



**Southern Middle School Modernization &  
Grade Band Alignment Recommendation  
August 9, 2022**

# Objective

This presentation will provide analysis and a recommendation of the facility utilization and grade band options that Garrett County Public School's has been considering with respect to the renovation of the Southern Middle School facility.

## Information includes:

- Background of Southern Middle School Facility Modernization Project
- A Perfect Storm
- Summary of Facility Utilization Work and Why
- Grade Band Alignment Options Compared
- Superintendent's Recommended Grade Band Alignment for the renovation of Southern Middle School

**NOTE: At this time, no action has been taken by the Board of Education. All capital projects must be approved by the funding authority of the Maryland State Interagency Commission of School Construction (IAC) & Local Government.**



# Southern Middle School Modernization

Garrett County Public Schools has been working to renovate the Southern Middle School facility for over 10 years.

## Background:

- 2013-15 - Planning for 6-8 grade Renovation
- 2016 - Strategic Facilities Plan was requested by County Commissioners
- 2018 - Systemic renovations were completed on roof, fire alarm & sewage system
- The facility is 45 years old. Although the systemic renovations and minor updates have occurred, the facility is largely original.

Southern Middle School should be modernized because the facility was built in 1977 as an Open Space facility. Walls were installed, but are still insufficient to deliver the highest quality instruction. This project aligns with the Superintendent's priorities to eliminate existing open space layouts and provide updates to security infrastructure.

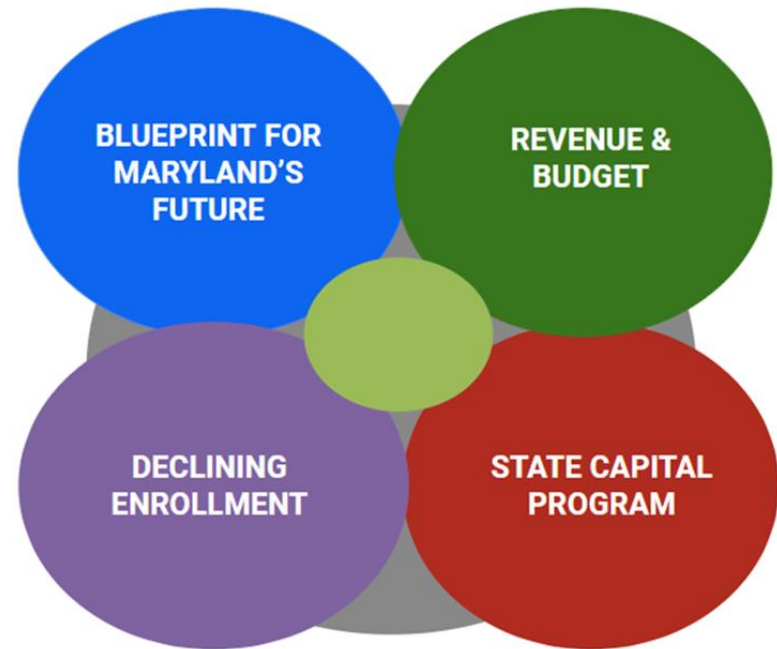
From 2013 to today, many variables have changed.

# A Perfect Storm

**At the same time work was on-going to modernize Southern Middle School, other variables changed.**

- **Blueprint for Maryland's Future Act (The Blueprint)** is a landmark, generational piece of legislation intended to enhance and improve the investment in and operation of Maryland's public school system.
- **Declining Enrollment** has been a hardship for Garrett County Public Schools since the 1970s, losing on average 1.7% per year since 2013.
- **Revenue & Budget** will continue to be squeezed with the systems new requirements of Blueprint (increasing costs) and decline in enrollment (decreasing potential revenue).
- **State Capital Program** has undergone revolutionary change with the adoption of the Built to Learn Act and accountability changes at the Interagency Commission of School Construction.

**These changes have forced GCPS Staff, Board and Stakeholders to consider alternatives in facility utilization and grade band alignments.**



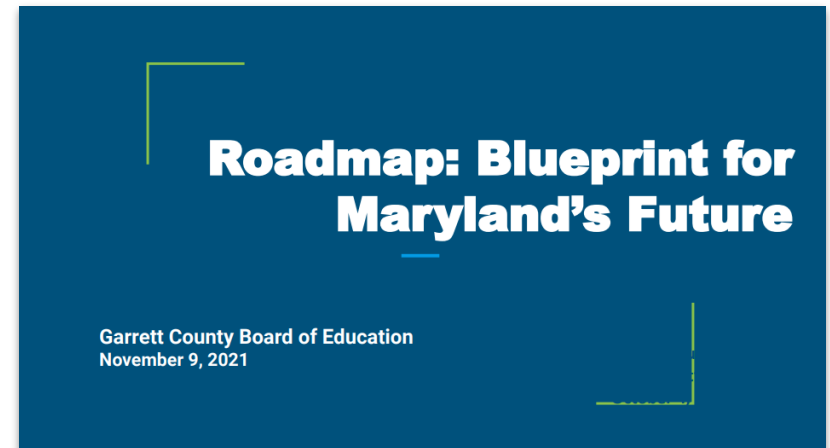
Perfect Storm - a particularly bad or critical state of affairs, arising from a number of negative and unpredictable factors (Oxford Dictionary).

# A Perfect Storm

## The Blueprint for Maryland's Future Act

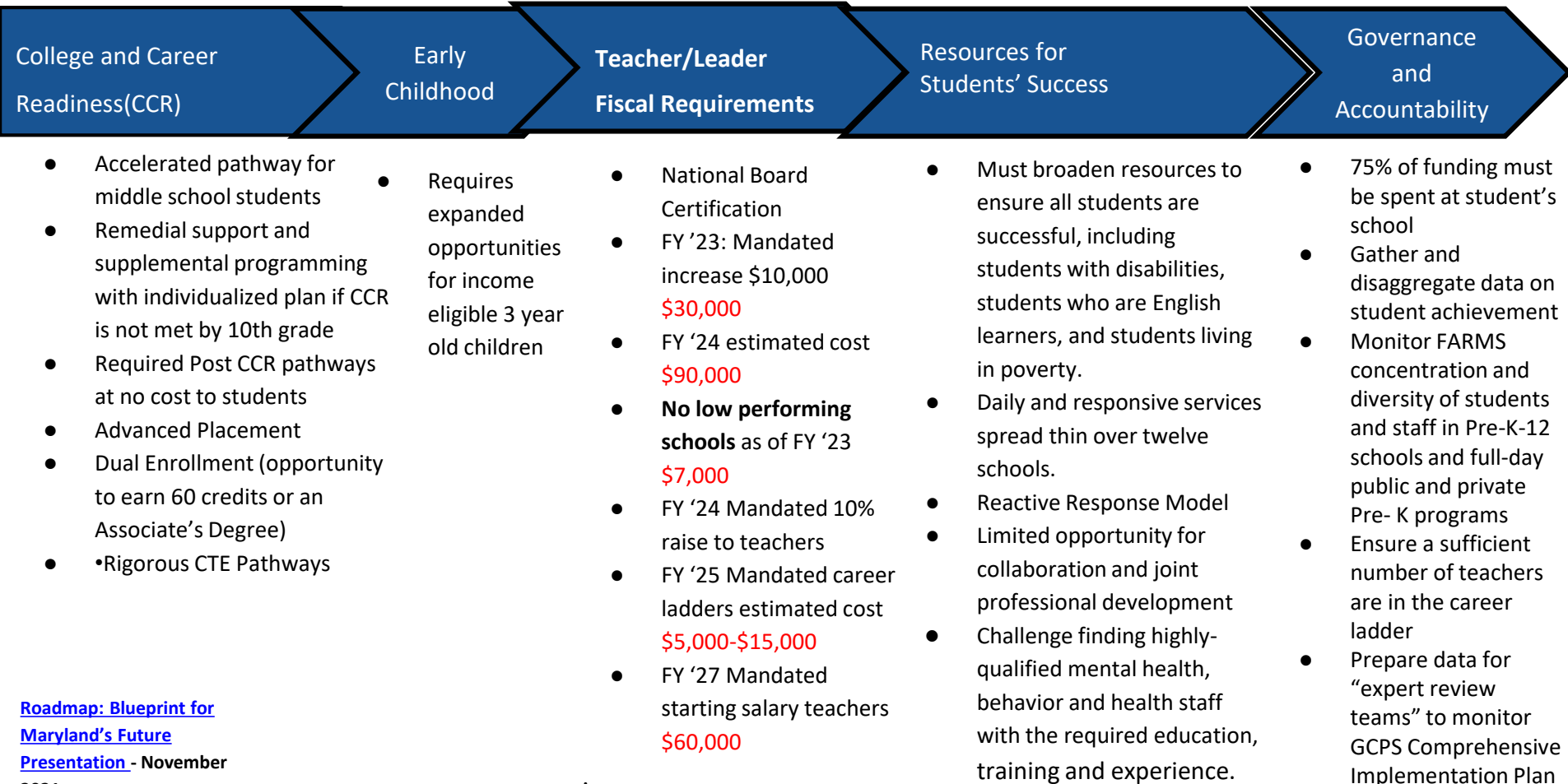
***What is the Blueprint?*** The Blueprint is a landmark piece of legislation passed in 2021, which includes comprehensive changes to Maryland's early childhood and public schools. The legislation consists of those policies and accountability requirements recommended by the Commission on Innovation and Excellence in Education. It is organized into five policy areas or pillars: 1) Early Childhood Education, 2) High Quality and Diverse Teachers and Leaders, 3) College and Career Readiness, 4) More Resources to Ensure that all Students are Successful, and 5) Governance and Accountability.

