



Accident ES

GARRETT COUNTY PUBLIC SCHOOLS COMPREHENSIVE & STRATEGIC FACILITIES PLAN

STRATEGIC FACILITIES COMMITTEE: REPORT AND RECOMMENDATIONS



Swan Meadow Sch.



Broad Ford ES



Crellin ES



Friendsville ES



Grantsville ES



Route 40 ES



Yough Glades ES



Southern MS



Northern MS



Southern HS



Northern HS



Hickory EEC

Report to the Board of Education of Garrett County

December 10, 2019

THE STRATEGIC FACILITIES PLANNING TEAM

The Strategic Facilities Committee (SFC)

- **Ms. Crystal Boal**, Community Member
- **Mr. James Browning**, Community Member
- **Mr. Patrick Damon**, President, Garrett County Education Association; Teacher
- **Ms. Karen DeVore**, Executive Director of Curriculum, Instruction, and Administration,
- **Mr. Steven Kauffman**, General Manager, CN Metals
- **Ms. Tracie Miller**, Principal, Grantsville Elementary School
- **Ms. Carissa Rodeheaver**, President & CEO, First United Bank & Trust
- **Mr. Kevin Null**, Garrett County Administrator
- **Ms. Jennifer Paugh**, Advocate for Students with Disabilities
- **Dr. Nathan Sorber**, Community Member
- **Mr. William Swift**, Director of Security
- **Mr. Richard Wesolowski**, Director of Facilities, Maintenance, Operations, and Transportation
- **Mr. Duane Yoder**, President, Garrett County Committee Action Committee

With the assistance of:

- **Ms. Barbara Baker**, Superintendent
- **The Staff of Garrett County Public Schools: Ms. Alison Sweitzer, Dr. Philip Lauver, Mr. Paul Edwards, Ms. Karen Brewer, and others**
- **Dr. David Lever**, AIA, Educational Facilities Planning LLC, Facilitator
- **Mr. Joel Gallihue**, AICP, Consultant on enrollments and student attendance areas

OVERVIEW: FACILITY NEEDS

➤ A broad spectrum of facility needs:

- Aging buildings: Average age of square footage = 31.8 years
- Categories of needed work include:
 - Enhanced security
 - Open space classrooms
 - Educational support program spaces
 - Aging building systems
 - Overcrowding or near-overcrowding
 - Schools with especially extensive facility deficiencies (Broad Ford, Crellin, Southern Middle, Swan Meadow)
 - Community support spaces
- No single category of work dominates the others

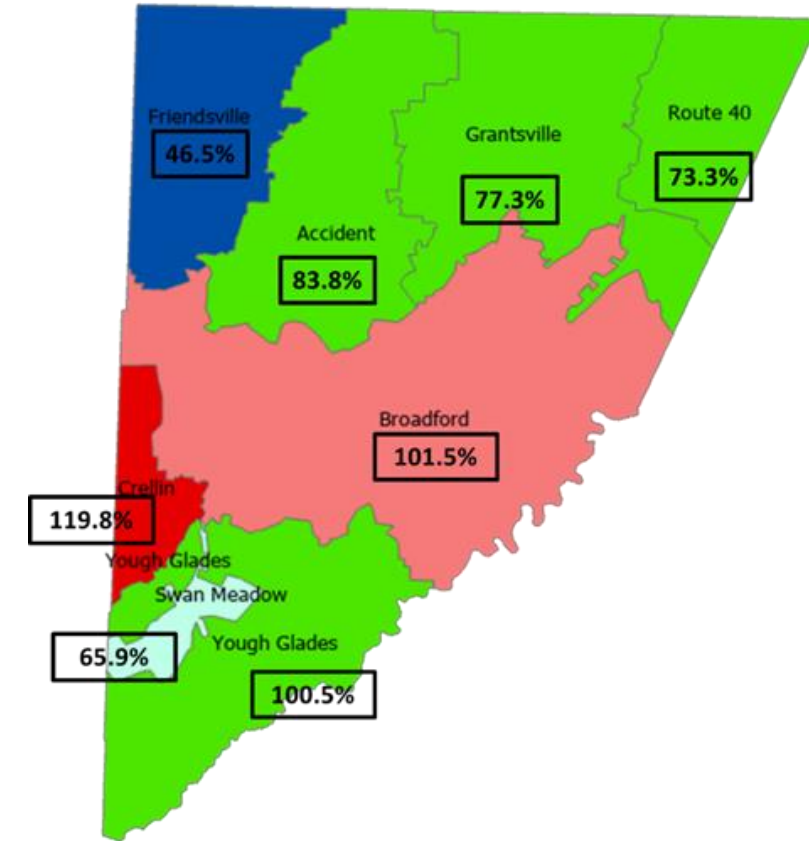
➤ Overall under-utilization (63%):

- Funds are expended each year on excess space
- Great differences in facility utilization

➤ Inequities in school conditions: Facilities in the southern region have more deficiencies than those in the north:

- Educational adequacy and class size
- Age of square footage
- Utilization, current and projected
- Deferred maintenance and unscheduled maintenance

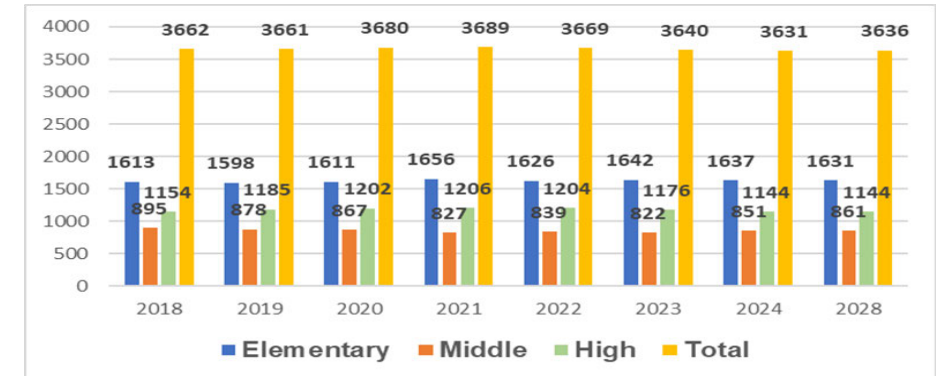
Projected 2023-2024
Elementary Utilization



