

BALTIMORE COUNTY
FISCAL YEAR 2014 RECOMMENDED BUDGET

DEPARTMENT OF EDUCATION (035)

BUDGET SUMMARY

\$ in Thousands

PROPOSED CHANGE	GENERAL	SPECIAL	TOTAL	% Change Prior Year
FY 2013 - 2014 Change	\$ 23,605.8	\$ 18,067.9	\$ 41,673.7	2.9%
Recommended Reduction	-	-	-	

BUDGET TRENDS

FY 2012 Actual	\$ 702,749.4	\$ 649,557.6 ⁽²⁾	\$ 1,352,307.0	
FY 2013 Approp.	734,004.1 ⁽¹⁾	696,340.8 ^{(2) (3)}	1,430,344.9	5.8%
FY 2014 Request	757,609.9	714,408.7 ⁽²⁾	1,472,018.6	2.9%
Recommended	\$ 757,609.9	\$ 714,408.7	\$ 1,472,018.6	2.9%

⁽¹⁾ Note: A budget appropriation transfer (BAT) totaling \$7.5 million between programs within BCPS is expected to be presented for Council approval on June 3, 2013.

⁽²⁾ Includes the use of BCPS prior-year fund balance totaling \$13.1 million for FY 2012, \$17.7 million for FY 2013, and \$15.2 million for FY 2014.

⁽³⁾ A resolution requesting authorization to expend additional non-local funds totaling \$6 million will be considered for Council approval on May 23, 2013. If approved, this resolution would increase the FY 2013 special fund and total budget appropriations.

PERSONNEL

ALL FUNDS

FULL-TIME EQUIVALENT POSITIONS

FY 2013 - 2014 Change	130
Recommended Reduction	0

BUDGET TRENDS

FY 2012 Actual	14,327
FY 2013 Approp.	14,342
FY 2014 Request	14,472
Recommended	14,472

VACANCY DATA

Positions Vacant as of May 3, 2013*	147
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* Provided by BCPS.

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OPERATING BUDGET SUMMARY:

The proposed FY 2014 budget for the Baltimore County Public Schools (BCPS) totals \$1.5 billion and reflects growth of nearly \$41.7 million, or 2.9%, over the FY 2013 budget. The General Fund portion of the budget increases by \$23.6 million, or 3.2%, primarily due to personnel expenses (e.g., increments and longevities, OPEB), new initiatives (e.g., wireless internet and a comprehensive student data system), and various one-time expenses (e.g., Common Core curriculum, school safety). The Special Fund, or non-County portion of the budget, increases by \$18.1 million, or 2.6%. BCPS projects that system-wide enrollment will increase by 1,409, or 1.3%, for the 2013-2014 school year. See Exhibits 1 and 2 for additional details.

Exhibit 1					
FY 2014 Proposed Budget (\$ in 000's)					
How Much it Grows:	General Fund (excl. PAYGO & Debt Svc.)	PAYGO & Debt Svc.	Total General Fund	Special Fund	Total
2013 Appropriation	\$ 689,792	\$ 44,212	\$ 734,004 ⁽¹⁾	\$ 696,341 ^{(2) (3)}	\$1,430,345
2014 Request	<u>712,086</u>	<u>45,524</u>	<u>757,610</u>	<u>714,409 ⁽³⁾</u>	<u>1,472,019</u>
\$ Increase	\$ 22,294	\$ 1,312	\$23,606	\$ 18,068	\$ 41,674
% Increase	3.2%	3.0%	3.2%	2.6%	2.9%
<p>⁽¹⁾ A budget appropriation transfer (BAT) totaling \$7.5 million between programs within BCPS is expected to be presented for Council approval on June 3, 2013.</p> <p>⁽²⁾ A resolution requesting authorization to expend additional non-local funds totaling \$6 million will be considered for Council approval on May 23, 2013. If approved, this resolution would increase the FY 2013 Special Fund and total budget appropriations.</p> <p>⁽³⁾ Includes the use of BCPS prior-year fund balance totaling \$17.7 million for FY 2013 and \$15.2 million for FY 2014.</p>					

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Exhibit 1 (cont.)

(\$ in 000's)

Where it Goes (Amounts Shown Reflect Increases or Decreases in Budgeted Funding):

Personnel Expenses

Increments and Longevities	\$14,337
Net Increase in BCPS General Fund Positions (see Exhibit 2 for details).....	5,517
FICA	1,271
Salary Increases ⁽¹⁾	267
Overtime (Error in amount reported) ⁽²⁾	(1,315)
Other Salary Adjustments	(4,393)

Personnel-Related Expenses

Other Post Employment Benefits (OPEB).....	6,138
State Retirement System (employer contributions).....	4,215
County Retirement System (employer contributions).....	822
Workers' Compensation	(390)
Medical Care - County.....	(2,689)

One-Time Expenses (Excluded from MOE)..... 7,316

Common Core Curriculum for Language Arts.....	2,820
School Safety and Security Equipment.....	2,500
New Mays Chapel Elementary Start-Up Costs	1,214
Technology Infrastructure (elementary school file server replacements)	583
Technology Infrastructure (elementary school file server transfer switches).....	199

Operating Expenses

Wireless Internet Classroom Infrastructure (phase 1 of 3 phases).....	4,000
New Comprehensive Student Data System (centralizes perf. results, grades, curric., etc.)	4,000
Educational Assistance (e.g., various tuition costs for students and employees)	1,122
Norwood Elementary/Holabird Middle School(s) Technology Enhancements.....	870
Utilities (gas & electric, water, etc.)	663
Insurance & Bonds (projected rate increases - 7% for buses & 5% for other vehicles)	442
Motor Fuel (decreased rates)	(717)
Facilities Rental (vacating the Timonium office).....	(1,262)
Aging Schools Program (state funding for improvement projects).....	(1,578)
Other Changes	259

Enterprise Fund

Food & Nutrition Services.....	2,265
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Restricted Grant Expenses (Special Revenue Fund)

Federal and Restricted Grants Program	(798)
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Capital-Related Expenses

PAYGO and Debt Service	1,312
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Total.....	\$41,674
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⁽¹⁾ Includes increases in the following: School Per Pupil Salary Allocation (\$192K) and Kindergarten Assistants due to increased enrollment (\$75K).

⁽²⁾ FY 2013 costs were adjusted by BCPS to \$3,059,825, which is \$114,575 more than the current year budget for overtime totaling \$2,945,250. This change was not reflected in the Executive's numbers and therefore the Executive's numbers reflect a decrease of \$1.3 million instead of \$115K.