GCPS staff presented to the Board on November 9, 2021 an overview of the Blueprint and what it means for Garrett County. [Roadmap: Blueprint for Maryland's Future Presentation - November 2021](#)



# A Perfect Storm

## Blueprint Programmatic Requirements



[Roadmap: Blueprint for Maryland's Future Presentation](#) - November 2021



# A Perfect Storm

## Blueprint Programmatic Requirements – Teacher/Leader

### National Board Certification

- FY 2023: Mandated increase of \$10,000 per teacher = \$30,000
- FY 2024: Estimate that this will increase = \$90,000
- Currently no schools designated in Garrett County as Low Performing Schools = \$7,000 additionally to each NBC teacher

### Salary Increases Required by the Blueprint

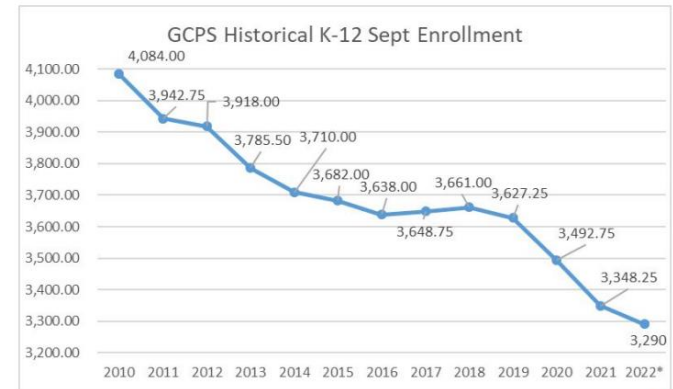
- FY 2024: Mandated from 6/30/2019 to 7/1/2023 teachers receive a 10% salary increase
- FY 2025: Mandated shift from current scales to Career Ladder that will require a framework of staffing, new salary scales, & new job descriptions = \$5,000-\$15,000 per teaching position
- FY 2027: Mandated that starting salary for teachers in State of Maryland must be \$60,000
  - Estimated increase to operating budget of **\$4 million** over the next four years
  - Does not include steps or contractual obligations
  - If other employee groups are included = additional **\$2.8 million** over the next four years

# A Perfect Storm

## Declining Student Enrollment

- **System-wide** GCPS has experienced continued decline in student enrollment. From September 2013 to September 2021, GCPS is down 495.5 students or 13.1%.
- **Since 2013, all schools have experienced a decline, specifically:**
  - **Broad Ford Elementary** is down 149 students (kindergarten - fifth grade) or **24%**
  - **Southern Middle** is down 22 students or **4%**
  - **Southern High** is down 118 students or **16.3%**
- **Southern Garrett High School Graduating Class sizes have also steadily decreased:**
  - **2012 - 198 students graduated**
  - **2022 - 154 students graduated (22.2% decrease)**

## Historical Trend K-12 Enrollment from 2010 to 2021



\*2022 is the projected enrollment for 9/30/22.  
NOTE: Totals do not include Pre-K enrollment.



Slide courtesy of June 14, 2022 Enrollment and Revenue Presentation to the Board of Education. [Link to Presentation](#)



# A Perfect Storm

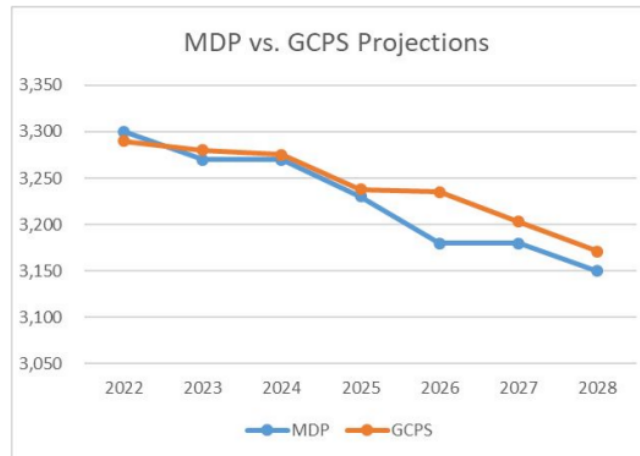
## Declining Student Enrollment

Projections from the Maryland Department of Planning indicate further decline in the coming years of 2022-2028.

The Superintendent and GCPS staff have presented periodic updates on the enrollment decline; click dates for links.

- [October 13, 2020](#)
- [October 12, 2021](#)
- [June 14, 2022](#)

### Maryland Department of Planning (MDP) Projections K-12 Enrollment from 2022-2028



#### MDP Drivers

- Population projections
- Birth information
- Compulsory attendance
- Private school enrollment
- Homeschooled children

#### Assumption Variances:

##### MDP vs. GCPS

- Birth rate vs. Kindergarten enrollment
- Grade Succession ratios vs. Roll forward + High School regression
- Rounding to 10s place vs. Actual formulas

Each Spring MDP collaborates with each LEA to detail 10 year projections to assist with the preparation of Educational Facilities Master Plan (EFMP) and the Capital Improvement Program (CIP). MDP publishes projections each year in August/September.

This data represents a reasonable scenario for the future, given recent and long-term birth, migration and demographic patterns. 5

*Slide courtesy of June 14, 2022 Enrollment and Revenue Presentation to the Board of Education. [Link to Presentation](#)*

# A Perfect Storm

## Revenue & Budget

**Revenue:** The leading drivers for GCPS operating revenue is student enrollment and local wealth. As student enrollment declines and local wealth increases, GCPS revenue will likely continue to be *flat to declining*.

**Budget:** *Flat to declining* revenue presents budgetary challenges because:

- **High Annual Inflation Rates** - goods and services continue to cost more, even if we aren't purchasing more.
- **Blueprint for Maryland's Future implementation requirements** - teacher salaries & programming requirements will result in budgetary increases that shift dollars to Blueprint requirements.
- **Funding Cliff** - In Fiscal Year 2025, federal COVID recovery funding will no longer be available.

## Variables for Revenue Projections

- **Student Enrollment:** GCPS experienced the highest rate of enrollment decline in the State.
  - Foundation Program = GCPS Enrollment of K-12 down 4.1% or 141.5 students
  - Compensatory Education = Free and Reduced Meal Count down 5.1% or 78 students
  - Special Education = Students receiving Special Education services is down 5.6% or 19 students
  - English Learners = Students qualifying for services is down 9.1% or 1 student
  - Supplemental Pre-K = Number of Prekindergarten students is down 3.8% or 6 students.
- **Local Wealth Per Pupil:** GCPS experienced the 4<sup>th</sup> highest rate of increase in Local Wealth per Pupil for Calculation of State Aid.
  - Garrett had the 3rd highest percentage increase in Property Wealth per Pupil.
  - Wealth calculation is driven 79.4% by Property vs. 20.6% Income
  - Property Wealth Rank is 4<sup>th</sup> while Income Wealth is 16<sup>th</sup> on a per pupil basis.
  - Garrett's overall wealth per pupil ranking is 5<sup>th</sup> in the state.

