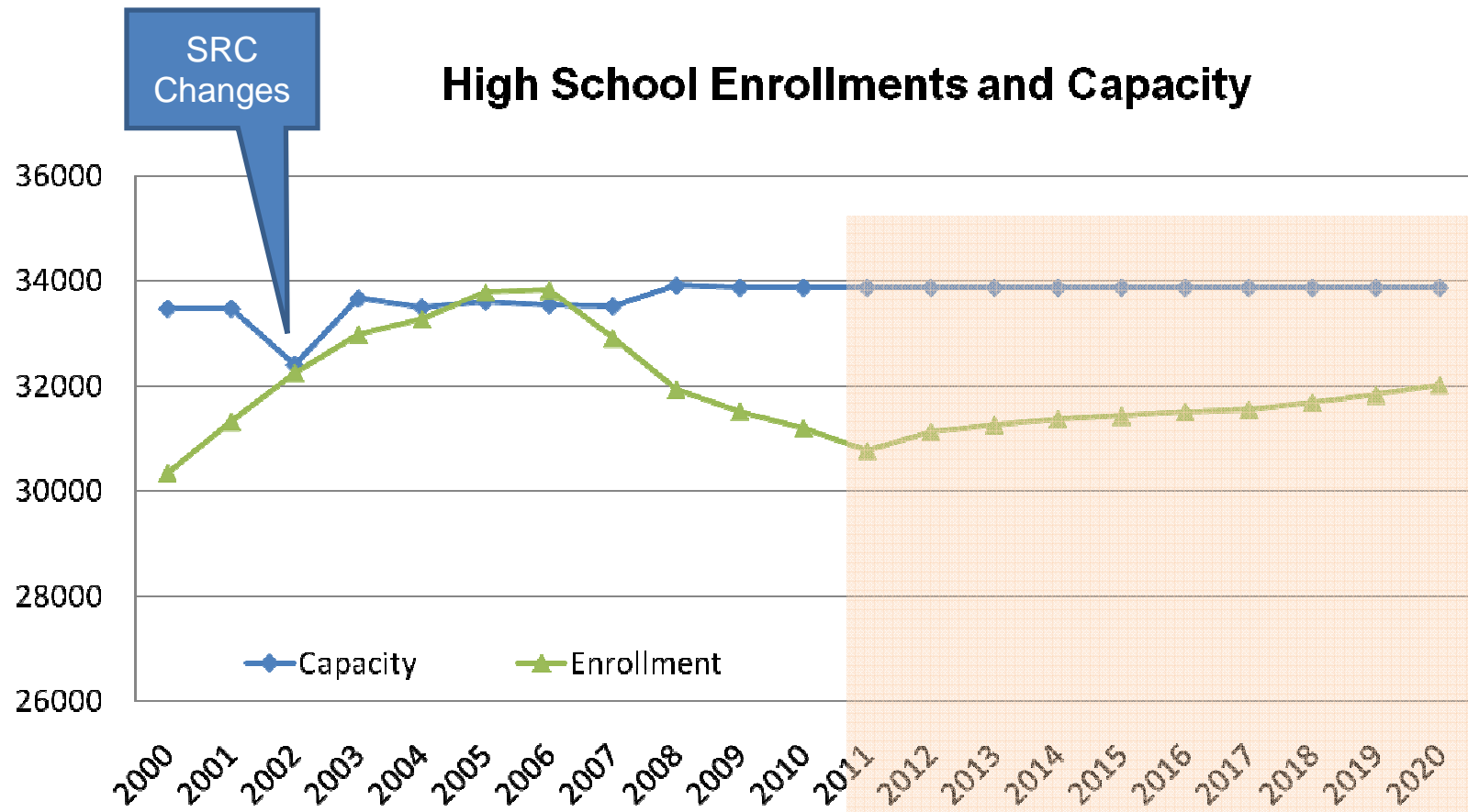
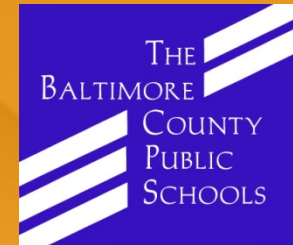
Elementary School Enrollments and Capacity