OVERVIEW: BACKGROUND FACTORS

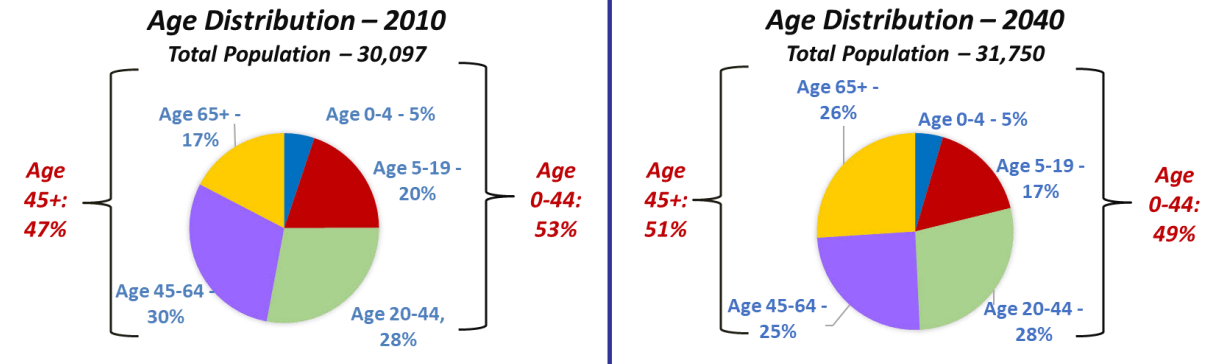
➤ Enrollment Projections: K to 12th Grade

- Stable overall projections, 2018 to 2028 :
 - Elementary enrollments*: modest increase
 - Secondary enrollments*: modest decrease



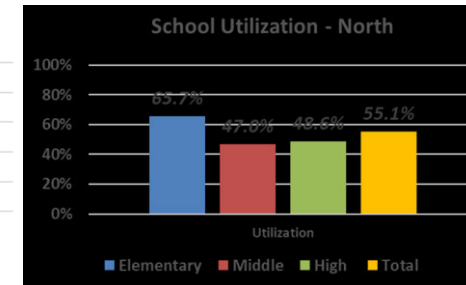
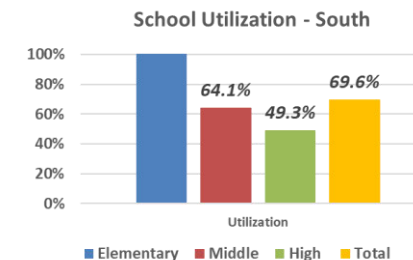
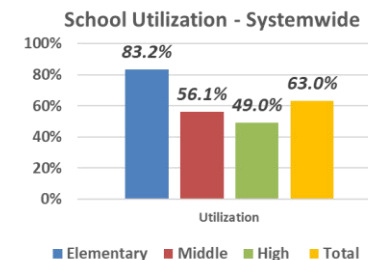
➤ Demographic Projections

- Total population will increase by 1,650 between 2010 and 2040, but will age:
 - Population under 45*: will decrease by about 300 (-1.9%)
 - Population 45 and older*: will increase by about 1,950 (+ 13.8%)



➤ Facility Utilization

- Low overall facility utilization will continue - 63% average
 - Secondary schools*: all under-utilized
 - Northern schools*: all under-utilized
 - Southern elementary schools*: at- or over-capacity



OVERVIEW: CHOICES

➤ **Board faces very difficult set of decisions:**

- **Capital improvements that are pressing**
- **Greater efficiency:**
 - Overall excess capacity
 - Excess capacity in northern area schools at all levels
 - Excess capacity at Southern High School
- **Southern Middle/Broad Ford Elementary:**
 - Unavoidable, because of condition of Broad Ford roof: estimated \$2.5 million replacement
 - This project is intertwined with a number of other decisions
 - Need full analysis of planning and enrollment options
- **Single high school**

➤ **Environment of extreme fiscal constraint:**

- **Operational efficiencies are needed to free funds to support educational programs**
- **County government has limited borrowing capacity:**
 - Debt payments must compete with other demands
 - Kirwan Commission requirements: unknown financial impact pending 2020 legislative session

OVERVIEW: COMMUNITY PREFERENCES

- **Committee recognizes that the community is deeply attached to their community elementary schools:**
 - A nurturing environment for the youngest students
 - Good educational results
 - Focus of community identity
 - Preferences revealed in:
 - Six community engagement sessions
 - Numerous emails and letters
 - Strong expression by individual members of the SFC
 - Supported by SFC sub-committee research
 - **Community likes small schools, does not want consolidation or student reassignments**
 - **Community is highly concerned about mixing age groups in schools through grade band reconfiguration**
-
- **Conclusion from community input: Retain the existing configuration of schools:**
 - Retain current grade configuration
 - Retain current number of schools: no closures or consolidations
 - Retain current student assignments

OVERVIEW: EXISTING STATUS AND ALTERNATIVE

➤ **Retaining the current school configuration and student assignments:**

- Is a possible choice
- Choice should be made deliberately

➤ **Consequences of this choice:**

- **Inequities between north and south will persist:** Over-crowding in south, under-utilization in north
- **Operational inefficiency will persist:**
 - Excess space → less funding available for classroom instruction or debt service
 - Inability to provide continuous support services for some schools
 - Inefficient use of instructors' time
 - Kirwan Commission recommendations may impose additional requirements
- **Declining physical plant:**
 - Insufficient funds available to maintain and improve 750,000 square feet of instructional space
 - Increasing number of unscheduled maintenance orders, some as emergencies
- **Potential reduction of State capital funding:** Excess capacity may reduce allocations