**GCPS will experience the largest percentage decline in Direct Education Aid in the State, ranked 24<sup>th</sup>.**



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*Slide courtesy of January 31, 2021 Revenue Presentation to the Board of Education. [Link to Presentation](#)*

# A Perfect Storm

## State Capital Program - Built to Learn Act

Enacted into law in 2020, the Built to Learn (BTL) Act became effective on February 12, 2021. The BTL Act allows the Maryland Stadium Authority (MSA) to issue up to \$2.2 billion in revenue bonds to fund school construction projects and provides for management of the projects by MSA.

Additionally, the BTL Act:

- Created the Public School Facilities Priority Fund, which uses the results of the Statewide Facilities Assessment required by Education Article §5-310 to prioritize funding to schools with the highest needs.
- Made design funding eligible for State participation.
- Extended the Assessment and Funding Workgroup to December 2021.
- Extended the Healthy School Facility Fund.

The most significant change for Garrett County is language in the Act that allows the *State Cost Share Percentage* to equal that of our neighboring county to the east.

# A Perfect Storm

## State Capital Program - Interagency Commission on School Construction

Since the adoption of the Built to Learn Act, GCPS has fostered a collaborative relationship with the Maryland Interagency Commission on School Construction (IAC) to understand the funding programs and how Garrett County may maximize state participation in our capital plan.

On March 22, 2022, senior leaders from the IAC, Alex Donahue, Deputy Director for Field Operations, and Bret Waskiewicz, Senior Project Manager presented information on programs, funding eligibility and cost of ownership after two visits to the county. [Link to Presentation](#)



## Interagency Commission on School Construction

Presentation to the Garrett County Public Schools Board of Education

March 22, 2022

## Active IAC Funding Programs

- Capital Improvement Program (CIP)
- Built to Learn Program (BTL)
- Aging Schools Program (ASP)
- School Safety Grant Program (SSGP)
- Healthy Schools Facilities Fund (HSFF)

IAC

Slides courtesy of March 22, 2022 IAC Presentation to the Board of Education. [Link to Presentation](#)

# A Perfect Storm

- Minimum project cost is \$200,000
- Projects in **existing buildings** must be older than 15 years and to support education programs and/or extend useful life of the system.
- IAC approval of a selected project solution (renovation vs. replacement, etc.) is made on a case-by-case basis after analysis of rationales provided in the LEA's feasibility study.
- IAC Administrative Procedures Guide (APG) states that schools must show continuing utilization of at least 60% in order for a project to be justifiable.

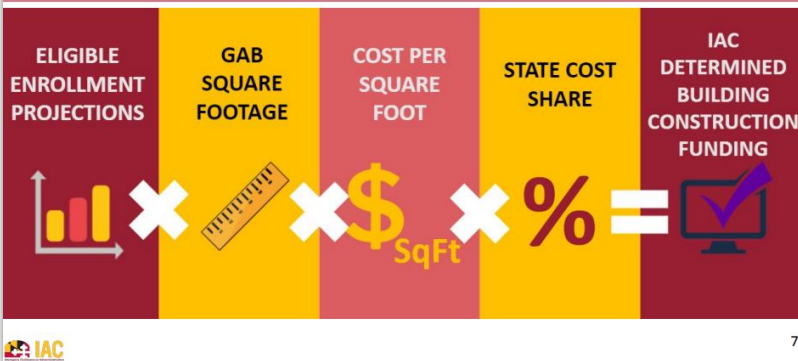
## Eligibility

## State Capital Program - Interagency Commission on School Construction

The IAC Funding Factors are used for determining State funding participation for the IAC's Capital Improvement Program and Built to Learn program. The Funding Factors formula is used for new, replacement, and renovation projects.

For more information, visit the IAC public website at: [www.iac.mdschoolconstruction.org](http://www.iac.mdschoolconstruction.org)

## Funding Formula



Slides courtesy of March 22, 2022 IAC Presentation to the Board of Education. [Link to Presentation](#)

# A Perfect Storm

## State Capital Program - Interagency Commission on School Construction

The IAC determines an **eligible enrollment** project at each school, based upon:

- Projected enrollment at the designated school
- Available capacity at adjacent schools

The **baselines** are based upon traditional practices in facility-space allocations. Additional square footage is assigned for :

- Special-education students in MSDE Least Restrictive Environment (LRE) categories C, S, and W
- Students in grades 9-12 who are in career and technology education programs

For more information visit the IAC public website:  
[www.iac.mdschoolconstruction.org](http://www.iac.mdschoolconstruction.org)

**Slides courtesy of March 22, 2022 IAC Presentation to the Board of Education. [Link to Presentation](#)**



- IAC determines an eligible enrollment projection at each school.
- Based upon:
  - Projected (5-7 years) enrollment at the project school, and
  - Available projected capacity (5-7 years) at adjacent schools.
- Eligible enrollment is multiplied by the IAC's Gross Area Baseline (GAB) to determine project square footage eligible for State participation.

## Eligible Enrollment Projections

- Gross Area Baselines are used to determine the square footage of a project eligible for State participation - w/o Community Use Space.
- Intended to support all of the spaces required to deliver State required programs in a traditional manner.
- Variances from the Baseline are granted when an LEA demonstrates, on a case-by-case basis, that the baseline is not sufficient to support the State BOE required education programs; LEAs should contact IAC staff for more information as needed.

## Gross Area Baselines

for Elementary Schools (Grades PK - 5)			
Est. Total Projected Enrollment	Baseline Total Student	Baseline Total Facility SqFt	Baseline Total Facility SqFt
350 or fewer	141		
350	140	49,000	
400	136	54,600	
450	131	58,950	
500	127	63,300	
550	122	67,100	
600	119	72,000	
650	117	76,050	
700	114	79,800	
750	112	84,000	
800	110	88,000	
850	108	91,800	
900	106	95,400	
950	105	99,750	
1,000 or more	105		

for Middle Schools (Grades 6 - 8)			
Est. Total Projected Enrollment	Baseline Total Student	Baseline Total Facility SqFt	Baseline Total Facility SqFt
600 or fewer	145		
600	144	92,600	
700	142	99,400	
750	141	105,750	
800	140	112,000	
850	138	117,300	
900	136	122,400	
950	135	128,250	
1000	134	134,000	
1050	133	139,600	
1100	132	145,200	
1150	131	150,650	
1200	130	156,000	
1250	129	161,250	
1,300 or more	128		

for High Schools (Grades 9 - 12)			
Est. Total Projected Enrollment	Baseline Total Student	Baseline Total Facility SqFt	Baseline Total Facility SqFt
800 or fewer	160		
800	160	136,000	
900	159	143,100	
950	159	151,050	
1000	158	158,000	
1050	158	165,900	
1100	157	172,700	
1150	157	180,550	
1200	157	188,400	
1250	156	196,000	
1300	156	202,800	
1350	156	210,600	
1400	155	217,000	
1450	155	224,750	
1500	154	231,000	
1550	154	238,700	
2,050 or more	149		

# A Perfect Storm

## IAC Adopted Cost per Square Foot



- The GAB determined square footage is multiplied by the IAC's adopted Statewide cost-per-square-foot school building cost.
- The cost-per-square-foot is established by July of the calendar year and is based on:
  - Bids received for new school construction in the prior year;
  - Cost information derived from industry resources;
  - Adjustments made by the IAC to reflect market conditions before final CIP approval.



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## State Capital Program - Interagency Commission on School Construction

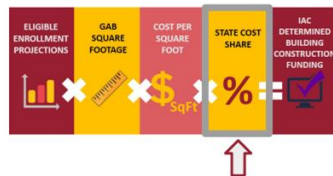
The cost-per-square-foot is established by the IAC by July of the calendar year in which applications are submitted. It is multiplied by the IAC's Statewide cost-per-square-foot school building cost.

Cost-per square-foot is based on:

- Bids received for new school construction in the prior year
- Cost information derived from industry resources
- Adjustments made by the IAC to reflect market conditions before final Capital Improvement Project approval

- The product of the GAB and the cost-per-square-foot is then multiplied by the LEA's cost share percentage.
- The State cost share for any given LEA is established every 2 years by the IAC based upon a formula that includes factors such as:
  - LEA's Foundation program amount;
  - LEA's FARMS percentage;
  - LEA's median household income and unemployment rate;
  - LEA's enrollment growth;
  - LEA's outstanding debt and PAYGO.
- Garrett County's cost share percentage increased from 50% to 90% for FY23/24.