Middle School Capacity Trends



High School Capacity Trends



Managing Capacity and Enrollment

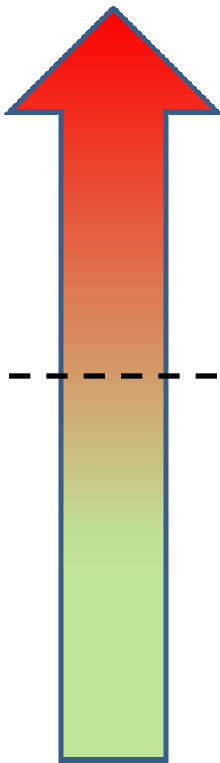


- Increasing levels of enrollment/capacity trigger progressive responses and considerations for providing relief:
 - 90% of capacity – BCPS considers strategies for providing relief
 - 95% of capacity – MSDE requirement for capital budget consideration
 - 115% of capacity (15% over capacity) -
Baltimore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

Relief Strategies/Managing Resources



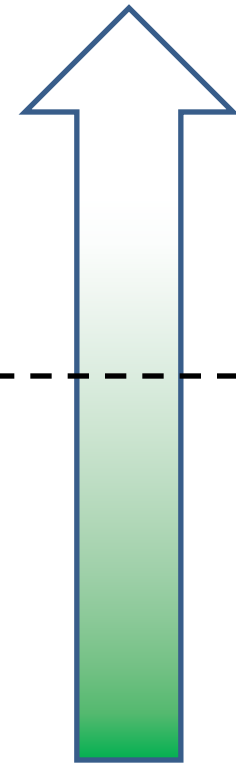
Complex



Simple

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

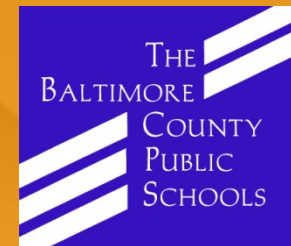
High Cost



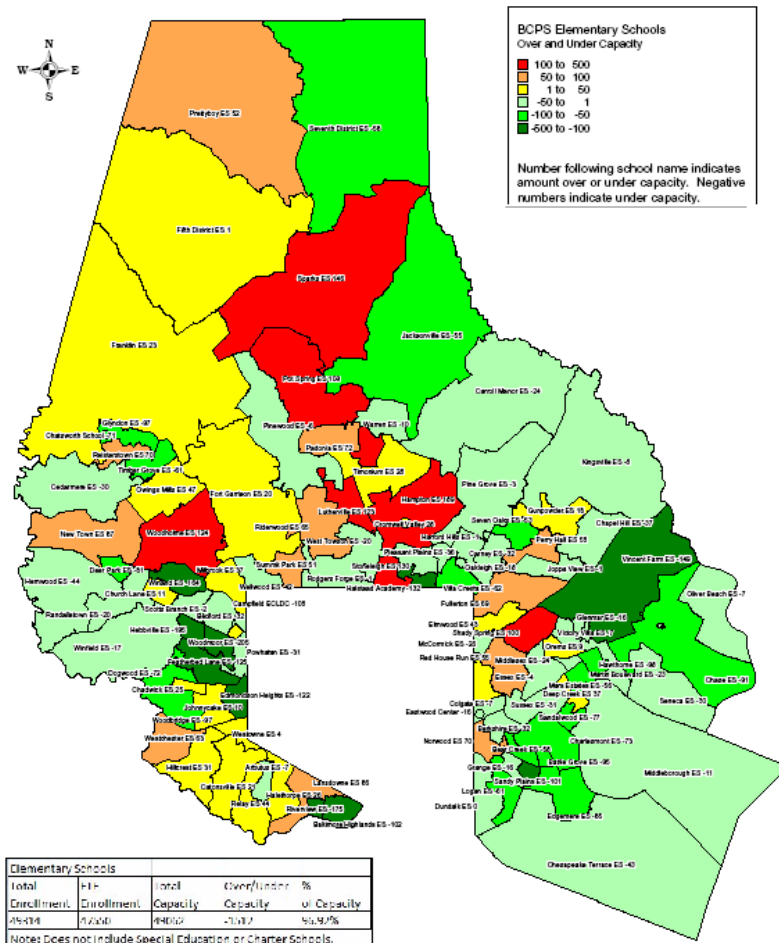
No/Low Cost

Strategies For Providing Relief

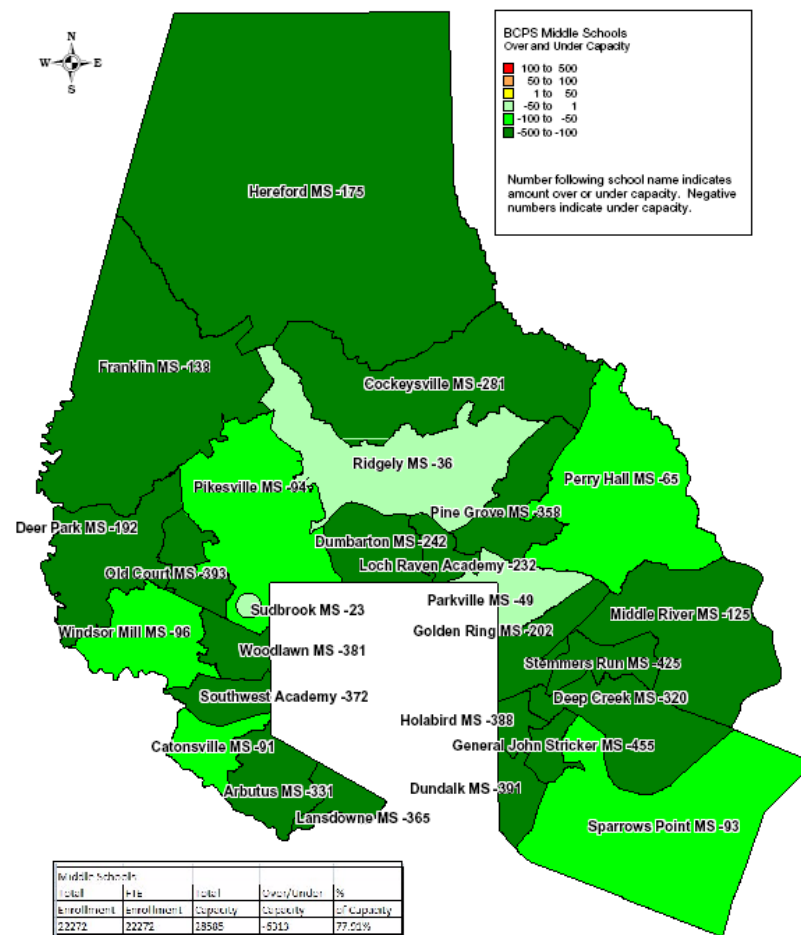
Examples of Hypothetical Analysis



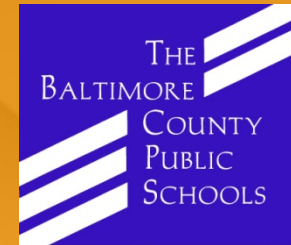
9/30/2010 BCPS Elementary Schools Over and Under Capacity



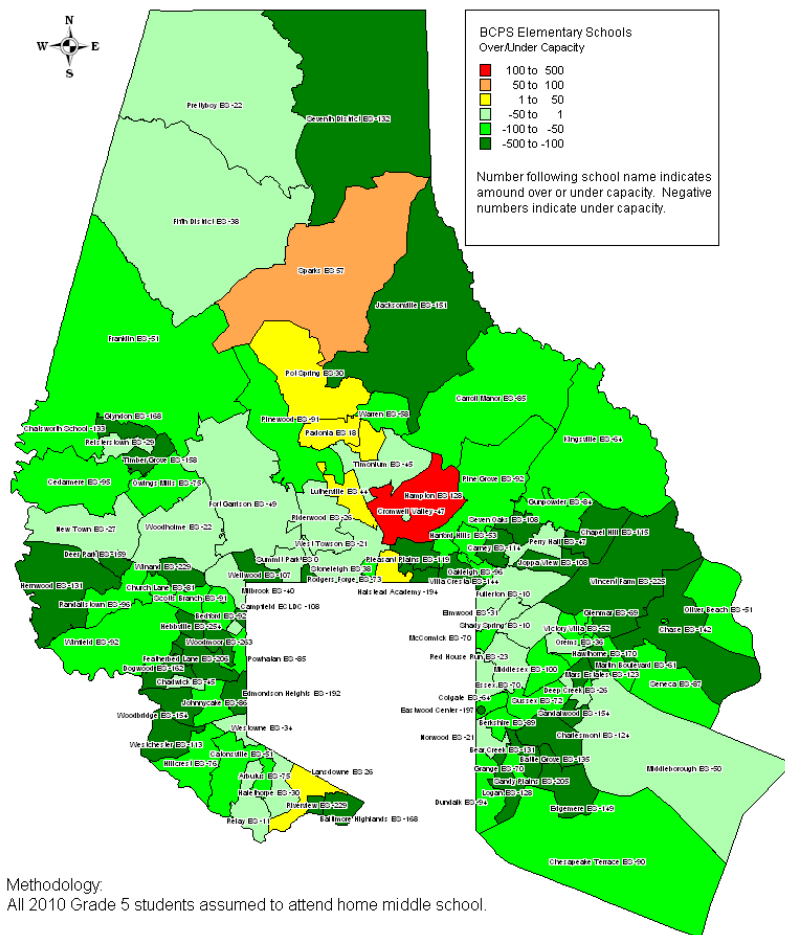
9/30/2010 BCPS Middle Schools Over and Under Capacity