OVERVIEW: EXISTING STATUS AND ALTERNATIVE

- **Alternative: Sufficient information is not available to make fair, objective choices**
- **Strategic Plan: Remedies this situation through:**
 - **Recommendations to address immediate facility needs**
 - **Costs, schedules can be estimated**
 - **Recommendations for a process that will provide needed information for decisions:**
 - **Scope and cost of the Southern Middle/Broad Ford Elementary Project**
 - **The enrollments that it can sustain**
 - **The impacts of this project on other projects and actions**
 - **The schedule for funding this and other projects**
 - **Redistricting and/or grade band reconfiguration**
 - **School closures**

OVERVIEW: FUNDING FOR CAPITAL PROGRAM

➤ Funding is a major concern:

- **Total cost of the SFC recommendations:** Estimated at **\$50.6 M** over six years (avg. \$8.4 M/year)
- **Comparison: Current Replacement Value (CRV)** for “right-sized” inventory: about **\$232 million**
 - Industry standard: Annual Capex of 2% of CRV (\$4.6 million/year)
 - 10-year Capex: about \$46 million, plus deferred maintenance backlog (subject to revision)
 - Deferred Maintenance: about \$53 million (2020)
 - Total: about \$99 million = approx. \$9.9 million/year

➤ Operating budget and fund balance are insufficient; they are dedicated to other uses

➤ Issuance of debt: Standard method to support capital projects

➤ Sources of funds to support capital debt:

- **State: Public School Construction Program and smaller programs:**
 - Grants, used to reduce local debt obligation
 - Likely to be responsive to Garrett County, if there's a good plan
 - Anticipate that the General Assembly will increase the annual funding goal
 - The State-local cost share formula should be re-examined: unique conditions in Garrett County
- **Local: revenues to support debt are typically from:**
 - Property tax
 - Avoided expenses:
 - Streamlining of operations*: Likely to produce some, but not a great deal, of revenue
 - Reduction of operating expenses*: Through school closure.

STRATEGIC FACILITIES PLAN: PRINCIPLES AND GOALS

- **Choices should be made on principles of fairness and objectivity:**
 - Capital projects: prioritization based on need, impact, anticipated funding
 - Redistricting
 - Grade band reconfiguration
 - School closures
- **All actions: Consider community impacts**
- **Strategic Plan:**
 - A long-term instrument of policy to guide specific decisions
 - A process to resolve diverse priorities among stakeholders
 - An instrument to clarify choices
 - An evolving, dynamic process that responds to new needs and developments

STRATEGIC FACILITIES PLAN: PRINCIPLES AND GOALS

➤ STRATEGIC FACILITIES COMMITTEE GUIDING PRINCIPLES:

- Educational excellence
- Equity
- Appreciation for value of community schools

➤ GOALS: Spend limited capital dollars to:

- A) Address the largest number of the most critical facility deficiencies
- B) Improve the learning environment for the largest number of students
- C) Correct inequities in the quality of facilities
- D) Improve the efficiency of operations

**WHAT COMBINATION OF PROJECTS AND INITIATIVES WILL MAXIMIZE
THESE FOUR GOALS?**

STRATEGIC PLANNING PROCESS

- **Research:** **April through August**
 - Informational workshop
 - Document review
 - Analysis of educational adequacy
 - **Four SFC subcommittees:**
 - Alternative Education (Disruptive Behaviors)
 - Grade band re-configuration
 - Community Schools
 - Single High School

- **Community Listening Sessions** **May 7, 8, and 9**
 - Continuous input via email address (sfc@garrettcountyschools.org)

- **Planning Options and Preliminary Recommendations** **June through August**
 - Presentation to Board **September 10, 2019**

- **Community Feedback Sessions** **September 17, 18, and 19**

- **Report and Final Recommendations** **December 10, 2019**

RECOMMENDATION I – JOINT CAPITAL PLANNING GROUP

- **Recommendation:** Establish a joint working group composed of staff of the Board of Education and the County Government
- **Meet regularly to:**
 - a) Coordinate the capital improvement program
 - b) Receive input from all stakeholders
 - c) Identify and resolve obstacles to implementation of projects
 - d) Report back to the Board of Education and Board of County Commissioners
 - e) Develop funding models and investigate funding and financing sources
 - f) Investigate and resolve all matters of concern
- **This structure worked well in Wicomico and Prince George's Counties:**
 - Resolved issues early: project scopes, sites, budgets, schedules, priorities, etc.
 - Excellent staff relations on transportation, road improvements, stormwater management, permitting, etc.
 - Promotes communication and coordination between governing bodies
 - Does not infringe on responsibilities or prerogatives of respective governing bodies

RECOMMENDATION II.A – CAPITAL PROJECTS: SECURITY

➤ Recommendation:

- **Implement up to five Security Vestibule projects in the FY 2021 CIP**
 - Projects are to be identified and prioritized by the Superintendent and staff
 - Undertake additional Security Vestibule projects in the FY 2022 CIP
 - Investigate bullet-proof glass as a substitute for tempered glass
- **Defer Security Vestibule projects for Southern Middle School and Broad Ford Elementary School until the Board decision in early 2021 on the scope, size, cost and schedule of the Southern Middle/Broad Ford Elementary Project**