## State Cost Share Percentage



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The State cost share for any given LEA is established every 2 years by the IAC based upon a formula. Garrett County is now eligible for 90% State participation for FY 2023 & FY 2024.

For more information, visit the IAC public website:  
[www.iac.mdschoolconstruction.org](http://www.iac.mdschoolconstruction.org)

Slides courtesy of March 22, 2022 IAC Presentation to the Board of Education. [Link to Presentation](#)

# A Perfect Storm

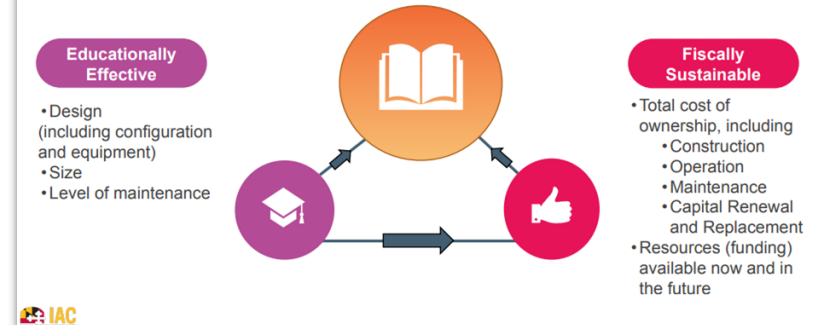
## State Capital Program - Interagency Commission on School Construction

School facilities attributes and their condition affect the ability of teachers to teach and students to learn. Facilities play a supporting role when they are safe, healthy, and educationally sufficient, and when the environment complements learning. Currently there are factors at both Southern Middle and Broad Ford Elementary that are NOT conducive to an optimal learning environment:

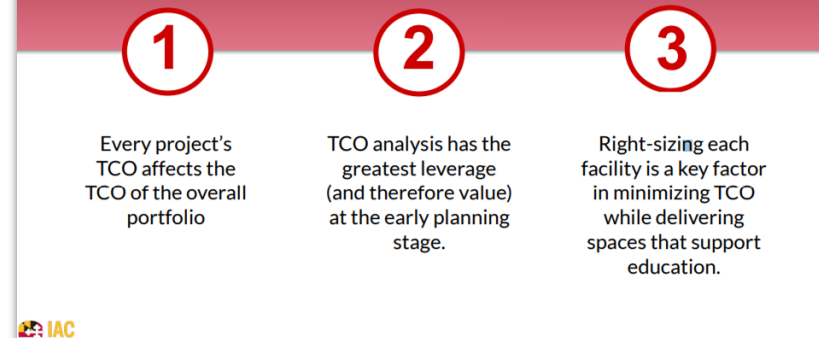
- Open Space Instructional Spaces
- Aging Infrastructure
- Aging Building Systems

For more information visit the IAC public website:  
[www.iac.mdschoolconstruction.org](http://www.iac.mdschoolconstruction.org)

### Educationally Effective + Fiscally Sustainable



### Total Cost of Ownership (TCO) and applying TCO in Portfolio Sustainability



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# A Perfect Storm

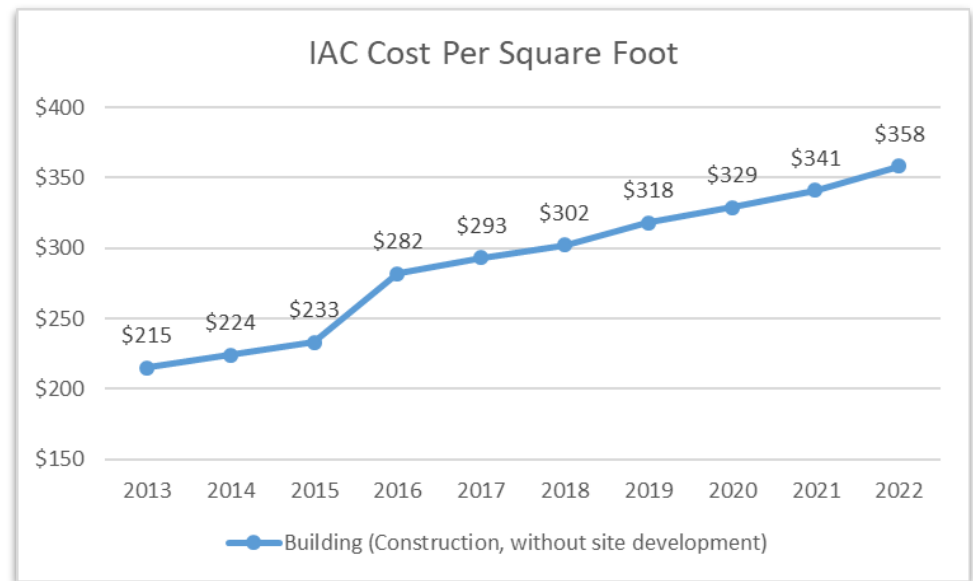
## State Capital Program - Interagency Commission on School Construction

As a result of the collaboration with IAC Staff, it is vital that **GCPS move forward with a decision on modernization of the Southern Middle School facility.**

- Since 2013 when planning began, cost per square foot (CPSF) has increased from \$215 to \$358, which is a **66.52% increase**
- **2013 Estimate \$21.9 million\***
- **2022 Estimate \$36.5 million\***

**Resulting in a 66% increase from 2013 to 2022. However, a more favorable cost share exists now!**

**\*102,000 sf x CPSF**



Source: IAC Website - [www.iac.mdschoolconstruction.org](http://www.iac.mdschoolconstruction.org)

**Just as the Operating Budget is squeezed by inflation, so is the Capital Budget. Projects will continue to cost more.**

# Why Facility Utilization Analysis

Since 2015 when the renovation of the Southern Middle facility was not funded, GCPS' Perfect Storm issues have required a deep analysis of system utilization. The modernization of this facility has the potential to move our system forward in an innovative and efficient manner.

**Broad Ford Elementary** - Built in 1976 and largely original building systems, this facility is also Open Space. The building requires a full modernization of all building systems and educational spaces. Broad Ford utilizes an eight classroom modular adding 200 seats to its capacity. ***The current utilization is 76.3%.***

**Southern High School** - Built in 1952 and received a full modernization 1991, the facility currently does not have full air conditioning and is ***under capacity at 43.2%.*** This data point makes funding participation by the State limited due to the Gross Area Baselines as outlined in the IAC presentation.

# Facility Utilization Analysis

The Superintendent and her team have completed extensive research and reporting on utilization analysis.

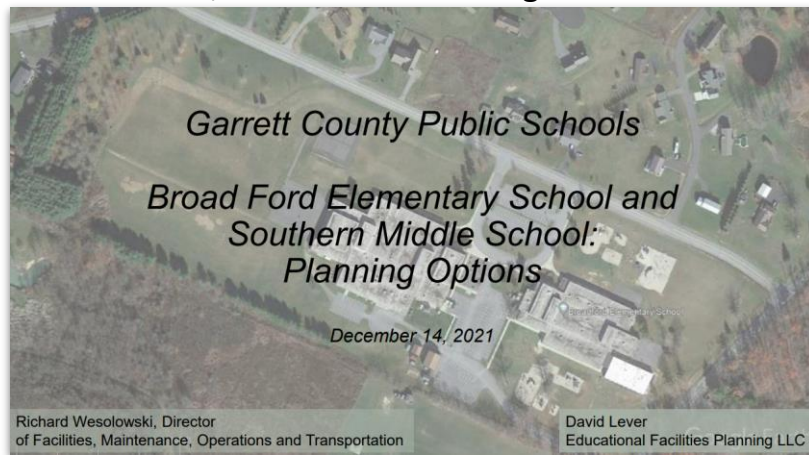
- **RISE Strategic Plan- 2018**
  - [Preliminary Report: Identification of Strategic Issues](#)
- **Strategic Facilities Committee (Facilitated by Dr. Lever)- 2019**
  - [Facility Recommendations: Capital Projects and Other Actions \(Report to the Board of Education\)](#)
  - [Facility Recommendations: Capital Projects and Other Actions \(Supplements to the Committee Report\)](#)
  - [Strategic Facilities Committee Report and Recommendations](#)
- [5 Year Strategic Facilities Plan](#)- Approved August 2020

# Facility Utilization Analysis

## Preliminary Feasibility Study

The Board's 5-Year Strategic Facilities Plan includes Planning Initiative #3, the renovation of Southern Middle/Broad Ford. The Board requested an analysis of renovating the two facilities both separately and combined.