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Exhibit 2

Net Increase in BCPS General Fund Positions

(\$ in 000's)

	<u>Amount</u>
141.7 New Positions	\$6,028
New Positions	
109.3 Teaching positions based on enrollment increase	4,553
2.0 Positions (1.0 Manager & 1.0 Specialist) for the Department of School Safety and Security (new in FY 2013) ...	183
2.0 Positions (1.0 Principal & 1.0 Secretary) for Mays Chapel Elementary School Start-up	116
Expanded Programs	
15.4 Positions (10.4 Teachers, 4.0 Clerical, & 1.0 Instructional Assistant) for the AdvancePath Program (expand at Woodlawn, Overlea, and Dundalk High Schools and add at Lansdowne High School)	742
6.0 Guidance Counselors for elementary schools.....	300
7.0 Positions (5.0 bus drivers and 2.0 attendants) for Additional Routes for Student Transfers to/from Norwood Elementary/Holabird Middle	134
(8.3) Deleted Positions	(511)
(0.6) Net loss of positions due to system-wide reorganization in FY 2013.....	0
(7.7) Positions for the Imagine Discovery Charter School (based on enrollment decrease).....	(511)
 133.4 Net Increase in Positions	 \$5,517

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RECOMMENDED BUDGET REDUCTIONS

No recommended reductions. *The proposed FY 2014 General Fund budget (excluding debt service, capital contributions (PAYGO), and specific MSDE-approved one-time items) does not exceed the \$684.8 maintenance of effort (MOE) requirement. State law requires the County to meet the MOE requirement, or the State will intercept the County's local income tax revenues in the amount by which the County is below MOE and forward the funds to BCPS. Since BCPS is not funded above the MOE level, we do not recommend any reductions.*

SIGNIFICANT PROGRAM/POLICY INITIATIVES AND/OR CHANGES:

1. Common Core Curriculum, Student Assessments, and Teacher Evaluations \$7,390,000

Common Core Curriculum

The proposed FY 2014 budget includes \$3.3 million for the digital platform and Common Core curriculum for elementary school language arts. In June 2009, Governor O'Malley and then-State Superintendent of Schools Nancy Grasmick signed the Common Core Standards Initiative, committing Maryland (along with 49 other states and territories) to join in the development of common educational standards. The Common Core will be fully implemented in school year 2013-2014.

BCPS advised that a \$3,000 external review of the BCPS curriculum was completed last fall and determined that the recommendations of the 2007 Phi Delta Kappa (PDK) Curriculum Management Services Incorporated audit related to curriculum and instruction were not effectively implemented. BCPS advised that there were several unimplemented recommendations that were of specific concern, including creating detailed visions and expectations for BCPS curriculum, instruction, assessments, and professional development; developing and implementing a curriculum plan in all subject areas; and aligning the work of the Office of Assessment with the work of the Division of Curriculum and Instruction. BCPS

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advised that the recommendations are in the process of being implemented as part of the personnel reorganization and the language arts and mathematics Common Core curriculum.

Student Assessments

While schools are currently still using the Maryland School Assessment (MSA) and High School Assessment (HSA) tests to assess student achievement, new assessments known as Partnership for Assessment of Readiness for College and Careers (PARCC) will be administered in the 2014-2015 school year and will be used in lieu of the MSA and HSA beginning in the 2015-2016 school year. As of school year 2012-2013, assessed student performance will now be measured against the School Progress Index (SPI) instead of Adequate Yearly Progress (AYP). (As such, under performing schools are no longer on alternative governance plans; however, the proposed FY 2014 budget includes approximately \$1 million to support schools that were formerly operating under these plans.) Under the SPI, schools will have individual performance goals known as Annual Measurable Objectives (AMO) to attain by school year 2017. On the initial SPI, BCPS scored 0.9767, with a target score of 1 or higher. (Elementary schools reached the target, but middle and high schools fell short.)

Teacher Evaluations

Teacher evaluations will soon be linked to student performance. The new evaluation system is currently being piloted in 50 schools with approximately 500 teachers and will be fully implemented in school year 2013-2014. BCPS advised that the new evaluation is comprised of 50% qualitative measures and 50% quantitative measures. The qualitative portion of the evaluation includes 22 components in four categories: planning, the classroom environment, instruction, and professional responsibilities. The quantitative portion will initially rely on MSA and HSA testing data (followed by PARCC data), the SPI, and Student Learning Outcomes (SLOs). (Teachers who do not teach assessed courses (e.g., physical education, music) will not have assessment data factored into their evaluations.) Currently, MSA results are worth 10% of a BCPS teacher's evaluation; however, the state has requested that BCPS increase the portion to 20%. Ultimately, teachers are rated as ineffective, effective developing, effective, or highly effective based on the qualitative and quantitative measures.

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BCPS advised that in keeping with the new, more rigorous evaluations, a new Peer Assistance and Review (PAR) process is being implemented to assist, support, and improve the instructional capabilities of all new teachers and, in the future, selected other teachers that have been identified/rated as ineffective. A consulting teacher (CT) will mentor approximately 15 new teachers within a certain geographic range and will travel to their assigned schools in the course of their work plan. The proposed FY 2014 budget includes \$90,000 to reimburse the CTs for mileage expenditures.

Data Management System

The proposed FY 2014 budget also includes \$4 million for a new streamlined, comprehensive data management system accessible to teachers, staff, and parents. BCPS advised that this system will provide access to aggregate and disaggregate student information and performance data (e.g., MSA and PARCC results); resources to support the new digital Common Core curriculum; professional development materials; and a grade book. BCPS will begin the procurement process at the end of May 2013.

BCPS should be prepared to discuss:

- ***The overall status of the development and implementation of the Common Core curriculum, including teacher training, curriculum writing, etc.;***
- ***Any concerns regarding the PARCC assessments, such as availability of computer labs, lengths of the tests, etc.;***
- ***Whether teachers who teach non-tested subjects will have school SPI data factored into their evaluations;***
- ***Existing mentorship opportunities available to new and tenured teachers;***
- ***Consequences should school systems fail to meet AMOs by 2017;***
- ***Professional development opportunities available to teachers regarding the new assessments and evaluations;***
- ***How schools formerly operating under alternative governance plans will be supported in FY 2014; and***
- ***The time frame for implementing the new data management system and informing students and parents.***

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2. Enrollment, Staffing, and New Tiered Support Model \$5,517,303

The proposed FY 2014 budget adds 141.7 positions and deletes 8.3 positions for a net increase of 133.4 positions, with salaries totaling approximately \$5.5 million. The majority of the new positions (109.3) are teaching positions attributable to a projected enrollment increase of 1,409 students for the 2013-2014 school year. Of the deleted positions, 7.7 are Imagine Discovery Charter School teaching positions that are being eliminated due to declining enrollment (see related Issue #7). For comparison purposes, in FY 2013, 123.8 new teaching positions were budgeted based on a projected enrollment increase of 1,570 students.

Proposed school staffing allocation ratios remain unchanged from FY 2013 to FY 2014, and average class sizes will also remain consistent (21.9 students for grades K-2; 24.9 students for grades 3-5; 27.6 students for grades 6-8; and 27.6 students for grades 9-12 in schools with fewer than 1,000 students and 29.0 students for schools with more than 1,000 students).

BCPS advised, however, that in school year 2013-2014, staffing will be allocated based on a new three-tiered model (see Exhibit B, pages 26-30). Tier I schools meet or exceed academic standards for all student subgroups; Tier II schools have achievement needs for targeted subgroups; and Tier III schools have intensive achievement needs for multiple subgroups not meeting academic standards. BCPS advised that in Tier II and III schools, smaller class sizes and/or additional reading teachers are planned for FY 2014 to improve student achievement.