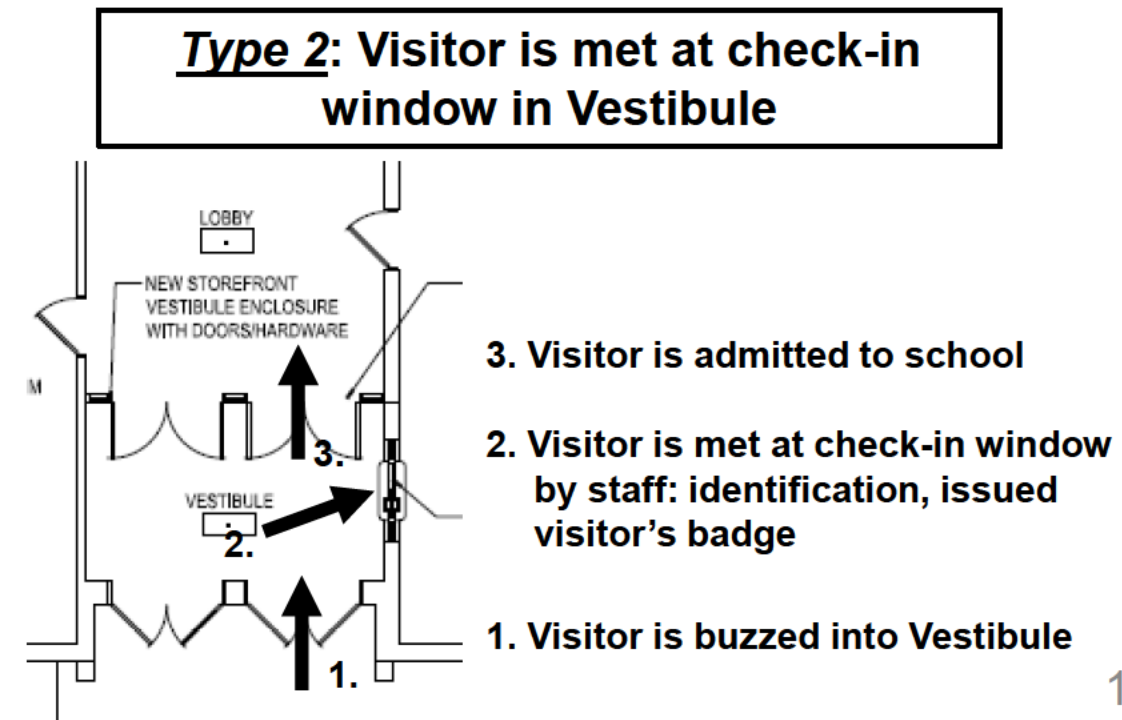
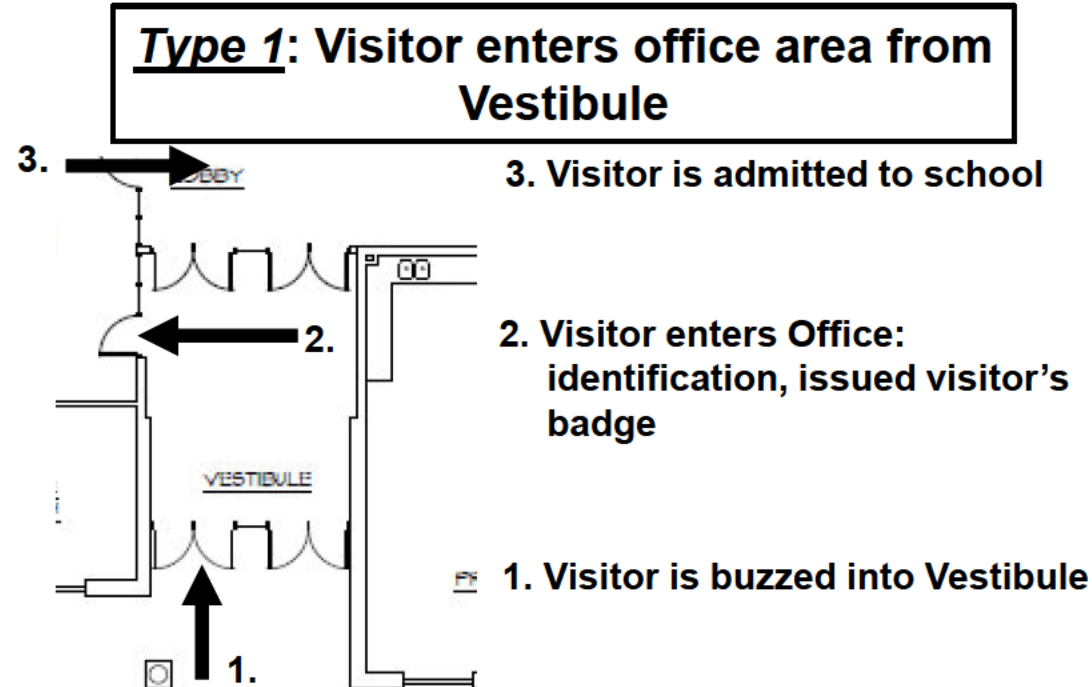
➤ Need: To improve control of the school environment

➤ Project Benefit: Administrators and staff know who is in the building at all times

RECOMMENDATION II.A - CAPITAL PROJECTS: SECURITY

➤ Project Scope:

- New set of interior doors installed
- Both sets of doors are locked except at arrival and dismissal
- All visitors are identified and issued a visitor's pass
- Vestibule type will depend on design of school:



RECOMMENDATION II.B – CAPITAL PROJECTS: DISRUPTIVE BEHAVIOR

➤ Recommendation:

- Build new spaces within school or fit up existing spaces
- Spaces to be identified through consultation with principals and staff at the receiving schools
- Undertake projects through the operating budget

➤ Need: Increasing incidence of trauma-related disruptive behaviors and their impact on the instructional program

➤ Project Scope:

- Provides a dedicated space for de-escalation in every school: a safe, controlled calming space
- Some schools will not need these spaces

➤ Goal: Return the student to the regular classroom as soon as possible

➤ Project Benefits:

- Focused ability to support the needs of the disruptive student
- Allows the regular instructional program to continue uninterrupted

➤ Calming Space:

- Does not involve *seclusion* or *restraint*, except in emergencies
- Student is under adult supervision continually

RECOMMENDATION II.C – CAPITAL PROJECTS: BUILDING SYSTEMS

- **Recommendation:** Undertake projects identified and prioritized by the Superintendent and staff:
 - **Southern High School Building Envelope:** FY 2021 Capital Improvement Program
 - **Further projects:** Northern High Boiler and Pavement FY 2022, Yough Glades Elementary Parking Lot/Pavement FY 2023, Route 40 Boiler FY 2024, Grantsville Elementary Electrical FY 2026
 - **Friendsville Ceiling:** Operating funds
 - **No major building system project in FY 2025:** Avoid conflict with the suggested funding schedule for the Southern Middle/Broad Ford Elementary Project
- **Need:** Older, major systems that must be replaced or upgraded
- **Project Benefits:**
 - **Improves the learning environment:** Lighting, air quality, temperature control, etc.
 - **Makes buildings safer, avoids shut downs, extends the useful life of the building**
 - **Reduces the cost of operations:** Improved energy and/or water performance
 - **Environmental benefits:** Reduced energy and/or water consumption
 - **Improves the efficiency of maintenance operations:** Less unscheduled work
- **Notes:**
 - **Most projects will require professional architectural and engineering design**
 - **Small projects will continue to be carried out within the operational budget**
 - **List must be updated periodically to account for changing conditions**