Educational Facilities Planning LLC (EFP) performed this analysis with planning options presented at the December 14, 2021 Board Meeting.



### The Problem:

#### Broad Ford Elementary School:

- **Over-utilized:**
  - 8 modular classrooms installed 2015
  - Projected 2025-26 utilization: **111%** of State Rated Capacity
- **Open space planning**
- **46 years old:** Needs comprehensive renovation and upgrade, or replacement:
  - Existing instructional and support spaces
  - New capacity
  - Almost all building systems



#### Southern Middle School:

- **Under-utilized:**
  - Projected 2025-26 utilization: **51%** of State Rated Capacity
- **Open space planning, poorly corrected in past**
- **45 years old:** Needs comprehensive renovation and upgrade, or replacement:
  - Almost all instructional and support spaces
  - Many, but not all, building systems

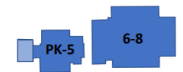


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### Planning Options:

#### A. Modernize Both Schools

- **Renovate each facility** (with or without grade band reconfiguration)
  - **Broad Ford Elementary:** PK-5; Increase capacity, remove modular classrooms
  - **Southern Middle:** 6-8; Reduce capacity if possible



#### B. PreK-6 Elementary School with Grade Band Reconfiguration

- **Renovate/expand SMS facility as PreK-6;** expand as needed
- **Relocate 7<sup>th</sup> and 8<sup>th</sup> grades to Southern High School**



#### C. PreK-8 Under One Roof

- **Renovate/expand SMS facility**
- **Grade band options:** PreK-8; PreK-5 + 6-8; other grade configurations
- **Expand as needed**



#### Other Options

- **Broad Ford Elementary:** Re-purpose or demolish
- **Regional Special Education Center:** At Southern Middle facility
- **Community Use Space:** Space for community functions
- **Northern Middle and Northern High:** Partial renovations for grade bands similar to SMS and SHS

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Slides courtesy of December 14, 2022 EFP Planning Options Presentation to the Board of Education. [Link to Presentation](#)



# Facility Utilization Analysis

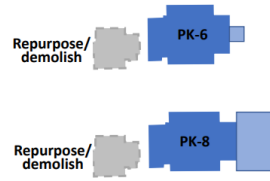
## Preliminary Feasibility Study

### General Considerations

#### Options B and C: Re-purpose or demolish Broad Ford Elementary:

- **Re-purpose for:**
  - Central office functions
  - Community uses
  - Other government functions

- **Demolish:**
  - Land becomes available for other uses
  - Reduces total building inventory
  - Reduces operating costs
  - Avoids cost of renovation



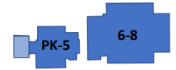
#### All Options: Renovation is favored over replacement:

- **Achieve "like-new"** conditions at lower cost
- **Provides budget flexibility** by adjusting level of renovation (full, Limited Renovation, Partial Renovation, etc.)
- **Protects prior investments:** Original capital and energy investment, recent improvements
- **Retains and improves familiar buildings** that have symbolic importance to community
- **Reduced environmental impact:** Reduced landfill / material recycling

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### Option A. Modernize Both Schools

- **Complete renovation** of both schools:
  - Broad Ford Elementary: Increase capacity, remove modular classrooms
  - Southern Middle: Renovate at existing size
  - Existing Broad Ford Elementary: Re-purpose or demolish
- **Consider grade band reconfiguration:** PK-4 at BFES, 5-8 at SMS; -6% total SF; +6% State \$\$



#### Scope:

- **Broad Ford Elementary School:** Renovate **54,760** sf, add **17,440** sf
- **Southern Middle School:** Renovate **92,000** sf (62,675 eligible for State funding)
- **Net change in systemwide instructional area:** **Increase of 17k+ sf**

#### Pro:

- **Familiar grade band configurations**
- **Familiar facilities** in a familiar setting
- **Retains prior capital investments** in facilities

#### Con:

- **Lengthy disruption** to educational program
- **Temporary housing for all students** during phases of construction
- **High overall cost, long construction schedule, complex scheduling**
- **Inefficient: Adding space** at BFES, **excess space** remains at SMS
- **Increases total size** of school inventory (17k SF)
- **Excess space at Southern High** remains
- **Partial State funding** of Middle School

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Slides courtesy of December 14, 2022 EFP Planning Options Presentation to the Board of Education. [Link to Presentation](#)

# Facility Utilization Analysis

## Preliminary Feasibility Study

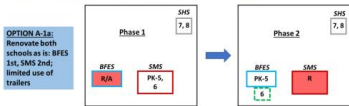
### Option A. Modernize Both Schools

#### Sub-options:

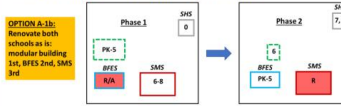
- Multiple combinations: result in range of costs and schedule impacts:
  - Construction sequencing
  - Location of students
- Three scenarios: 7<sup>th</sup> and 8<sup>th</sup> graders at Southern High School for 1 to 2 years
- All scenarios: All students return to home school after construction



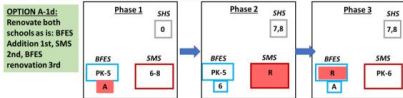
**A-1a: BFES → SMS sequence; 7/8 @ SHS**  
Tot. \$100.0M (State \$62.7M / Local \$37.3M)



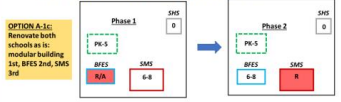
**A-1b: PreK-5 in modular building; 7/8 @ SHS**  
Tot. \$104.0M (State \$62.7M / Local \$41.3M)



**A-1d: SMS → BFES Sequence; 7/8 @ SHS**  
Tot. \$102.3M (State \$63.6M / Local \$38.7M)



**A-1c: All students in modular on campus**  
Tot. \$104.7M (State \$61.7M / Local \$43.0M)



### Option B. PreK-6 Elementary School, 7/8 @ SHS

- Broad Ford Elementary:** Prek-6 in Southern Middle facility
- Grades 7 and 8:** Permanently at Southern High School
- Existing Broad Ford Elementary:** Re-purpose or demolish



#### Scope:

- New PreK-6 School: Renovate 92,000 sf, add 705 sf
- Southern High School: Partially renovate up to 12,000 sf
- Net change in systemwide instructional area: **Decrease of 54,055 sf**

#### Pro:

- Reduces total facility inventory
- Uses under-utilized space at Southern High
- Most students are in home school for duration of construction (existing or new)
- Least cost of three major options
- Most likely to be supported by State for funding
- Instructional opportunities for 7<sup>th</sup> & 8<sup>th</sup> graders: band, advanced classes, CTE exposure, etc.

#### Con:

- Separate age groups in high school setting
- 6<sup>th</sup> grade in temporary housing at BFES during construction

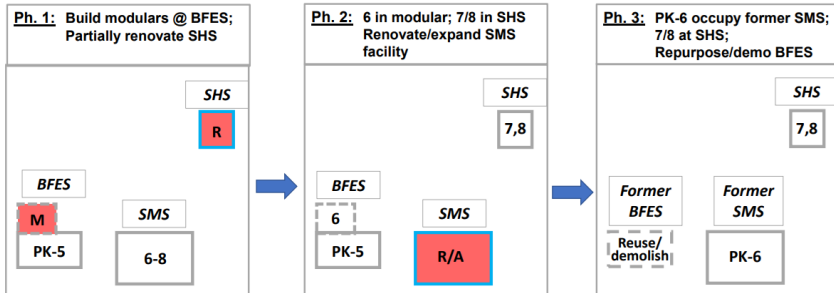
Slides courtesy of December 14, 2022 EFP Planning Options Presentation to the Board of Education. [Link to Presentation](#)

# Facility Utilization Analysis

## Preliminary Feasibility Study

### Option B. PreK-6 Elementary School, 7/8 @ SHS

- **Broad Ford Elementary:** PreK-6 in Southern Middle facility
- **Grades 7 and 8:** Permanently at Southern High School
- **Existing Broad Ford Elementary:** Re-purpose or demolish