BCPS advised that the tier system was developed after determining that underperforming schools are a significant problem in the northeast and southeast parts of the County, and many schools in these areas have a graduation rate of less than 80%. While the FY 2011 overall BCPS graduation rate was 81.1%, BCPS advised that almost 50% of BCPS high schools have achieved a graduation rate of 86%, the goal set by the state for all schools to reach by 2014, and that 25% of BCPS high schools have graduation rates at or above 90%. In addition, the BCPS graduation rate of 67% for black males is the fourth highest in the nation; however, Superintendent Dance has indicated that BCPS will strive to increase this percentage.

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BCPS should be prepared to discuss:

- ***Increased demands on teachers and school staff related to enrollment increases;***
- ***Implementation of the new tiered model;***
- ***How proposed class sizes for Tier II and III schools will change and effect improvement in student achievement;***
- ***The relationship between class sizes and student performance; and***
- ***Efforts BCPS has undertaken or plans to undertake to increase graduation rates, particularly for black male students.***

3. School Safety \$4,487,823

The proposed FY 2014 budget includes \$4,487,823 for the Department of School Safety and Security (which was established in FY 2013 in response to school-based incidents involving weapons). The budget includes approximately \$183,000 for two new employees, a manager and specialist of school safety, bringing the Department's total staffing to 27.6 FTE.

On February 4, 2013, the Council approved Bill 1-13, which appropriated \$2.75 million, and together with an additional \$1 million from the speed camera program, provided a total of \$3.75 million for Phase I initiatives in BCPS' three-phase Safety and Security Plan. Phase I initiatives included adding security cameras, installing electronically-controlled entryways, and completing miscellaneous other repairs, such as fixing non-locking exterior doors. BCPS advised that on April 23, 2013, the Board of Education approved a contract to install camera systems for the front doors in all elementary and special education schools (middle and high schools currently have cameras); the installation should be complete by the beginning of the 2013-2014 school year. The installation and upgrade of electronically-controlled entryways was completed on April 8, 2013, and BCPS advised that a visitor identification system will be installed at all schools with staff receiving training between April and June 2013. In addition, 85% of miscellaneous repair projects were completed by the end of February 2013. (The remaining 15% of projects are actually new projects, such as camera systems and the swipe entry system.)

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The Department of School Safety and Security's proposed FY 2014 budget includes \$2.5 million for Phase II initiatives, which involve the installation of a one-card staff and student identification and swipe-entry system. BCPS advised that the new system will allow staff to report hours worked and enable door access. For students, the system will be used for attendance, library borrowing, transportation, and door entry if so configured. The cards will also serve as staff and students' identification. BCPS further advised that it is in the process of developing a Request for Proposal for procuring the system.

BCPS advised that Phase III is planned for the 2014-2015 school year. Phase III will include upgrading security cameras at middle and high schools to be accessible to the Police Department; refining the card access system to specific doors in all schools; continuing to address the security issues of open space areas and trailers; and enhancing the elementary school camera system to include cameras at all entrances and parking areas.

Additionally, the Police Department works with BCPS on several other school safety initiatives. The Department advised that it completed security assessments in 168 BCPS buildings; dedicated a Captain and Sergeant to serve as liaisons with BCPS; and holds bi-weekly meetings with BCPS safety personnel. In FY 2014, the Department will be conducting periodic audits and providing support to school administrators regarding threat assessments, facility safety awareness, safety training and procedures, etc.

The Police Department also provides School Resource Officers (SROs), police officers deployed to County secondary schools with the following responsibilities: providing instruction to students on topics such as personal safety, crime prevention, substance abuse, etc.; fostering positive attitudes regarding the police's role in society by being a positive role model and providing law-related counseling and mentoring; establishing a liaison with school personnel in a cooperative effort to maintain a safe and secure environment; and enforcing laws, helping to prevent crime and violence, and promoting overall safety on school grounds. There are currently 63 SROs (with one vacancy). An additional 6 SROs will be added in FY 2014 (at Hereford, Cockeyville, Ridgely, Dumbarton, Sudbrook Magnet, and Sparrows Point Middle Schools); thus, every secondary school will

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have at least one full-time SRO. The Department advised that SROs have received active shooter training and will in the future be issued tablet devices that display live streaming video feed from school security cameras.

BCPS should be prepared to discuss:

- ***How schools were prioritized for miscellaneous repairs and/or if all identified repairs were made;***
- ***How open space security concerns are being addressed; and***
- ***Cost estimates for Phase III of the Safety and Security Plan.***

4. Wireless Classrooms

\$4,000,000

In the Superintendent's March 2013 State of the Schools address, Dr. Dance discussed his vision of the shift of classrooms toward a digital learning environment. He stated that each student should have a digital learning device (e.g., a tablet) to access curriculum and resources. In January 2013, students in Loch Raven Technical Academy's law and finance magnet program implemented a paperless classroom concept via the use of tablets. The success of this pilot program will be evaluated by pre-and post-technology skills surveys, student engagement surveys, benchmark assessments, quarterly grades, and MSA data. BCPS advised that this program is one option and model for Dr. Dance's vision and will provide valuable information as digital learning decisions are made.

In the meantime, the proposed FY 2014 budget includes \$4 million for phase one of a three-phase, three-year project to install wireless internet in all schools. Phase 1 will include installing wireless internet in all County high schools and 11 middle schools (a total of 36 schools); phase 2 will involve 11 middle schools and 54 elementary schools (a total of 65 schools); and phase 3 will include 4 middle schools, 1 middle/high alternative school, and 55 elementary schools. BCPS advised that the estimated total project cost is approximately \$12.7 million over three years.

BCPS should be prepared to discuss:

- ***When the digital learning device pilot program will be evaluated;***
- ***How schools will be prioritized for wireless internet installation; and***

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- ***Any security, environmental, or other concerns related to the installation of wireless internet.***

5. AdvancePath \$1,317,101

The proposed FY 2014 budget includes approximately \$1.3 million for expanding the AdvancePath program to Woodlawn, Overlea, and Dundalk High Schools and adding a program at Lansdowne High School. (The program is also offered at Chesapeake High School.) AdvancePath offers credit recovery opportunities for students seeking to graduate on time with their classmates. The program offers flexible schedules and an online curriculum with support from regular teachers assigned to the program. If students attending those schools do not fill the AdvancePath programs to capacity, BCPS actively recruits students from other schools to fill the available seats. BCPS advised that AdvancePath has helped bolster the schools' graduation rates.

In FY 2013, AdvancePath was expanded to Woodlawn, Overlea, and Dundalk High Schools from part-time to full-time but was funded by redirected positions and contracted services from other programs, as well as the Race To The Top Grant. Lansdowne High School's program is new for FY 2014, and BCPS advised that the addition of the Lansdowne program alone will cost \$719,726. The total budgeted cost for AdvancePath at all locations is \$2.9 million.

BCPS advised that the long-term plan is to replace the AdvancePath program with an online curriculum that would be available system-wide to all students.