Examples of Hypothetical Analysis

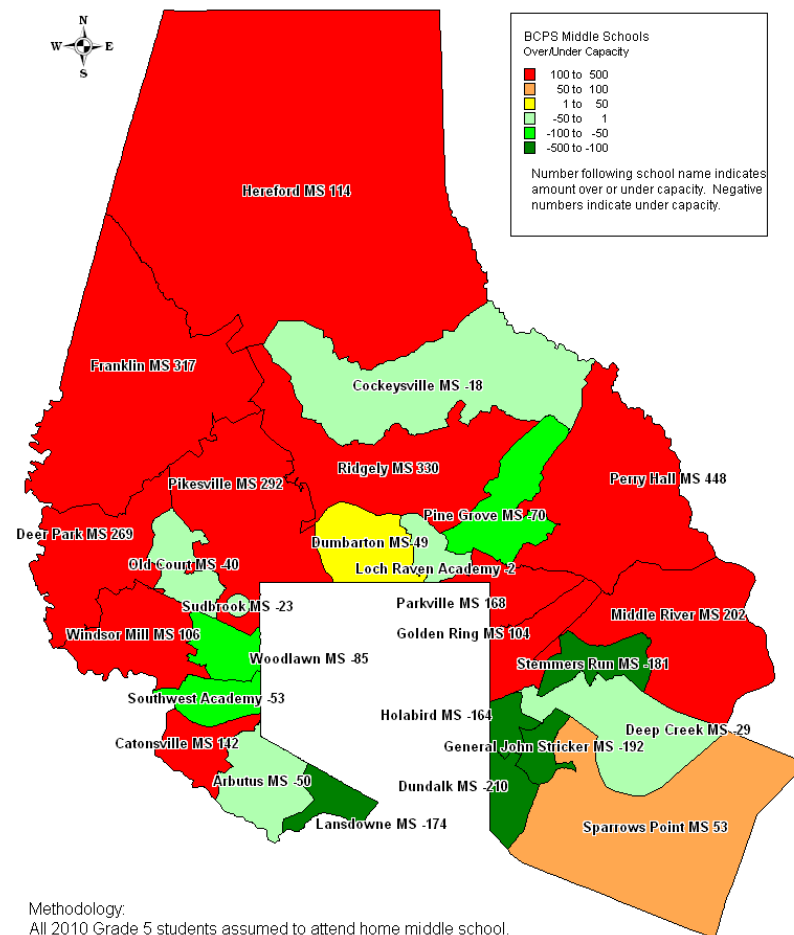


Hypothetical September 30, 2010 Elementary School Enrollments with In-Boundary 5th Graders Attending Home Middle Schools