RECOMMENDATION II.D – CAPITAL PROJECTS: OPEN SPACE CLASSROOMS

➤ Recommendation:

- Enclose open space classrooms to create conventional instructional spaces
- Defer construction of the first open space classroom projects at Grantsville and Friendsville Elementary Schools to FY 2022

➤ Need: The noise and distraction of the open space classroom is not conducive to education

➤ Project Benefits:

- Reduces noise and visual distraction for students
- Reported to improve academic achievement, behavior
- Reported to improve teacher performance, morale, retention

➤ Projects:

- Grantsville Elementary – Four 2-classroom pods
- Friendsville Elementary – Four 2-classroom pods

➤ Other Schools:

- Broad Ford Elementary and Southern Middle – see Recommendation V.A
- Swan Meadow – see Recommendation V.C.b

RECOMMENDATION III - FY 2021 CAPITAL IMPROVEMENT PROGRAM

➤ SFC Resolution:

“The Committee recommends that the Board charge the Superintendent to develop a request for FY 2021 State and local funding that will include the following categories of work, with the number of projects in each category and the location of the projects to be identified by the Superintendent based on availability of space, discussions with stakeholders, staff capacity to manage projects, and the potential availability of funding from various sources.

- | | |
|--|----------------------------|
| ▪ Security Vestibules: Up to five schools | Safe Schools Grant Program |
| ▪ Disruptive Behavior Space: As determined by the Superintendent | Operating Budget |
| ▪ Building Systems: Southern High School Building Envelope | State, local CIP |
| ▪ Open Space Pod Enclosure: State Planning Approval, Grantsville ES | State, local CIP |
| ▪ Southern Middle/Broad Ford Elem. Project: Local funding, feasibility study | Local CIP |

➤ Recent History: Small requests to State, or no request at all in some years

➤ FY 2021 Capital Improvement Program:

- Requests submitted to State October 4, 2019
- County Government concurrence due to State by November 27, 2019
- IAC staff recommendations, December 2019: Favorable to full funding for SHS Building Envelope Project
- Future requests are likely to be viewed favorably by the State

RECOMMENDATION IV – SINGLE HIGH SCHOOL

➤ Recommendation:

- “The Committee takes no position on the merits of a single high school”
- “Recommends that the Board initiate a process for a full, public examination of the concept by establishing a committee or work group to study the educational, administrative, financial, locational, transportation, and community implications of the concept.”
- “The composition of the committee or work group should reflect the same community diversity as the Strategic Facilities Committee.”

➤ Need: Underutilization of two high schools: Educational and operational impacts

➤ Rationale for a single high school:

- **Instructional:**
 - Larger student body: More course offerings, more extra-curricular opportunities
 - Equalizes educational opportunities for all students (e.g. Culinary Arts)
 - Efficiencies: Eliminate instructional duplication, allow diversification of educational offerings
- **Financial:**
 - Literature is inconclusive on overall financial benefits: transportation, staffing, administration, etc.
 - Possible financial benefits: textbooks, CTE equipment, reduced overall footprint
 - Other costs may increase, e.g. transportation
 - Capital outlay will be very large

RECOMMENDATION IV – SINGLE HIGH SCHOOL

➤ Issues to study:

- Educational program
- Experience of other school systems: Allegany, Carroll, West Virginia
- Community wishes and needs
- Location / site
- Career & Technology Education (CTE)
- Transportation
- Finance:
 - Funding sources
 - Future use of existing facilities

➤ Suggested Schedule:

- | | |
|---|-----------------------|
| ▪ Establish committee and develop the educational specification: | FY 2021, FY 2022 |
| ▪ Feasibility study and site investigation: | FY 2023 |
| ▪ Recommendations to Board of Education, request State and local approvals: | FY 2024 |
| ▪ Board Decision on feasibility, scope, site, CTE inclusion, other: | mid-2024 |
| ▪ Design: | FY 2025, FY 2026 |
| ▪ Construction: | FY 2027, FY 2028 |
| ▪ Occupancy: | 2029-2030 School Year |

➤ Community involvement is essential from the beginning

RECOMMENDATION V – SOUTHERN MIDDLE/BROAD FORD ELEMENTARY PROJECT AND RELATED ACTIONS

V.A Southern Middle School/Broad Ford Elementary Project

Related projects and actions:

V.B Redistricting and/or Grade Reconfiguration

V.C Capital Projects

V.C.a Head Start

V.C.b Schools With Multiple Educational Space and Building Deficiencies:

V.C.b.1 Crellin Elementary School

V.C.b.2 Swan Meadow School

V.D Relocate Board of Education Office

V.E Dennett Road Facility

RECOMMENDATION V.A – SOUTHERN MIDDLE/BROAD FORD ELEMENTARY PROJECT

➤ Recommendation:

“Pending provision by the Board of County Commissioners of a maximum budget figure for the Garrett County Public Schools capital program:”

- Develop an educational specification: Spring-summer 2020
- Develop a feasibility study: Summer-winter 2020

➤ Board decision on scope and related issues: Early 2021

➤ Need: Both buildings have multiple deficiencies:

- Broad Ford Elementary School:
 - Roof replacement is unavoidable: Approx. \$2.5 million (summer 2020)
 - Many deficiencies would remain (open space classrooms, deficient building systems, location of administration area, relocatable classrooms)
 - Approximate cost to partially renovate (summer 2020): \$20.1 million
- Southern Middle School:
 - Building/Educational Deficiencies: Interior configuration, location of administration area, inappropriate science and technology spaces, building systems
 - Approximate cost to partially renovate (summer 2020): \$17.5 million

➤ Partial Renovation: Scope developed by Department of Facilities; accounts for recent work

- Partial renovation, both buildings (156,360 SF)
 - Summer 2020: \$37.6 million approx.
 - Summer 2024: \$44 million approx.