BCPS should be prepared to discuss:

- ***The specific impact AdvancePath has had on graduation rates at participating schools;***
- ***Flexible schedules offered to students;***
- ***The length of time required to earn graduation credits (e.g., whether students earn credits faster in AdvancePath classes than a traditional school setting);***
and
- ***Any plans to expand AdvancePath to additional high schools.***

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6. Federal Sequestration (\$3,417,813)

BCPS advised that due to the federal sequestration, it expects a 5-10% reduction in FY 2014 funding for the Title I and Pass-Through grants. BCPS' budget anticipated a 10% reduction (approximately \$2.3 million) to the Title I program for FY 2014; however, a 5% sequestration was adopted by Congress, resulting in an approximate \$1.1 million reduction for Title I. BCPS advised, however, that the Title I program has recently received preliminary indications that discretionary grants for FY 2014 may also be reduced by \$1.1 million, in which case the total reduction for Title I would be close to the 10% originally anticipated in the budget. BCPS further advised that the FY 2014 budget for Special Education did not anticipate the sequestration and will face an approximately \$1.2 million (5%) reduction. BCPS advised that the Maryland State Department of Education (MSDE) has one-time funds of \$543,964 available to offset the reductions to Special Education; however, MSDE has also recently indicated that it may reduce the \$423,132 Local Priority program funding for Special Education by 3%.

BCPS advised that no current employees or budgeted positions will be impacted by the sequestration in the near term; however, attrition will be used to reduce grant-funded positions over the long term. The two affected grant programs will absorb initial funding reductions in administrative or central office activities in order to minimize the impact on classrooms. BCPS advised that some carryover funds are also available, and these funds have been incorporated into the Title I budget. The Office of Third Party Billing also has some capacity to pay for a portion of special education expenditures in FY 2014.

BCPS should be prepared to discuss:

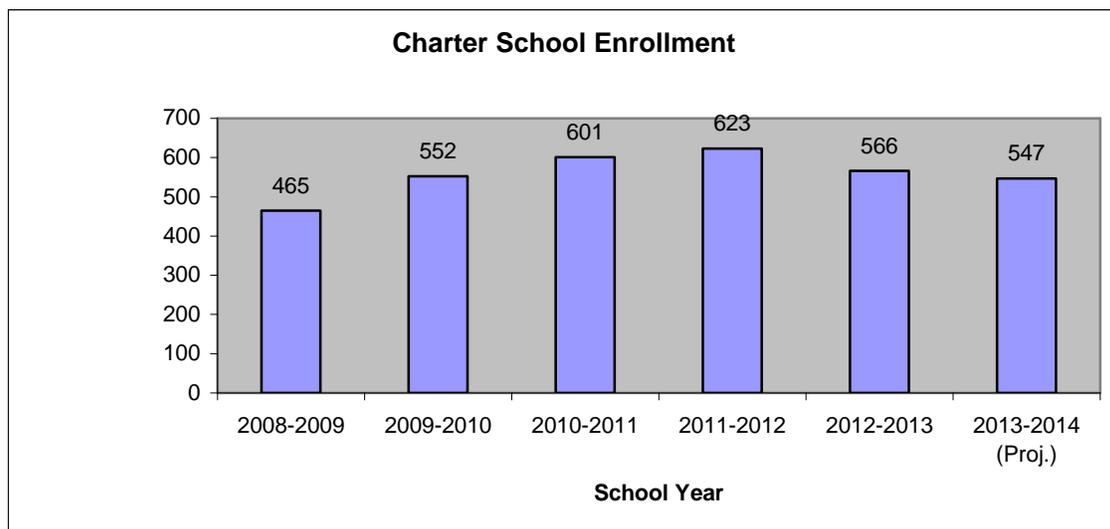
- ***The number of grant-funded positions BCPS estimates will be reduced through attrition over the long term;***
- ***Whether any grant-funded positions will be transferred to the General Fund in FY 2014 or in the future; and***
- ***How classrooms may be impacted in FY 2015 and beyond.***

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7. Imagine Discovery Public Charter School \$(1,220,816)

The proposed FY 2014 budget includes approximately \$5.9 million for the Imagine Discovery Public Charter School, an approximate \$1.2 million decrease from FY 2013. The school, which is the County's first and only charter school, opened on August 26, 2008 with an enrollment of 465 students in kindergarten through fourth grade. Under the school's original plan, one additional grade and approximately 40 students annually would be added until the school offered services to students in kindergarten through eighth grades. The school added a fifth grade level in FY 2010, a sixth grade level in FY 2011, and a seventh grade level in FY 2012. BCPS advised that it is not aware of plans to add an eighth grade level.

Despite the addition of three grade levels, and a peak enrollment of 623 students in the 2011-2012 school year, BCPS advised that enrollment declined by 57 students in the 2012-2013 school year, and enrollment is projected to decline an additional 19 students in the 2013-2014 school year. The projected enrollment decline results in a net loss of 7.7 professional positions at the school for FY 2014 (a loss of 8.4 FTE classroom teachers and 1.4 FTE art/music/gym teachers, offset by an additional 0.4 FTE technology position and 1.7 FTE reading position).



BCPS advised that the school plans to increase its marketing efforts to attract more students.

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The school's charter contract expires every four years and must be renewed for its continued operation. On August 21, 2012, the Board of Education approved the extension of the school's charter agreement for two years (school years 2012-2013 and 2013-2014) under certain conditions, including that: 1) the school and BCPS collaborate on a joint evaluation to monitor achievement data by mid-January 2013; 2) the school and BCPS identify a consultant to conduct an independent evaluation of the school at the conclusion of the 2012-2013 school year; and 3) that based on the results of the consultant's evaluation, the Superintendent make a recommendation to the Board by November 2013 as to whether the school should receive a two-year or four-year charter extension, or whether the charter should be revoked for the 2014-2015 school year.

BCPS advised that the external review of the charter school will be completed by June 30, 2013 for the 2012-2013 school year.

BCPS should be prepared to discuss:

- ***Principal reasons for the enrollment decline;***
- ***Charter school student performance data compared to system-wide performance data;***
- ***The results of the joint charter school-BCPS evaluation conducted in January 2013; and***
- ***Special education and Gifted and Talented opportunities available at the charter school compared to BCPS at-large.***

8. BCPS Organizational Changes

Under Superintendent Dance, BCPS is implementing several noteworthy organizational changes:

- ***Office/Staff Relocation:*** BCPS is relocating many of its offices and staff. For example, BCPS' curriculum offices are moving from the Greenwood campus in Towson and leased space in Pulaski Park in Middle River to the County-owned Jefferson Building in Towson. Business and support services will relocate from leased space in Timonium to

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the Greenwood campus. BCPS advised that the entire relocation will be completed within the next few months and that FY 2014 savings associated with the relocation total \$1,495,000.

- *New Positions:* The proposed FY 2014 budget includes \$276,840 in salary expenses for the new Office of School Transformation, which is comprised of an Executive Director and a Director of Academic Intervention. BCPS advised that this office is also known as the “Office of Major Projects” due to its responsibilities for the peer-review program for new teachers (see related Issue #1); the new teacher evaluation system (see related Issue #1); and improving underperforming schools (see related Issue #2). Several other new positions were created through the reorganization, including that of Chief Operating Officer, Business Services; Executive Director, Instructional Technology; and Assistant Superintendents for Elementary Zones 4 and 5. BCPS advised, however, that the reorganization was completed with a net loss of 0.6 FTE.
- *School Libraries:* School Libraries was transferred from the Division of Curriculum and Instruction to the Department of Accountability, Performance Management, Research, and Technology. The Superintendent has also proposed editing portions of its policy relating to school libraries to remove the requirements that schools provide and maintain libraries and associated staffing and that the Superintendent annually request sufficient funding for the libraries.