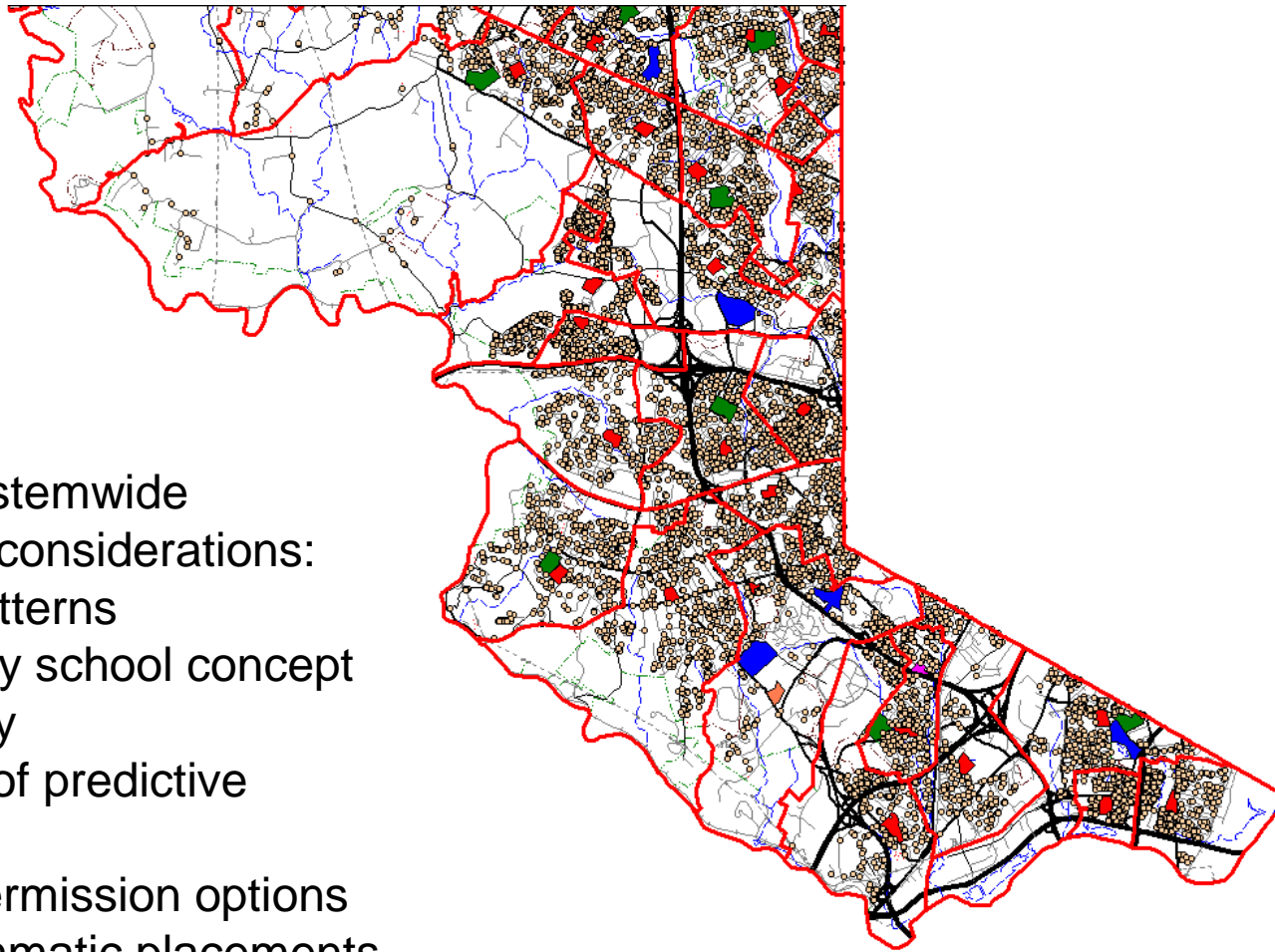
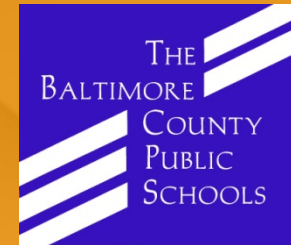
Methodology:
All 2010 Grade 5 students assumed to attend home middle school.