Total Cost: \$57.4M (State \$44.2M / Local \$13.2M)

### Option C. PreK-8 Under One Roof

- **New PreK to 8:** Combine BFES and SMS in Southern Middle facility
  - PreK-8 as a single school; or
  - Separate PreK-5 and 6-8 under one roof
  - Other combinations:

#### Scope:

- **New PreK-8 School:** Renovate 92,000 sf, add 42,875 sf
- **Net change in systemwide instructional area:** Decrease of 11,885 sf

#### Pro:

- Reduces total instructional space
- Keeps all students on familiar campus

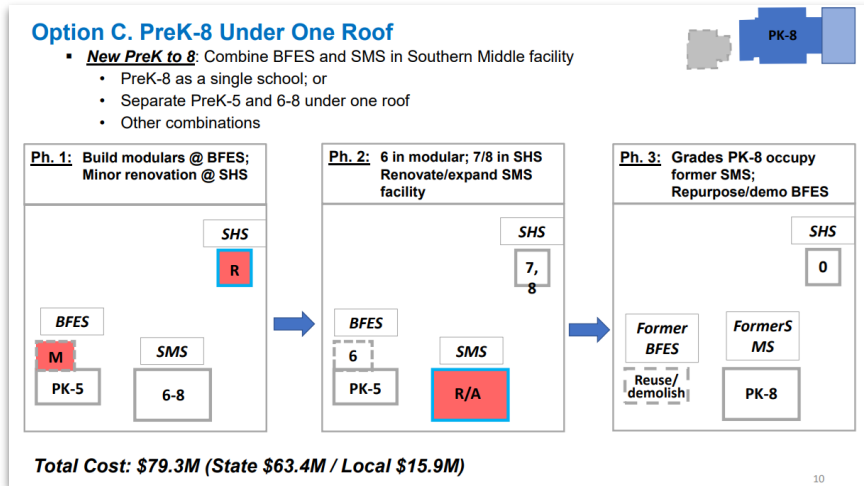
#### Con:

- Separate age groups
- 7<sup>th</sup> and 8<sup>th</sup> in temporary housing at SHS during construction
- 6<sup>th</sup> grade in temporary housing at BFES during construction
- Excess space at Southern High remains after completion
- Not likely to be fully supported by State for funding

Slides courtesy of December 14, 2022 EFP Planning Options Presentation to the Board of Education. [Link to Presentation](#)

# Facility Utilization Analysis

## Preliminary Feasibility Study



### Other Options

#### Regional Special Education Center

- Purpose-built facility** for children with special needs
- Within or as addition** to modernized Southern Middle facility

**Scope:** 10,600 sf +/- (TBD by program)

#### Pro:

- Inclusion and reverse inclusion opportunities** with regular school population (ex: Cedar Lane School, Howard County)
- Centrally located** in southern Garrett County
- Reduced cost of construction** if built concurrent with the major project
- Aligns with all other options**
- State participates** in capital cost
- Creates capacity** in area elementary schools

#### Con:

- None**

#### Community Use Space

- Joint-use space:** school and community functions
- Within or as addition** to modernized Southern Middle facility

**Scope:** 3,000 sf

#### Pro:

- Space and resources for the community**
- Involves community** in planning and design of facility
- Avoids cost** of building a separate community facility
- Increases utilization** of a large capital investment
- Aligns with all other options**
- State participates** in capital cost (up to 3,000 sf)

#### Con:

- Complex agreements with County or private entity** on maintenance, operations, security arrangements
- Security of students** during operating hours.

Slides courtesy of December 14, 2022 EFP Planning Options Presentation to the Board of Education. [Link to Presentation](#)



# Facility Utilization Analysis

## Preliminary Feasibility Study

### Cost Comparisons

All figures in millions

	Total	State	Local
<b>Option A:</b> Modernize Both Schools (1)	\$102.7	\$62.7	\$40.1
<b>Option B:</b> PreK-6 Elementary School, 7 <sup>th</sup> /8 <sup>th</sup> @ SHS	\$57.4	\$44.3	\$13.2
<b>Option C:</b> PreK-8 Under One Roof	\$79.3	\$63.4	\$15.9
<b>Broad Ford ES Demolition</b>	\$1.0	\$0.7	\$0.3
<b>Special Education Center</b>	\$6.8	\$5.7	\$1.1
<b>Community Space</b>	\$1.9	\$1.6	\$0.3
<b>Northern High School Renovations</b> (2)	\$0.2	\$0.0	\$0.2
<b>Northern Middle School Renovations</b> (2)	\$0.2	\$0.0	\$0.2

**Notes:**

(1) Average of four sequence scenarios

(2) Not known if State will participate in funding

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### Cost Assumptions

**State Funding Participation**

**Applies to:**

90% All eligible items except contingency, local premium, & increase in SF allocation

**Cost per SF, FY 2023**

\$358.00/SF Building only, new (IAC FY 2023 CIP)

**Previously Funded Work** (previous 15 years)

-\$3,423,000 Renovation of Southern Middle (chiller, plumbing, roof)

**Sitework:**

New: 21% (IAC: 19%) Building cost  
Renovation: 8% (IAC: 5%) Building cost

**Construction Cost Escalation**

5%/year Building + site

**Contingencies:**

Construction – New: 2.5% Building + site  
Construction – Renovation: 10% Building + site  
Design: 1% Building + site

**Project Development Costs:**

Architectural/Engineering (A/E) 8.0% Bldg + site + contingency  
Project Manager (PM) 2.0% Bldg + site + contingency  
Furniture, furnishings & equipment (FF&E) 7.5% Bldg + site + contingency  
Total Project Development Factor 17.5% Bldg + site + contingency

**Garrett County Premium** (location, winter conditions, labor)

3% Building + site

**Increase of SF allocation/student** (unique needs of locality)

5% Project cost

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# Facility Utilization Analysis

## Preliminary Feasibility Study

### Cost Reduction Measures:

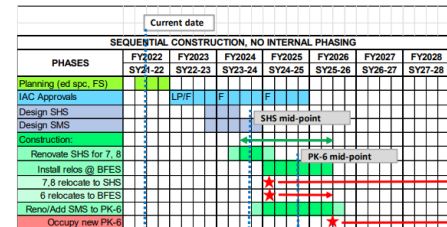
<b>Overall Scope:</b>	<b>Reduce total square footage</b>	Reduced construction cost, and reduces life-cycle costs (operations, maintenance, renewal)
<b>Renovation Scope:</b>	<b>Use Limited Renovation</b>	Reduce scope without compromising performance; tailor scope to budget
<b>Avoid Phasing:</b>	<b>Single phase projects</b>	Phasing within a single occupied building adds 15% to 25% to cost, and is disruptive to the educational program
<b>Timing:</b>	<b>Early bidding</b>	Reduces impact of construction cost escalation
<b>Competition:</b>	<b>Broad solicitation, clear documents</b>	Lowers bid prices, reduces change orders later
<b>Bundling:</b>	<b>Combine projects</b>	Reduces contractor mobilization costs, increases bulk buying power

### Recommendation

#### Option B: PreK-6 Elementary School, 7/8 at Southern High School

#### Tentative Schedule:

Educational Specification and Feasibility Study:	Winter 2021-Spring 2022
Request IAC Planning Approval:	Fall 2022 (FY 2024)
Architectural/Engineering Design:	Spring 2023-Summer 2024
Request IAC Funding Approval:	Fall 2023 (FY 2025)
Renovate Southern High Spaces for 7 <sup>th</sup> and 8 <sup>th</sup> grades:	Winter 2023-Spring 2024
Install relocatable classrooms at BFES for 6 <sup>th</sup> grade:	Summer 2024
Construction of PreK-6 facility:	Summer 2024-Fall/Winter 2025
Occupancy:	January 2026



Slides courtesy of December 14, 2022 EFP Planning Options Presentation to the Board of Education. [Link to Presentation](#)



# Grade Band Alignment Options

At the same time Educational Facilities Planning LLC (EFP) was performing the preliminary feasibility study, the Superintendent and her team were analyzing those same grade band alignment options.