BCPS should be prepared to discuss:

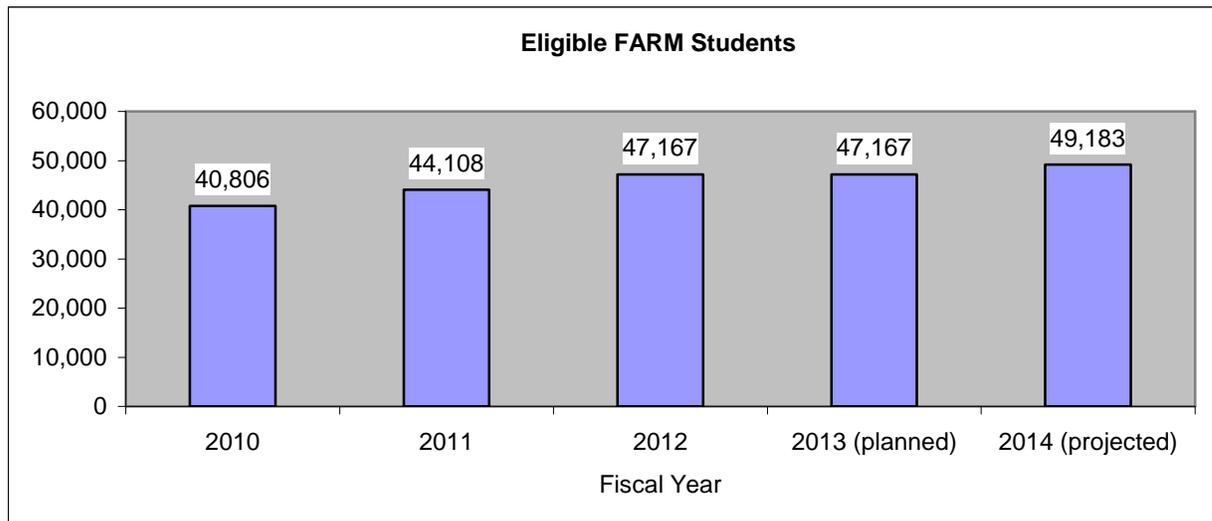
- ***The relocation of its offices;***
- ***The philosophy behind the reorganization and the rationale and job descriptions for newly created positions;***
- ***The rationale behind the changes to the School Libraries transfer to the Department of Accountability, Performance Management, Research, and Technology and implications for librarians’ job responsibilities and roles in the schools; and***
- ***Whether changes to the library curriculum are under consideration.***

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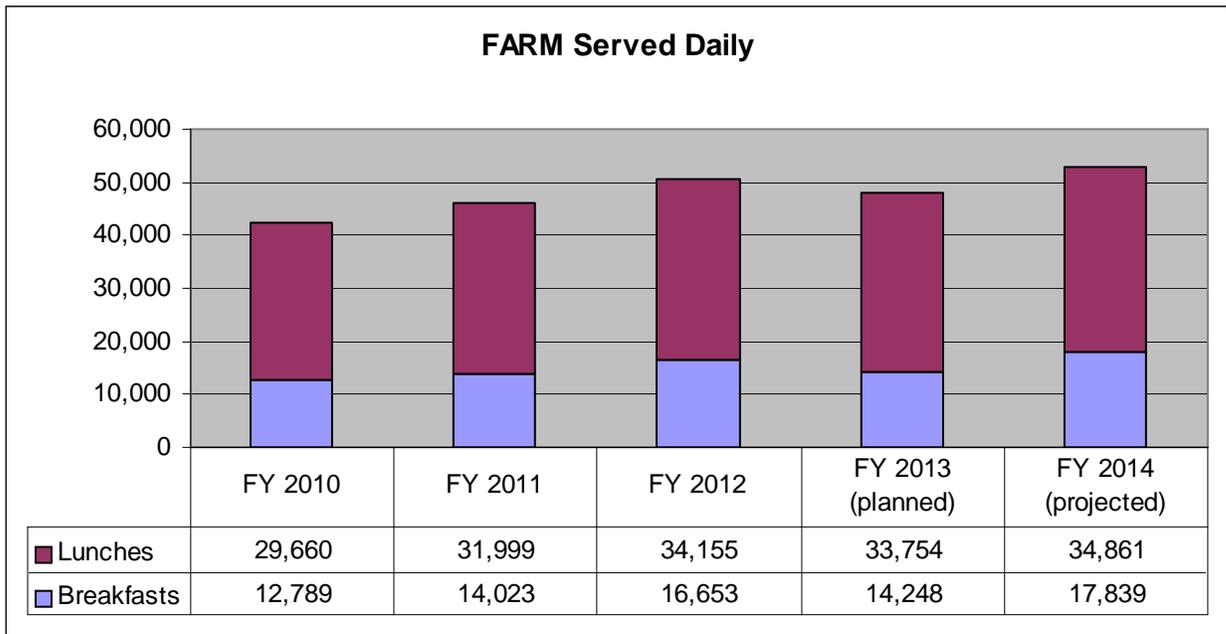
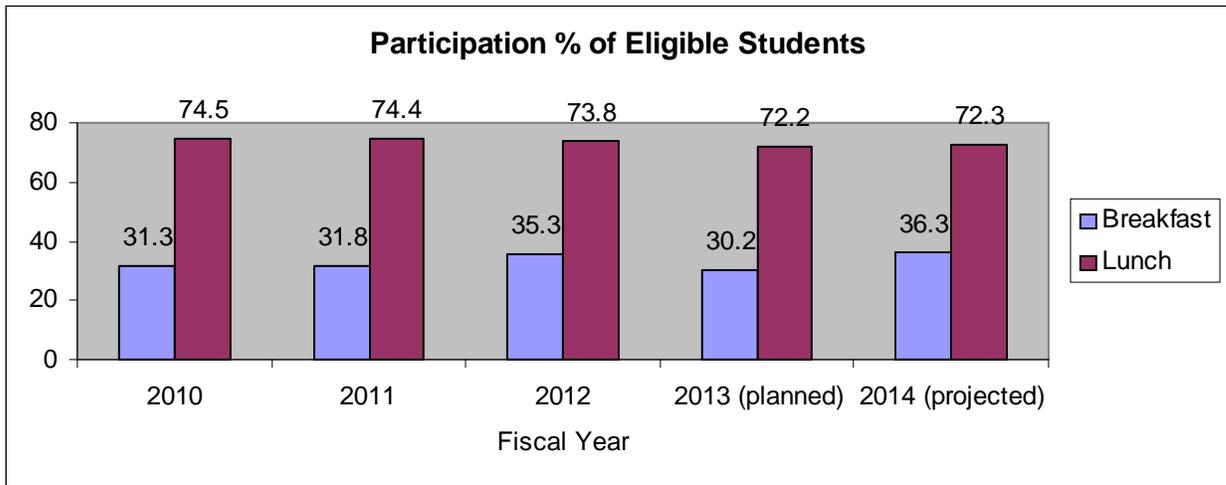
OTHER ISSUES:

9. Food Services and Free and Reduced-Price Meals

The proposed FY 2014 budget includes \$41,871,421 for the Office of Food and Nutrition Services. This enterprise fund accounts for financial activities of the food services program. In FY 2008, the fund returned an accounting loss due to higher commodity prices; thus, in FY 2009, meal prices were adjusted to reflect higher fuel, grain, and dairy costs. Since then, fund performance has improved due to moderating food and labor costs, and sufficient cash reserves have permitted the fund to continue operating with stable meal prices. The fund, however, has been negatively impacted by the weak economy through decreased sales and the high level of participation in the free and reduced-price meals (FARM) program. BCPS advised that the number of students who qualify for FARM has nearly doubled since 2000 and now includes nearly 44% of the student population.