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



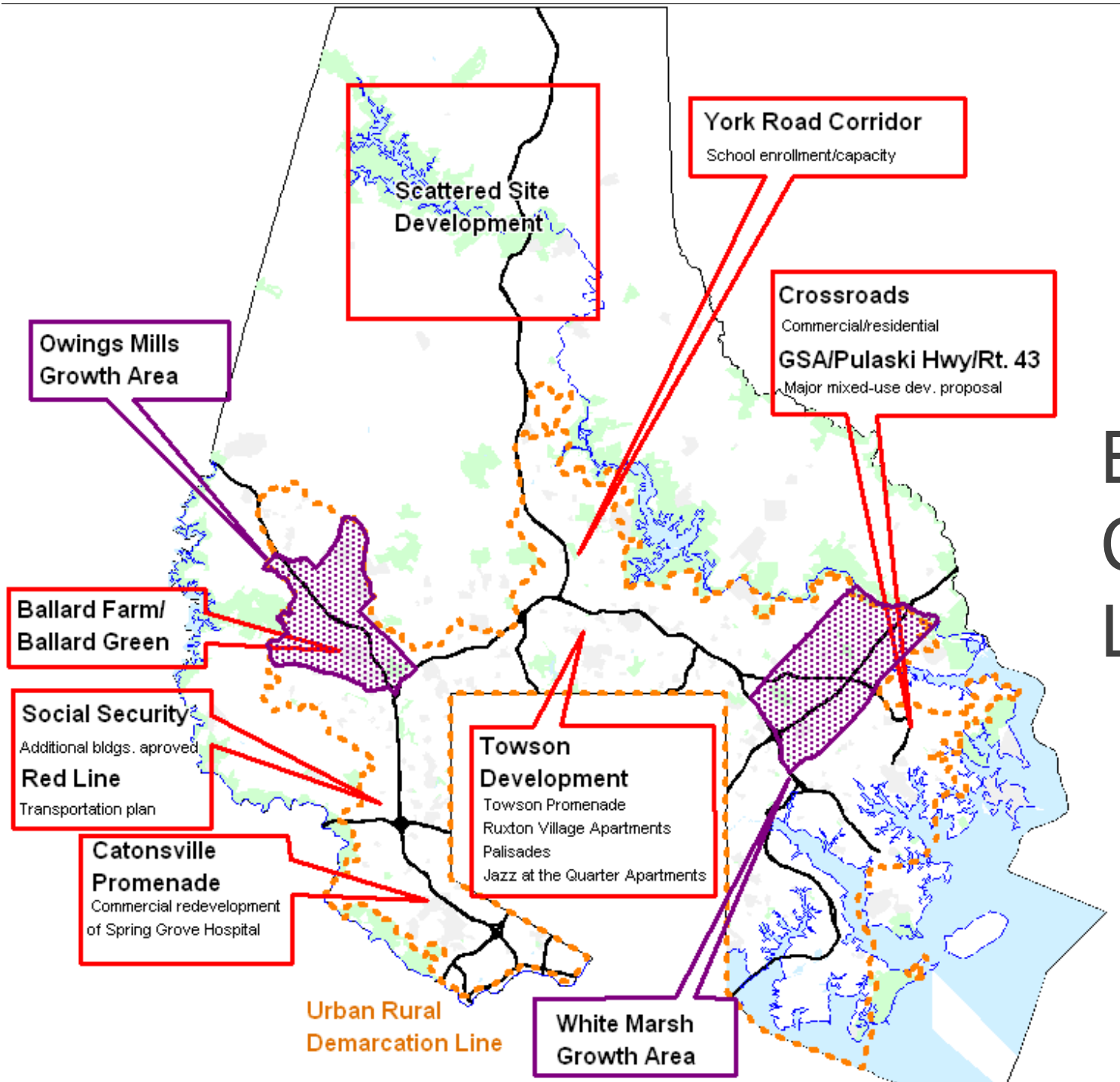
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Examples of Hypothetical Analysis



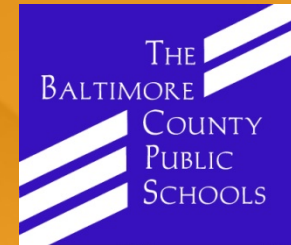
Regional/systemwide
redistricting considerations:

- Feeder patterns
- Community school concept
- Geography
- Accuracy of predictive analysis
- Special permission options and programmatic placements