RECOMMENDATION V.A – SOUTHERN MIDDLE/BROAD FORD ELEMENTARY PROJECT

- **SFC Proposal:** Study scope options to achieve best value
- **The size of the project will depend on:**
 - The Educational Program: The number and size of instructional and support spaces
 - The Enrollment: The number of students to be housed
 - Available Funding: The funding capacity of the County Government
- **EFP studied six redistricting and grade re-configuration options for renovation/addition:**
 - The SFC does NOT take a position on these or other options
 - Purpose of exercise: To see how sensitive cost is to enrollment
 - All options are for mid-2024 start of construction
 - Examples of enrollment options:

| | Projected No. of Students | Size of Facility (SF) | Approx. Project Cost (2024) |
|---|------------------------------|-----------------------------|-----------------------------------|
| No change in student assignments: | 982 | 123,200 | \$38.6 million |
| Simple redistrict, South to North: | 892 | 113,400 | \$32.9 million |
| Simple redistrict, plus grade band reconfiguration: (5 th to SMS, 8 th to SHS) | 843 | 109,700 | \$30.8 million |

RECOMMENDATION V.A – SOUTHERN MIDDLE/BROAD FORD ELEMENTARY PROJECT

➤ **SFC Proposal:** Study scope options to achieve best value

➤ **Educational Specification:**

- **Educational Specification Committee:**

- Principals and educators
- Central office staff
- Parents, community leaders
- Maryland State Department of Education experts

- **Scope of the Educational Specification:**

- Projected student enrollments
- Number of instructional and support spaces
- Outdoor facilities
- Relationship of spaces to one another and to outdoor facilities
- Critical issues of access, circulation, traffic movement
- Community use space

- **Study the issues - examples:**

- What is the program for elementary and middle instruction?
- Should the schools be consolidated for efficiency, or kept apart?
- How to ensure different age groups do not mix inappropriately?
- Are there facilities that can be used jointly (e.g. administration, media center)?
- Should community-use space be included?

RECOMMENDATION V.A – SOUTHERN MIDDLE/BROAD FORD ELEMENTARY PROJECT

➤ **SFC Proposal:** Study scope options to achieve best value

➤ **Feasibility Study:**

- **Major possible planning options, as defined by the educational specification:**
 - Targeted renovations: Building systems and targeted renovations
 - Limited Renovation: Minimum five major building systems, with widespread educational and architectural enhancements (COMAR)
 - Full renovation: Renovate one or both schools to a like-new condition.
 - Consolidation of both schools under a single roof, with renovation of the existing portions, expansion to accommodate the increased enrollment, and demolition of the abandoned school
 - Consolidation of both schools under a single roof in a new replacement facility
 - Replacement of one or both schools as separate facilities
- **Carried out by third party: architectural/engineering disciplines, cost estimator, specialists**
- **The SFC does NOT take a position on these or other possible planning options**
- **For each option:**
 - Educational program impacts
 - Enrollment options
 - Community impacts
 - Schedule
 - Cost impacts: Project costs and life-cycle costs

STRATEGIC FACILITIES PLAN: SUGGESTED PLANNING PROCESS

Option 1: Major Project:

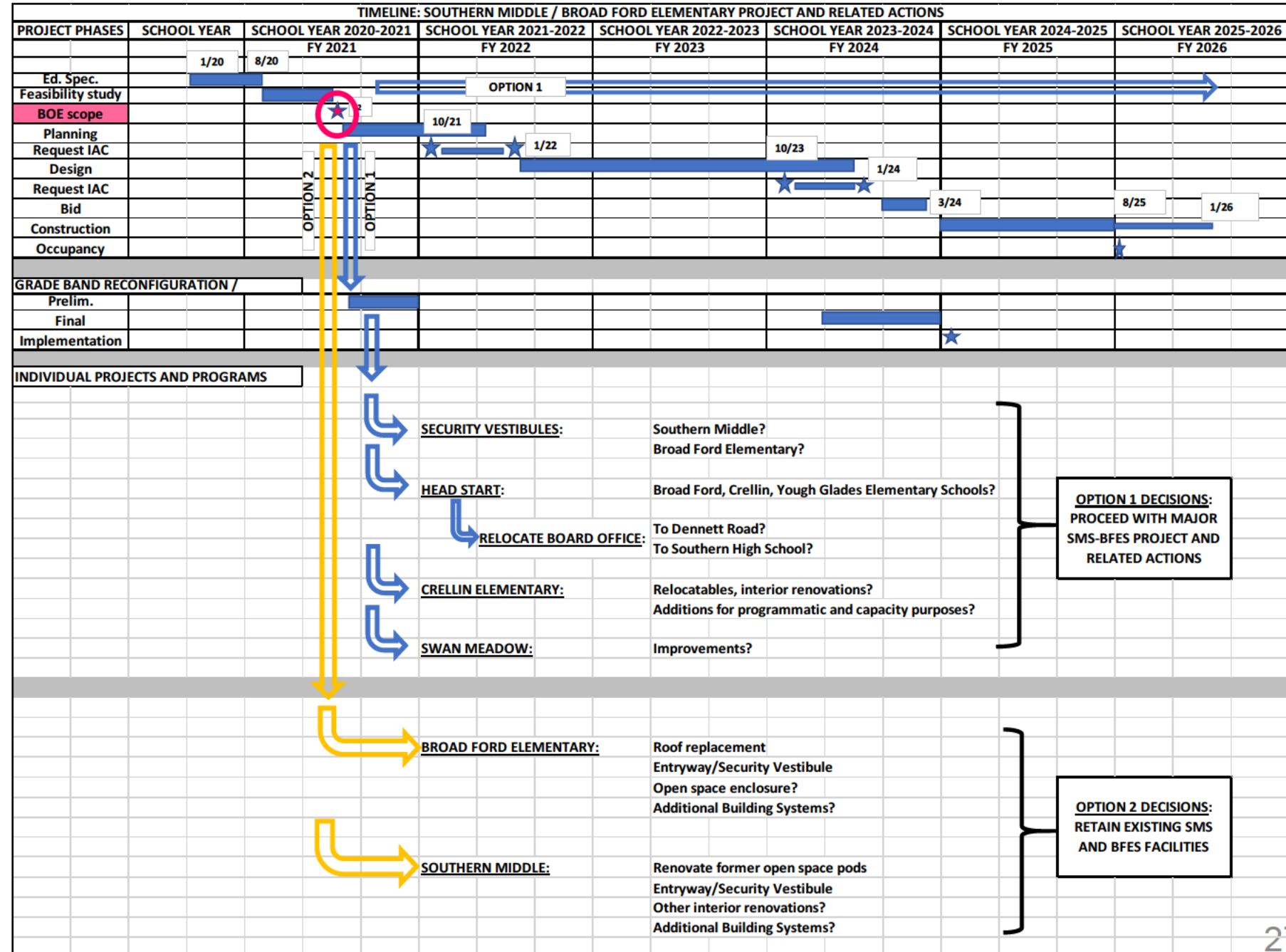
Revise existing facilities (combinations of renovation, Limited Renovation, addition, replacement)