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In addition, in July 2012, BCPS implemented costly federal legislation requiring modified school lunch menus to reduce starch, increase whole grains, and include fresh vegetables. BCPS advised that a recommendation on future meal prices will be presented to the Board of Education in spring 2013.

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BCPS should be prepared to discuss:

- ***Increased costs associated with the new federal nutrition requirements;***
- ***Federal reimbursement levels for FARM; and***
- ***The outlook for the enterprise fund in FY 2014 and beyond.***

10. Title I Transfer Option and Transportation

Under the No Child Left Behind Act, students who attended Title I schools (schools which failed to meet Adequate Yearly Progress (AYP) for two consecutive years and received additional federal funding to increase achievement) could apply to BCPS to transfer to other schools that were meeting AYP. Because the Maryland State Department of Education (MSDE) is moving away from AYP in favor of new performance measures (e.g., Annual Measurable Objectives), MSDE applied to the United States Department of Education (USDE) for a waiver for the transfer option; the waiver was approved in May 2012 for FY 2013 only.

While BCPS funded the cost of school bus transportation for the transfer students in the 2012-2013 school year, the proposed FY 2014 budget does not fund the estimated \$375,000 cost for the 2013-2014 school year. BCPS advised that because MSDE received the waiver from USDE, BCPS is no longer accepting students into the transfer program; however, the approximately 150 students already in the program are permitted to remain at the transfer schools until graduation, provided they secure alternate means of transportation.

BCPS should be prepared to discuss:

- ***Reasons why transportation will no longer be provided;***
- ***Whether a transfer option may be offered in the future for schools not meeting Annual Measurable Objectives; and***
- ***The number of students BCPS expects to remain in the transfer program during the 2013-2014 school year.***

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11. Prekindergarten

The proposed FY 2014 budget includes approximately \$6.8 million for the prekindergarten program (excluding additional costs for special education services). In the Superintendent's March 2013 State of the Schools speech, Dr. Dance stated that more than 1,000 children eligible for prekindergarten do not receive services and that BCPS must determine how to provide prekindergarten to these children. BCPS advised that these 1,000 students qualify for prekindergarten by meeting one or more of the following criteria: participation in the free and reduced-price meals (FARM) program; being homeless; or qualifying for special education services that indicate classroom instruction is required. During the 2012-2013 school year, prekindergarten is provided at 73 of 106 elementary schools, with transportation provided for students attending their home schools but not for students placed outside their home schools. (Outside placements occur if the home school is fully enrolled or if the home school does not offer a prekindergarten program.) BCPS advised, however, that prekindergarten programs are relocated based on community need and space availability; infrastructure concerns have prevented BCPS from providing prekindergarten to all eligible students due to capacity issues.

BCPS advised that the Offices of Early Childhood Programs and Special Education have developed a plan to expand prekindergarten services; the Offices of Transportation and Human Resources have estimated fiscal requirements; and the Office of Strategic Planning has conducted an analysis of available school space. BCPS further advised that a budget proposal for expanded prekindergarten is being developed for FYs 2015 and 2016, and a long-range prekindergarten expansion plan through school year 2016-2017 has also been developed.

BCPS should be prepared to discuss:

- ***How it currently selects students for the prekindergarten program considering the number of qualifying students exceeds the existing program capacity;***
- ***Preliminary results of the studies and budget proposals related to expanding prekindergarten; and***
- ***Any federal or state requirements regarding providing prekindergarten services.***

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12. Infants and Toddlers Program

The proposed FY 2014 budget includes approximately \$13.8 million for the Infants and Toddlers program, an increase of \$823,797 from the FY 2013 budget. The Infants and Toddlers program provides services to children aged birth to 36 months of age who have, or may have, developmental disabilities, delays, or special health needs. Each child has an "Individualized Family Service Plan" (IFSP), which outlines the services to be provided in the child's "natural environments" (e.g., home, child care, etc.). Services include speech, occupational and physical therapies, adaptive equipment, etc.

In February 2010, the state required school districts to implement the Extended IFSP Option. Families of children currently receiving services who are also found eligible for special education services at age three may choose to continue services through the IFSP instead of transitioning to a school-based setting. The Extended IFSP Option was originally supported by a \$1.8 million federal stimulus grant that was fully expended in FY 2011; the state provided a grant of approximately \$300,000 in FY 2012 to support the program, but this program has become an unfunded mandate. BCPS advised that it has assumed costs totaling \$2.8 million to provide the extended services, including \$2.4 million in salary costs for 27.9 FTEs, \$363,000 for contractual service coordinators, and \$70,000 for mileage reimbursement.

BCPS advised that the number of children served by the Infants and Toddlers program is expected to increase by 168, from 2,412 in FY 2013 to 2,580 in FY 2014. The increase is attributable to state legislation effective July 1, 2013 requiring the exit age be changed from "the child's fourth birthday" to "the beginning of the school year following the child's fourth birthday." BCPS advised that this change may qualify 168 more children per year for the Infants and Toddlers program if the child's fourth birthday occurs after the first day of the school year.

BCPS should be prepared to discuss:

- ***The number of families opting for in-home services vs. school-based services; and***
- ***Any capacity issues regarding school-based Infant and Toddlers services.***

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13. Magnet Programs

The proposed FY 2014 budget includes \$3,848,701 for the Magnet and Career and Technology programs. BCPS advised that magnet programs are theme-oriented programs with a specialized curriculum or an emphasis on instruction different from that generally offered in other schools; BCPS offers over 70 different magnet programs for elementary, middle, and high school students at 29 different locations (see Exhibit A, page 25). In the 2011-2012 school year, 12,825 BCPS students were enrolled in magnet programs.

In fall 2012, BCPS held a series of community forums to gain feedback from the public on magnet programs. BCPS advised that parents, students, and employees expressed positive overall feelings about the magnet programs; however, parents felt strongly that there should be greater access to magnet programs and that magnet programs should be available throughout the County with increased transportation options. Parents also questioned a perceived disparity among magnet schools in terms of available resources. Parents and students stated that they valued the opportunity for school choice and applied to magnet programs to avoid enrolling their children in zoned schools.