- Dr. Lever's work focused on analysis of facility utilization, capital investment and potential for state funding participation.
- Ms. Baker and her team analyzed the opportunities and impacts the change in grade band alignment would have on the following areas with respect to programming and operating budget:
  - Legislative mandates of the Blueprint for Maryland's Future Act
  - Special Education Services for students Birth to 21
  - Student Services including Mental Health, Behavior Intervention and student health needs
  - School System Support Services consisting of Facilities, Safety and Security, Transportation, Food & Nutrition Services, Human Resources & Finance

**There are opportunities and challenges for students, staff and stakeholders with each of these options.**

# Superintendent's Recommendation for Southern Middle School Modernization

**Recommendation:** Southern Middle School facility should be modernized to become a Pre-Kindergarten to Sixth grade facility, Southern High School would become a Seventh to Twelfth grade facility and Broad Ford Elementary would be demolished.

The Broad Ford Elementary community would move to a modernized Southern Middle School facility. The current Broad Ford Elementary building would be demolished to accommodate traffic patterns, community open space areas, and parking. Spaces would be renovated to accommodate early childhood services, behavior intervention, and special education center as outlined in the Blueprint requirements. Upon completion of construction, sixth graders would remain in their home schools for all southern elementary schools.

Southern Garrett High School and grounds would receive necessary modernization to accommodate seventh and eighth grade students. Limited renovations include alterations to current instructional spaces and traffic pattern/parking lot changes.

SH	Southern Garrett High School Grades 7 - 12	<ul style="list-style-type: none"> <li>• 7 &amp; 8 grade students shift from SGMS to SGHS</li> <li>• Special Education Center</li> </ul>
BF	Broad Ford Elementary School Grades PK - 6	<ul style="list-style-type: none"> <li>• BF students shifts to SGMS building upon reno.</li> <li>• BF rising 6th graders will remain at Southern Elem (TBD)</li> <li>• STARS program</li> <li>• Special Ed Center shifts to Southern Elementary (TBD)</li> <li>• 3 year old Pre-K classroom</li> </ul>

NOTE: At this time, no action has been taken by the Board of Education. All capital projects must be approved by the funding authority of the Maryland State Interagency Commission of School Construction (IAC) & Local Government.

# Superintendent's Recommendation for Southern Middle School Modernization

**Recommendation: Southern Middle School facility should be modernized to become a Pre-Kindergarten to Sixth grade facility, Southern High School would become a Seventh to Twelfth grade facility and Broad Ford Elementary would be demolished.**

Of the three grade band options, PK-6 & 7-12 creates the best opportunities for Garrett County Public School's students, staff and stakeholders. The justification can be divided into the following categories:

**A. Legislative Requirements** - The legislative mandates of the Blueprint for Maryland's Future may be implemented in the most favorable manner.

**B. Opportunities for Students & Staff** - Instructional excellence and efficiencies by having students under one roof provides greater flexibility in scheduling, collaboration with partner agencies, and optimum use of system resources.

**C. Operating budget sustainability** - As student enrollment continues to decline and the operating budget is continually squeezed, efficiencies could result in fewer budgetary cuts in future years.

**D. Capital Investment** - Most efficient use of State and Local Capital funds to provide state of the art instructional spaces for over 47% of the GCPS student population while satisfying long term strategic utilization.

**E. Alignment of Board of Education Mission, Goals and Prioritization of Projects**

NOTE: At this time, no action has been taken by the Board of Education. All capital projects must be approved by the funding authority of the Maryland State Interagency Commission of School Construction (IAC) & Local Government.

# Superintendent's Recommendation for Southern Middle School Modernization

**Recommendation: Southern Middle School facility should be modernized to become a Pre-Kindergarten to Sixth grade facility, Southern High School would become a Seventh to Twelfth grade facility and Broad Ford Elementary would be demolished.**

## Justification A: Legislative mandates of the Blueprint for Maryland's Future Act

- **Early Childhood** - This model enables implementation of early childhood programs seamlessly under one facility and in a more timely manner. Head Start can move out into our facility sooner creating opportunities for those students and families who urgently need support.
- **High Quality & Diverse Teachers/Leader** - The budgetary consistency and timeliness of newly modernized spaces this model offers is favorable to recruiting and maintaining a high quality workforce.
- **College & Career Readiness** - This is the only option that allows Southern High School to add opportunities. The other models would force additional staffing cuts. This is the best model for 7 & 8th grade students on an accelerated path.
- **Resources to ensure all students are successful** - Fewer transitions are conducive for special populations of Special Education, FARMs, and English Language Learner students.
- **Governance & Accountability** - With the projected resources, this model sets GCPS up to implement the Blueprint requirements effectively and efficiently in a timely manner with possibly fewer reallocation necessary from currently budgeted items.

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# Superintendent's Recommendation for Southern Middle School Modernization

**Recommendation: Southern Middle School facility should be modernized to become a Pre-Kindergarten to Sixth grade facility, Southern High School would become a Seventh to Twelfth grade facility and Broad Ford Elementary would be demolished.**

## Justification B: Opportunities for Students and Staff

- Building efficiencies and having students under one roof provides greater flexibility in scheduling, collaboration with partner agencies, and more efficient use of system resources.
- This model is most conducive for expanded breadth of course offerings.
- With 47% of the total GCPS student population between two facilities this will allow greater flexibility with staffing to achieve more consistent class sizes, reducing the anomalies or bubbles.
- Special Education services are provided for birth through twenty one years of age. This grade alignment allows for a more even transition.
- Student services such as counseling, health services, and mental health/trauma will be enhanced due to grouping of students in recommended grade-band alignment.
- Instructional team visits to Petersburg (WV) and Richland (PA) resulted in very positive feedback about their grade bands. Administrators believe there were many pros to the alignment. Richland in particular, who adopted the P-6 & 7-12 model, have no regrets on their change and based on their experience recommended this alignment be pursued.

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# Superintendent's Recommendation for Southern Middle School Modernization

**Recommendation: Southern Middle School facility should be modernized to become a Pre-Kindergarten to Sixth grade facility, Southern High School would become a Seventh to Twelfth grade facility and Broad Ford Elementary would be demolished.**

## Justification C: Operating Budget Sustainability

- As student enrollment continues to decline and the operating budget is stretched, efficiencies will likely result in fewer budgetary cuts in future years.
- Total Cost of Ownership - This model decreases the GCPS facility portfolio by 1 facility, eliminating the most square footage of any of the models at an estimated 45,000 square feet.
- Safety & Security - School Resource Officer coverage will be enhanced.
- With 47% of the total GCPS student population between two facilities, efficiencies can be gained on Support Services directing more per pupil funding to direct instruction/services to students.

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# Superintendent's Recommendation for Southern Middle School Modernization

**Recommendation: Southern Middle School facility should be modernized to become a Pre-Kindergarten to Sixth grade facility, Southern High School would become a Seventh to Twelfth grade facility and Broad Ford Elementary would be demolished.**

## Justification D: Capital Investment

- **Capital Investment** - Most efficient use of State and Local Capital funds to provide state of the art instructional spaces for over 47% of the GCPS student population while satisfying long term strategic utilization.
- Meets or exceeds the goal of taking advantage of the full extent of the current cost share formula.
- Provides opportunities for capital improvements at SGHS that may not otherwise be available due to the current collaborative spirit in working with the IAC.

NOTE: At this time, no action has been taken by the Board of Education. All capital projects must be approved by the funding authority of the Maryland State Interagency Commission of School Construction (IAC) & Local Government.

# Superintendent's Recommendation for Southern Middle School Modernization

**Recommendation:** Southern Middle School facility should be modernized to become a Pre-Kindergarten to Sixth grade facility, Southern High School would become a Seventh to Twelfth grade facility and Broad Ford Elementary would be demolished.

## Justification E: Alignment of Board of Education Mission, Goals and Prioritization of Projects

- **Mission** - The mission of Garrett County Public Schools, in partnership with our community, is to inspire and foster student growth by providing rigorous instruction and learning opportunities, sustaining a culture of excellence, and preparing our students for life in an ever-changing world.
- **Goals**
  - All students will be challenged with a rigorous instructional environment preparing them to become life-long learners and responsible citizens.
  - Partnerships with all members of our community will be fostered and strengthened by engaging them in the education of our children.
  - All students and staff will learn in a safe, secure, and caring environment where everyone is valued and respected.
  - Every department and school will be a good steward of system resources and will manage them in a cost-effective manner.
  - All employees will be highly qualified and effective in their jobs contributing to a self-renewing organization.
- **Prioritization of Projects**
  - #1: Modernize the highest capacity open space community schools
  - #2: Ensure students are provided with safe and secure learning environment.
  - #3: Replace critical building systems necessary to maintain school operations and climate.
  - #4: Improve the ability of the facility to accommodate the current instructional program.
  - #5: Provide general improvements to increase the levels of efficiency in the operation of school facilities and building grounds.