Option 2: Minor Project:

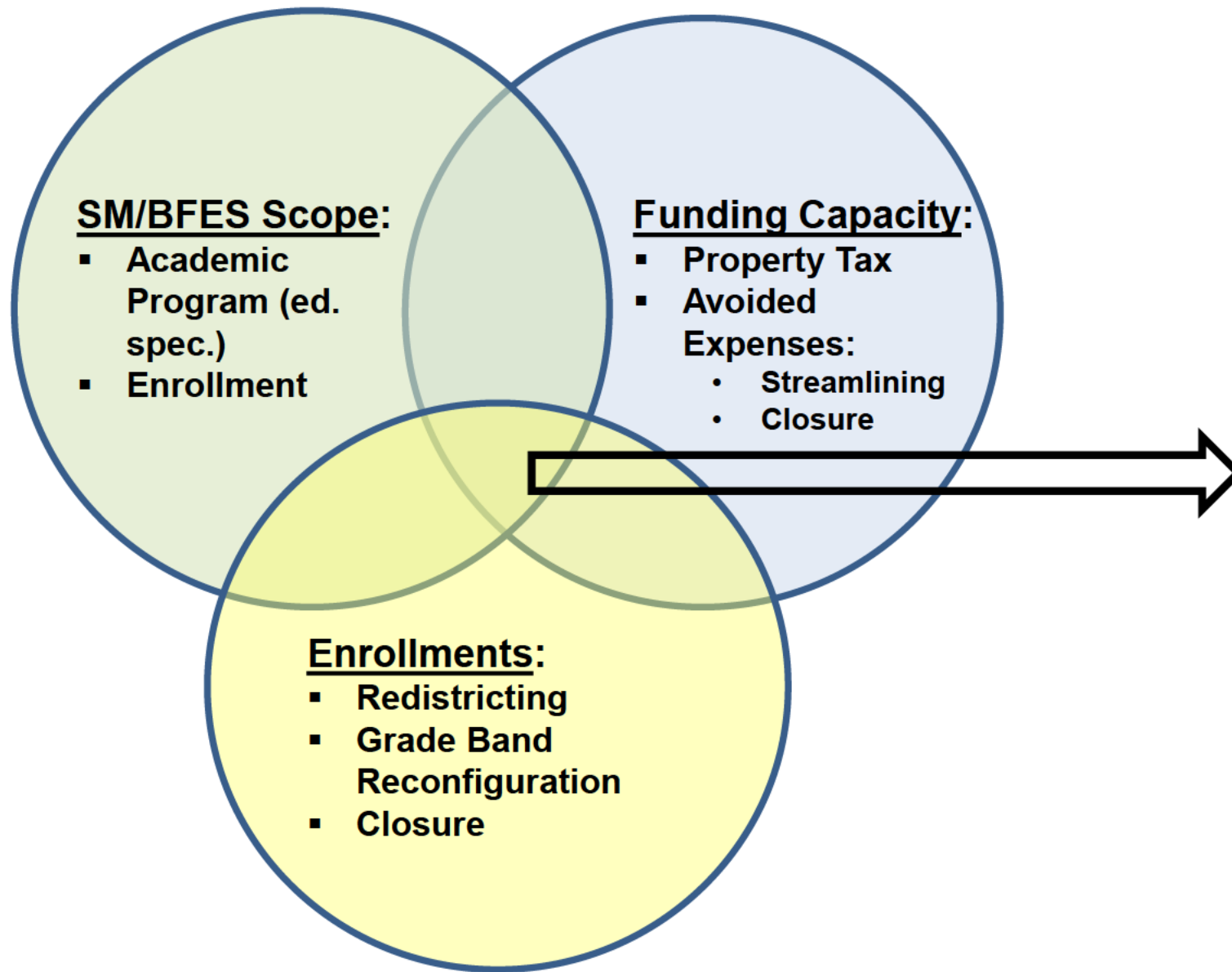
Upgrade existing facilities (targeted renovations, targeted building systems)

Suggested Critical Decision Point:

- Completion of ed. spec. and feasibility study
- Early 2021



RECOMMENDATION V – SOUTHERN MIDDLE/BROAD FORD ELEMENTARY PROJECT AND RELATED ACTIONS



V.C.a Head Start

V.C.b Schools with Multiple Educational Space and Building Deficiencies:
Crellin Elementary School
Swan Meadow School

V.D Relocate Board of Education Office

V.E Dennett Road Facility

Other Capital Improvements:

- Broad Ford: Roof, Security Vestibule, Admin., Open Space Classrooms, etc.
- Southern Middle: Security Vestibule, Admin., Classroom partitions, etc.