The most recent evaluation of BCPS' magnet programs occurred in 2003. In the Superintendent's March 2013 State of the Schools speech, Dr. Dance stated that BCPS has undertaken a "reexamin[ation] of [its] magnet programs to ensure access and opportunity for all students across the county." On April 23, 2013, the Board of Education approved an \$85,000 contract with Metis Associates, Inc. to conduct an audit of the magnet programs. BCPS advised that the purpose of the audit is to gather information and recommendations that can guide systemic planning for how magnet programs can be utilized for students in all areas of the County. BCPS further advised that the audit will focus on equity of access, effectiveness of implementation, and effectiveness of central administration and oversight. The final report will be presented to the Board of Education on November 19, 2013; BCPS advised that a variety of recommendations may result, including expanding professional development opportunities; modifying existing transportation; changing magnet school programs and/or locations; revising application and admission procedures and qualifying standards; modifying or restructuring budget allocations provided to schools to support magnet programs; and restructuring the allocation of magnet FTE positions. BCPS advised

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that changes to the magnet program and costs associated with those changes will occur in school year 2014-2015/FY 2015 and beyond.

BCPS should be prepared to discuss:

- ***Capacity versus the number of applicants for magnet programs and reasons why certain programs may be under capacity;***
- ***Areas of the County with high demand for magnet programs; and***
- ***Transportation options available to magnet school students and associated transportation costs.***

14. Homeless Students

During the 2012-2013 school year, 2,124 homeless students were enrolled in BCPS, which is a 576% increase from 2001 when 314 homeless students were enrolled. (2001 was the year the McKinney-Vento Homeless Education Assistance Improvement Act was enacted, which protects homeless students' access to public education.) BCPS advised that the number of homeless students increases by over 200 students per year.

BCPS further advised that the proposed FY 2014 budget provides the following programs and services for homeless students:

- Social work services at the Eastern Family Resource Center and the schools into which it feeds (\$65,671);
- Tutors and supplies at every homeless shelter and after-school tutors for non-shelter students upon request (\$58,779);
- A summer pilot program through the YMCA of Central Maryland to provide job training and credit recovery for approximately 30 homeless high school students (\$40,000);
- Funding for approximately 20 homeless students to attend Camp St. Vincent summer camp (\$14,413);
- School supplies, school and physical education uniforms, field trip fees, and additional educational materials for all homeless students (\$13,000);
- A Life Skills group staffed at the Dundalk Crisis Shelter (\$3,013); and

DEPARTMENT OF EDUCATION (035)

- Parenting groups and reading programs provided by school social workers at the Eastside Family shelter (\$1,000).

BCPS should be prepared to discuss:

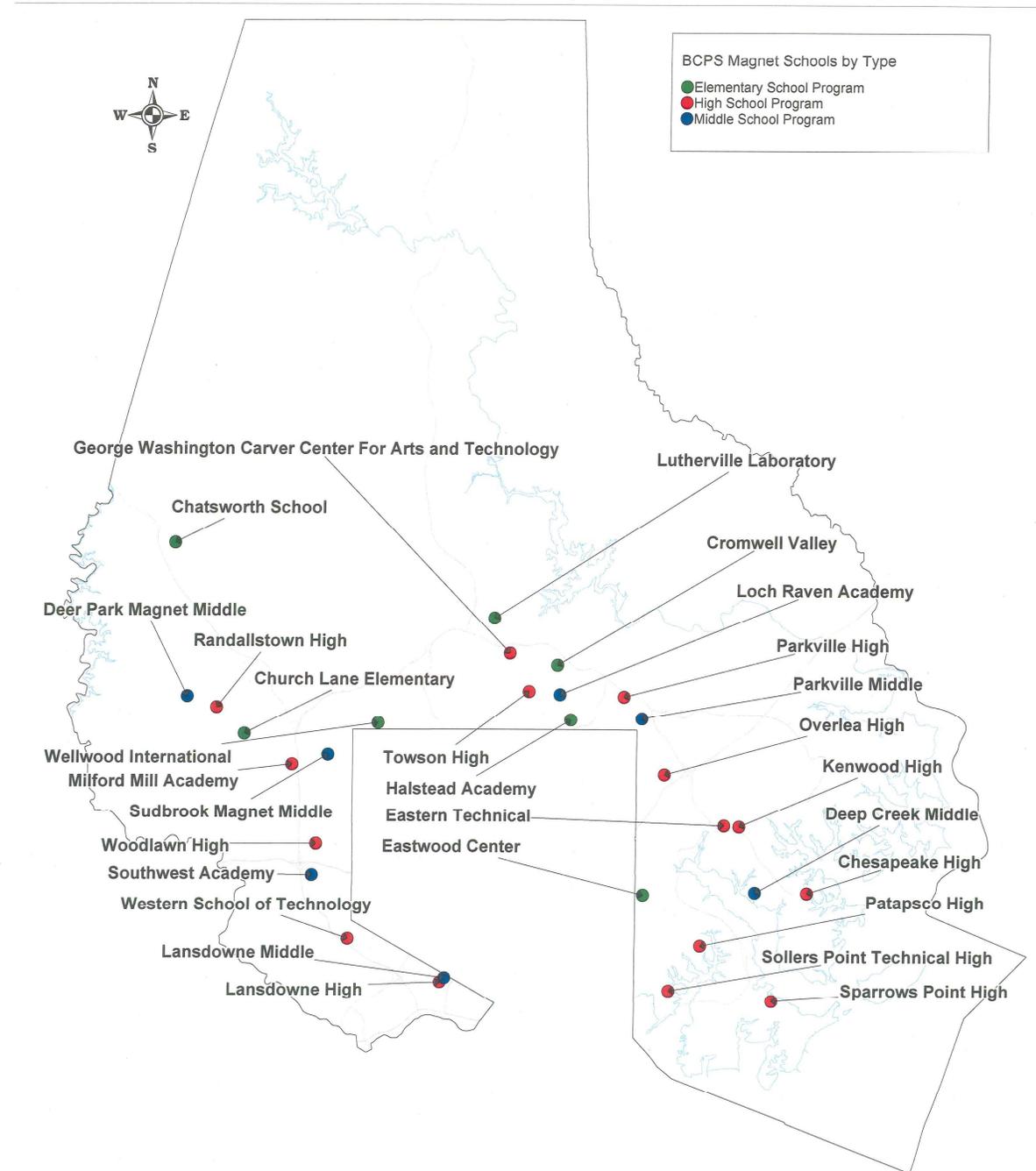
- ***Whether the program funding is sufficient to provide the same level of service to all homeless students;***
- ***Whether BCPS' spending on services for homeless students has kept pace with the population increase;***
- ***Schools with the highest numbers of homeless students; and***
- ***How BCPS coordinates with other County agencies to identify and provide services to homeless students.***