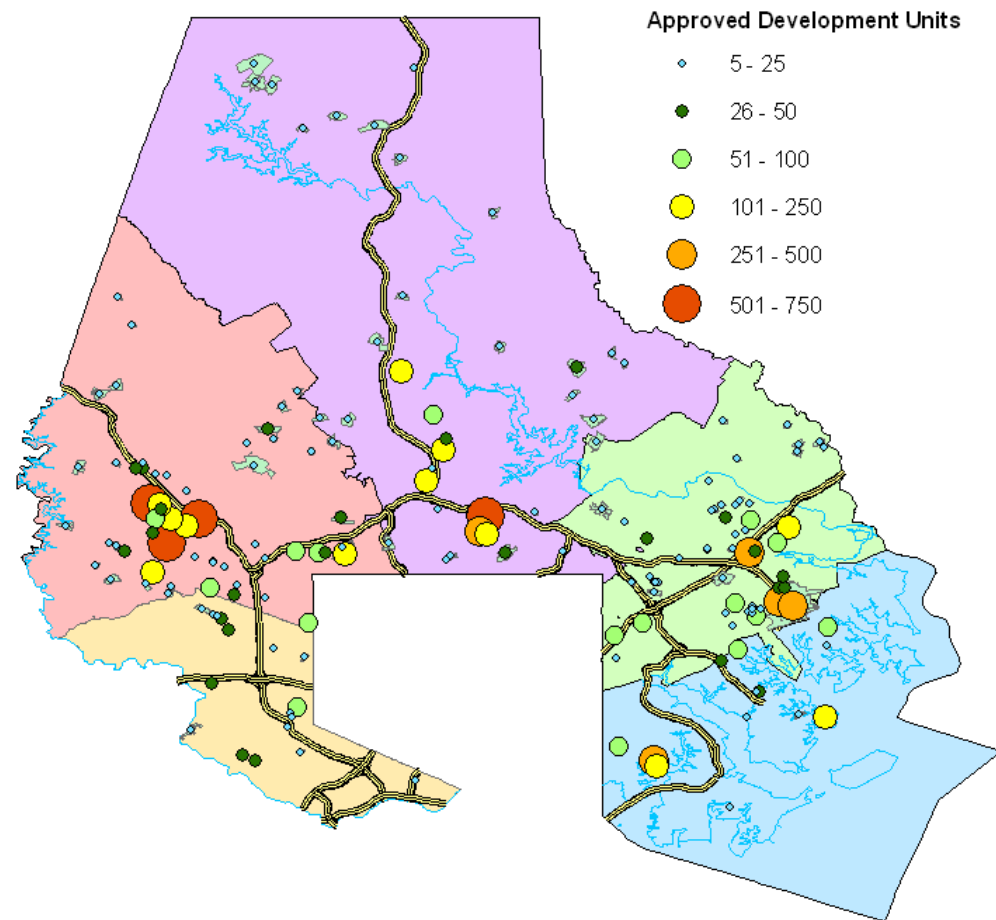
Baltimore County Land Use

Residential Development Potential



Approved plans and Planned Unit Developments (PUDs)

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



Planning Priorities



Capital Planning Priorities and Recommended Timelines FY 2012 - FY 2016

PLANNING REGION	FY 2012	FY 2013	FY 2014	FY 2015	FY 2016
NORTHWEST		500 seats New NW Area ES	500 seats New NW Area ES		
CENTRAL	200 seats Stoneleigh ES	200 seats Stoneleigh ES			
CENTRAL	300 seats Hampton Cluster				
CENTRAL			200 seats Sparks Cluster	200 seats Sparks Cluster	
CENTRAL			500 seats Lutherville Cluster	500 seats Lutherville Cluster	

Project Phase
Planning
Funding

Hampton Cluster - Timonium ES, Lutherville ES
 Sparks Cluster- Fifth District ES, Prettyboy ES, Seventh District ES, Sparks ES
 Lutherville Cluster - Lutherville ES, Pinewood ES, Pot Spring ES, Padonia, ES, Timonium ES, Riderwood ES, West Towson ES