RECOMMENDATION V – SOUTHERN MIDDLE/BROAD FORD ELEMENTARY PROJECT AND RELATED ACTIONS

Southern Middle/Broad Ford Elementary Project  **Other Decisions**

V.B Redistricting and/or Grade Reconfiguration:

- **Major influence on size and cost of the SM/BFES project**
 - **May free elementary school space for Head Start, disruptive programs**
 - **Better use of available capacity to balance enrollments**
- **Redistricting and/or Grade Reconfiguration will affect other projects and actions:**
 - **Head Start**
 - **Disruptive Behavior**
 - **Building systems at Southern High and Broad Ford Elementary**
 - **Relocation of Board Office**

RECOMMENDATION V – SOUTHERN MIDDLE/BROAD FORD ELEMENTARY PROJECT AND RELATED ACTIONS

Southern Middle/Broad Ford Elementary Project  **Other Decisions**

➤ V.C.a Head Start

- Benefits for young children when located in same school that children will attend
- Requires available space in southern region schools
- Influenced by redistricting / grade band decisions

➤ V.C.b Schools With Multiple Educational Space and Building Deficiencies:

- Crellin Elementary School, Swan Meadow School:
 - True community schools
 - Need investment: Multiple educational facility deficiencies and building system needs
 - Small size allows these items to be worked around
- Board must decide:
 - Invest to improve the school(s); or
 - Close the school(s)
- Decision should be taken in conjunction with other decisions:
 - Scope of Southern Middle/Broad Ford Elementary Project
 - Redistricting and/or Grade Band Reconfiguration
 - Funding requirements

RECOMMENDATION V – SOUTHERN MIDDLE/BROAD FORD ELEMENTARY PROJECT AND RELATED ACTIONS

Southern Middle/Broad Ford Elementary Project  **Other Decisions**

V.D Relocate Board of Education Office

- **Cost and efficiency benefits:**
 - **Avoid capital investments needed at the Second Street facility (roof, fire alarm)**
 - **Generate operational efficiencies through co-location of functions (depending on location)**
 - **Avoid lease payment, supporting modest capital debt**
- **Space is available within buildings owned by the Board**
 - **Will likely require some renovation work**

V.E Dennett Road Facility

- **SFC would like Board to consider re-opening the facility as a school**
- **Would relieve over-crowding in the southern area elementary schools**
- **Central office functions at Dennett Road would need to be relocated**
- **Renovation would be needed for elementary school program**

FUNDING RECOMMENDATIONS

VI.1 Adjust the State-Local Capital Funding Formula

- Work with the delegation to increase the State share in capital projects
- Emphasize the unique conditions of Garrett County: topography, size, climate

VI.2 Relocate the Board of Education Offices

- Use the avoided lease costs to support capital debt

VI.3 Investigate Methods to Increase Local Funding for School Construction Projects:

- Use capital debt to leverage capital funds
- Funding will affect ALL capital projects
- Methods to generate funding:
 - Increase property tax
 - Reduced expenditures - school closure:
 - Efficiency of operations → more funds for the classroom
 - More effective use of instructional time, especially specialists
 - Better utilization of space → more State funding for capital projects

VI.4 Identify Joint Board/County Functions

- Information Technologies are shared
- Investigate other areas of potential cost savings: Finance, personnel

VI.5 Identify Joint Users of Available School Spaces

- Share under-utilized spaces in northern elementary schools and Southern High School
- Partners may include community providers and governmental agencies
- Develop useful synergies: Mentoring, joint-use agreements, community resources
- Reduce the State Rated Capacity through formal agreements (COMAR 14.39.02)

| <p>PRELIMINARY CAPITAL PLAN: DRAFT FUNDING SCHEDULE REVISED: 10/15/2019</p> | SOUTHERN MIDDLE / BROAD FORD ELEMENTARY PROJECT TIMELINE | | | | | | | | | | | | | | | | | | | | | | | |
|--|--|------------------------|-----------------------|--|--|-----------------------|--|--|-----------------------|--|--|-----------------------|--|--|-----------------------|--|--|-----------------------|--|--|-----------------------|--|--|--|
| | PROJECT PHASES | | SCHOOL YEAR 2019-2020 | | | SCHOOL YEAR 2020-2021 | | | SCHOOL YEAR 2021-2022 | | | SCHOOL YEAR 2022-2023 | | | SCHOOL YEAR 2023-2024 | | | SCHOOL YEAR 2024-2025 | | | SCHOOL YEAR 2025-2026 | | | |
| | Educational specification | | 1/20 | | | 8/20 | | | | | | | | | | | | | | | | | | |
| | Feasibility study | | | | | | | | OPTION 1 TIMELINE | | | | | | | | | | | | | | | |
| <p>SOUTHERN MIDDLE/BROAD FORD ELEMENTARY OPTIONS</p> <p>OPTION 1: Renovate w/ Expansion, or Replace</p> <p>OPTION 2: Partially Renovate both Schools</p> | BOE scope decision | | | | | | | | | | | | | | | | | | | | | | | |
| | Planning | | | | | | | | | | | | | | | | | | | | | | | |
| | Request IAC Plan'g approval | | | | | | | | | | | | | | | | | | | | | | | |
| | Design | | | | | | | | | | | | | | | | | | | | | | | |
| | Request IAC Fund'g approval | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Partially Renovate both Schools</p> | Bid | | | | | | | | | | | | | | | | | | | | | | | |
| | Construction | | | | | | | | | | | | | | | | | | | | | | | |
| | Occupancy | | | | | | | | | | | | | | | | | | | | | | | |
| GRADE BAND RECONFIGURATION / REDISTRICTING / SCHOOL CLOSURE | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Prelim. Identification | | | | | | | | | | | | | | | | | | | | | | |
| | | Final Identification | | | | | | | | | | | | | | | | | | | | | | |
| | | Implementation | | | | | | | | | | | | | | | | | | | | | | |

CONCLUSION

- **Keeping the current school configuration and student assignments:**
 - Is a possible choice
 - Consequences of the choice:
 - Inequities between north and south will persist
 - Inefficiency in operations will persist
 - Declining physical plant
 - Potential reduction of State capital funding
- **Strategic Plan of the SFC offers an alternative:**
 - Feasible projects that address immediate needs: safety, educational programs, building conditions
 - A process leading to objective, fair decisions on major issues:
 - Southern Middle/Broad Ford Elementary: A range of options, scopes, and costs
 - Redistricting/Grade Band Reconfiguration: Consequences for equity, educational programs, and funding
 - Funding: Connection to operations, capital improvements, and school closures
 - Further capital projects