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# Superintendent's Analysis of Other Options

## LEAST FAVORABLE - Option A:

### Modernize Southern Middle & Broad Ford = No Grade Band Change

**Legislative Requirements** - Implementation of Blueprint could be delayed, resulting in being out of compliance with the law, due to the fact that this alignment results in a much larger budgetary impact.

**Opportunities for Students & Staff** - Staff would continue to be split in job duties or between facilities. Programming will be cut at Southern High School.

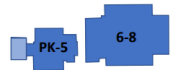
**Operating budget sustainability** - This option would increase the square footage by and estimated 17,000 sf. and cost of ownership. Resources will continue to be spread thin. It does not address Southern High School underutilization which would force further analysis of options such as County-Wide Single High School.

**Capital Investment** - The most costly of the 3 options and will only continue to increase with inflation due to increased timeline required.

**Alignment of Board of Education Mission, Goals and Prioritization of Projects** - This option will require the longest commitment of time, resulting in missed opportunities for students.

#### Option A. Modernize Both Schools

- **Complete renovation** of both schools:
  - *Broad Ford Elementary*: Increase capacity, remove modular classrooms
  - *Southern Middle*: Renovate at existing size
  - *Existing Broad Ford Elementary*: Re-purpose or demolish
- **Consider grade band reconfiguration**: PK-4 at BFES, 5-8 at SMS; -6% total SF; +6% State \$\$



#### Scope:

- **Broad Ford Elementary School:** Renovate **54,760** sf, add **17,440** sf
- **Southern Middle School:** Renovate **92,000** sf (62,675 eligible for State funding)
- **Net change in systemwide instructional area:** Increase of 17k+ sf

#### Pro:

- **Familiar grade band configurations**
- **Familiar facilities** in a familiar setting
- **Retains prior capital investments** in facilities

#### Con:

- **Lengthy disruption** to educational program
- **Temporary housing for all students** during phases of construction
- **High overall cost, long construction schedule, complex scheduling**
- **Inefficient: Adding space** at BFES, **excess space** remains at SMS
- **Increases total size** of school inventory (17k SF)
- **Excess space at Southern High** remains
- **Partial State funding** of Middle School

Slide courtesy of December 14, 2022 EFP Planning Options Presentation to the Board of Education. [Link to Presentation](#)

# Superintendent's Analysis of Other Options

## NOT FAVORABLE - Option C:

### Modernize Southern Middle = Change to PK-8 Grade Band

**Legislative Requirements** - Implementation of Blueprint for 7<sup>th</sup> & 8<sup>th</sup> graders will have greater impact on the budget.

**Opportunities for Students & Staff** - Programming will be cut at Southern High School. Value added opportunities for 7<sup>th</sup> and 8<sup>th</sup> grade students will not be possible due to budget demands.

**Operating budget sustainability** - Because of the substantial addition required, this option would only decrease the square footage by an estimated 12,000 sf.. This option does not address Southern High school underutilization which would force further analysis of options such as County-Wide Single High School.

**Capital Investment** - Not as costly as Option A, but still more than Option B. Still requires disruption to Southern High School staff during construction.

**Alignment of Board of Education Mission, Goals and Prioritization of Projects** - This option will not serve our 9-12 grade population as equitably due to programmatic cuts that will be required.

#### Option C. PreK-8 Under One Roof

- **New PreK to 8:** Combine BFES and SMS in Southern Middle facility
  - PreK-8 as a single school; or
  - Separate PreK-5 and 6-8 under one roof
  - Other combinations:



#### Scope:

- **New PreK-8 School:** Renovate 92,000 sf, add 42,875 sf
- **Net change in systemwide instructional area:** Decrease of 11,885 sf

#### Pro:

- Reduces total instructional space
- Keeps all students on familiar campus

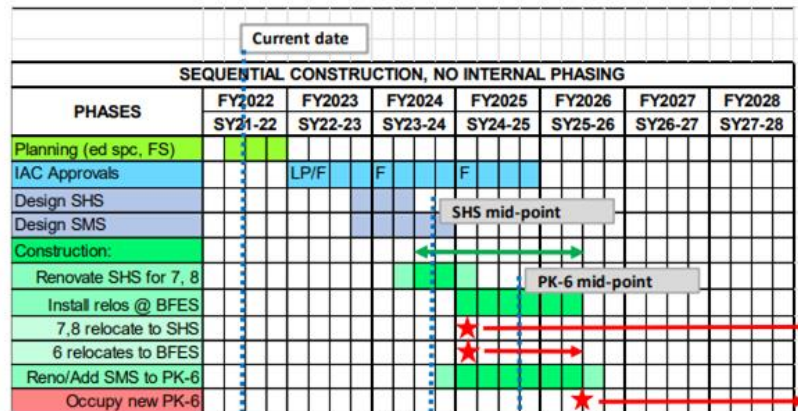
#### Con:

- Separate age groups
- 7<sup>th</sup> and 8<sup>th</sup> in temporary housing at SHS during construction
- 6<sup>th</sup> grade in temporary housing at BFES during construction
- Excess space at Southern High remains after completion
- Not likely to be fully supported by State for funding

Slide courtesy of December 14, 2022 EFP Planning Options Presentation to the Board of Education. [Link to Presentation](#)

# Superintendent Recommended Timeline

Request IAC Planning Approval: Fall 2022 (FY 2024)  
 Architectural/Engineering Design: Spring 2023-Summer 2024  
 Request IAC Funding Approval: Fall 2023 (FY 2025)  
 Renovate Southern High Spaces for 7<sup>th</sup> and 8<sup>th</sup> grades: Winter 2023-Spring 2024  
 Install relocatable classrooms at BFES for 6<sup>th</sup> grade: Summer 2024  
 Construction of PreK-6 facility: Summer 2024-Fall/Winter 2025  
 Occupancy: January 2026



This is the tentative schedule that was proposed by Educational Facilities Planning LLC. [Planning Options Presentation, December 14, 2021.](#)

**NOTE: At this time, no action has been taken by the Board of Education. All capital projects must be approved by the funding authority of the Maryland State Interagency Commission of School Construction (IAC) & Local Government.**



# Superintendent Recommended Timeline

**SY2022-23** - Submission of projects to IAC and Local Government via the Capital Improvement plan and Architectural Design work begins. No student or staff disruption.

**SY2023-24** - Architectural Design continues. Limited renovation of Southern High School occurs. No student or staff disruption.

**SY2024-25** - Construction on Southern Middle facility begins.

- 7th & 8th grade students would begin attending Southern High School.
- 6th grade students from CR, YG, & BR would attend Broad Ford. Portables may or may not be required based upon utilization. Current projection is 147 6<sup>th</sup> grade students.
- Planning years for 6<sup>th</sup> grade students at Crellin and Yough Glades

**SY2025-26** - Construction on Southern Middle facility continues and is completed.

**SY2026-27** - Pre-K to Sixth grade students occupy the newly modernized facility.

- Yough Glades Special Education Center will shift to modernized facility. Yough Glades sixth grade students will remain at Yough Glades.
- Crellin sixth graders may or may not remain at Crellin. Further analysis of space and options is required. This analysis will occur in 2024 & 2025.

**NOTE: At this time, no action has been taken by the Board of Education. All capital projects must be approved by the funding authority of the Maryland State Interagency Commission of School Construction (IAC) & Local Government.**

# Next Steps

## **August 23, 2022**

- Public Comment - Southern Middle 6:00 PM

## **September 19, 2022 – Board of Education Meeting**

- Seek Board Action on modernization plan for Southern Middle School facility
- Presentation of Capital Improvement Plan (CIP)
  - CIP must be adjusted and modified based on the final decision of the Board of Education

## **October 11, 2022 - Board Meeting**

- Pending Board approval, the CIP will be sent to the State and County for approval.

**NOTE: At this time, no action has been taken by the Board of Education. All capital projects must be approved by the funding authority of the Maryland State Interagency Commission of School Construction (IAC) & Local Government.**