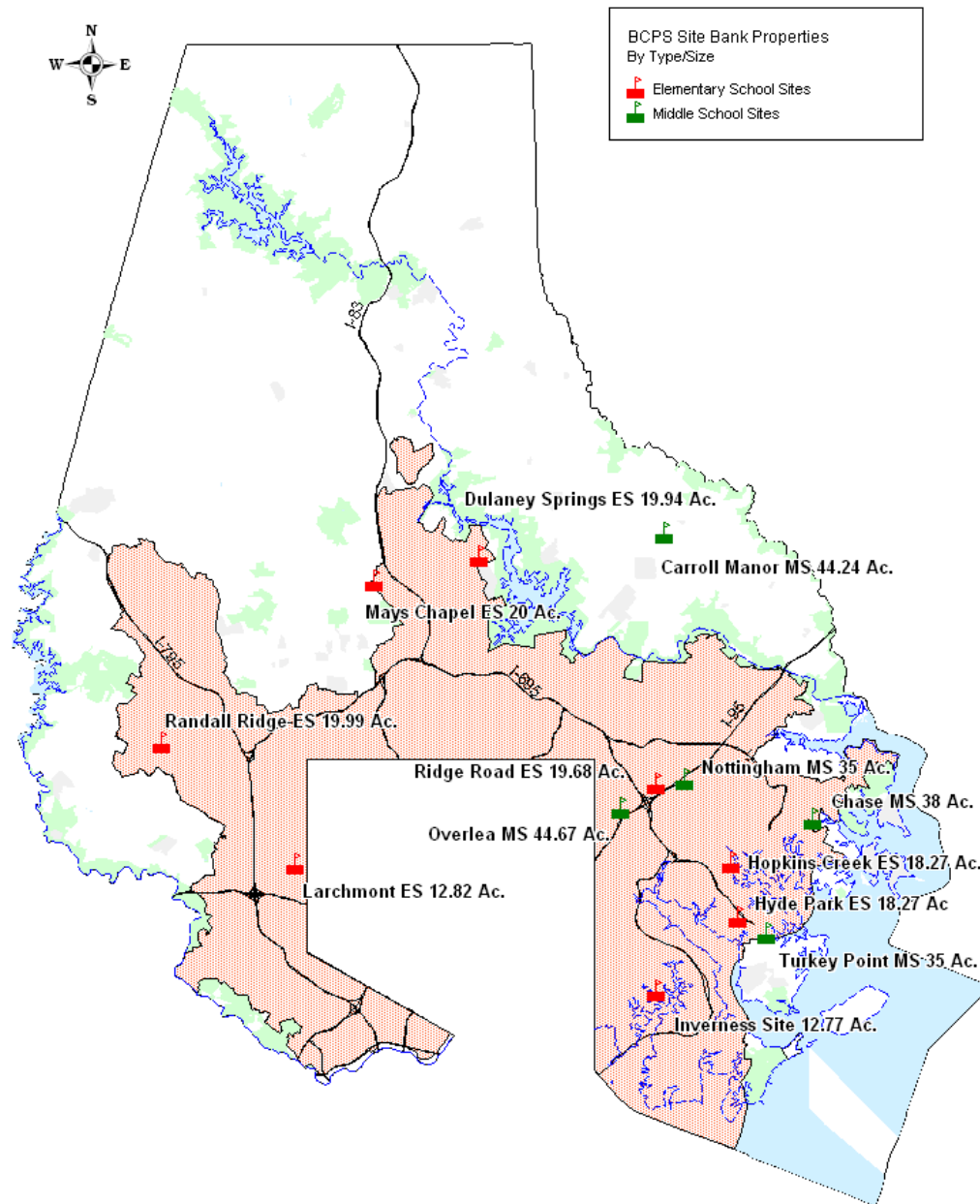
Prepared by the Baltimore County Public Schools, Office of Strategic Planning, 092010

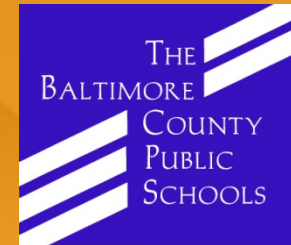
BCPS Site Bank Properties

Total Number of Sites: 13

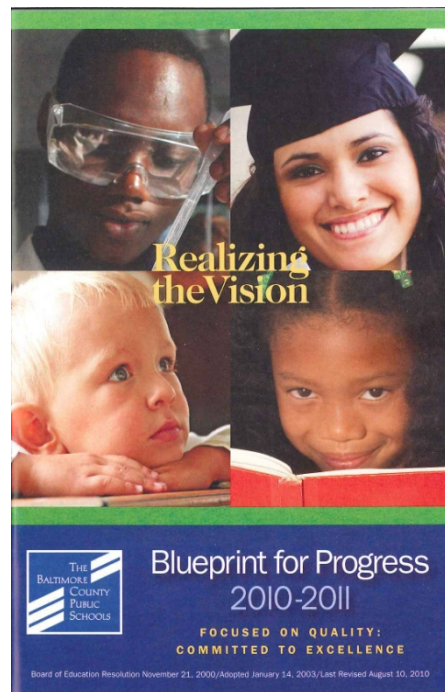
Site studies conclude:

- 5 “leverage” sites
- 8 viable sites
- All sites subject to MSDE approval





*“As we remain steadfast in our delivery of the highest quality education regardless of a child’s zip code, race, culture, or economic circumstances, these variables have, **without a doubt**, impacted **all** aspects of our operations.*



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

*Joe A. Hairston
FY 2012 Budget
Presentation*