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Exhibit A

Baltimore County Public Schools Hosting

Magnet Programs

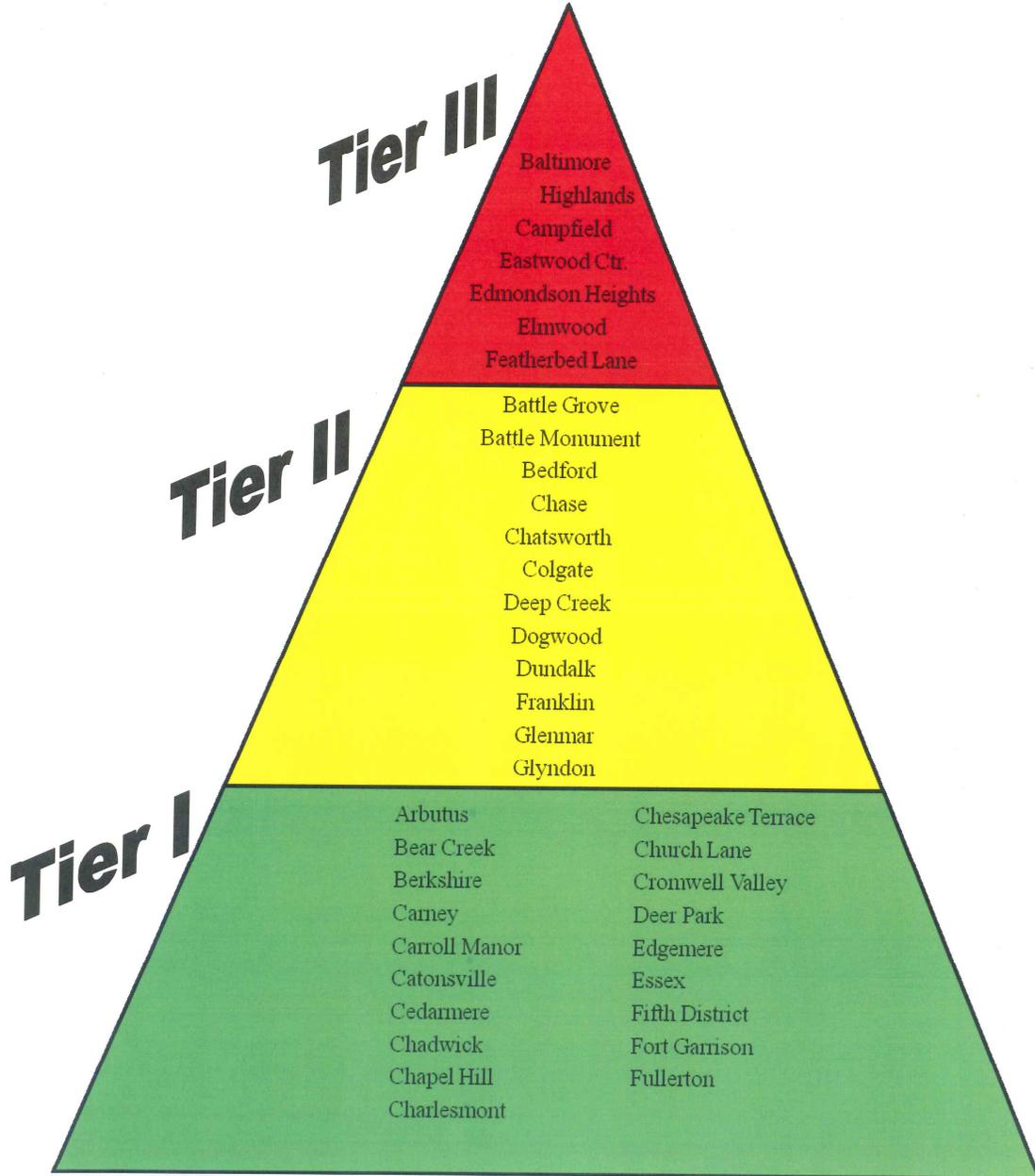


Prepared by Baltimore County Public Schools
Office of Strategic Planning, July 2012

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Exhibit B
(page 1 of 5)

Zone 1 Elementary Schools

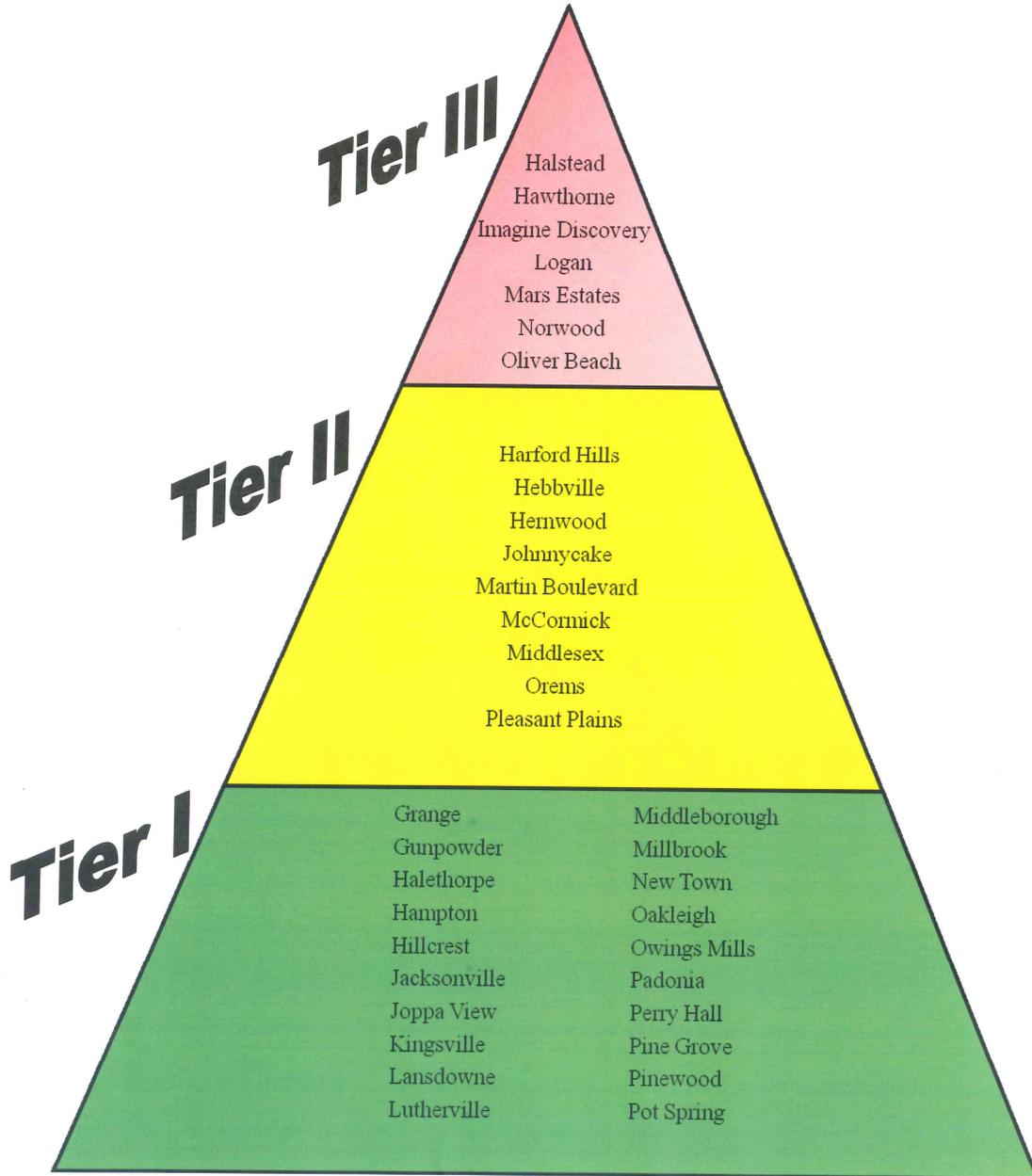


Schools are preliminary tiered based upon 2012 MSA achievement data.

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Exhibit B
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Zone 2 Elementary Schools

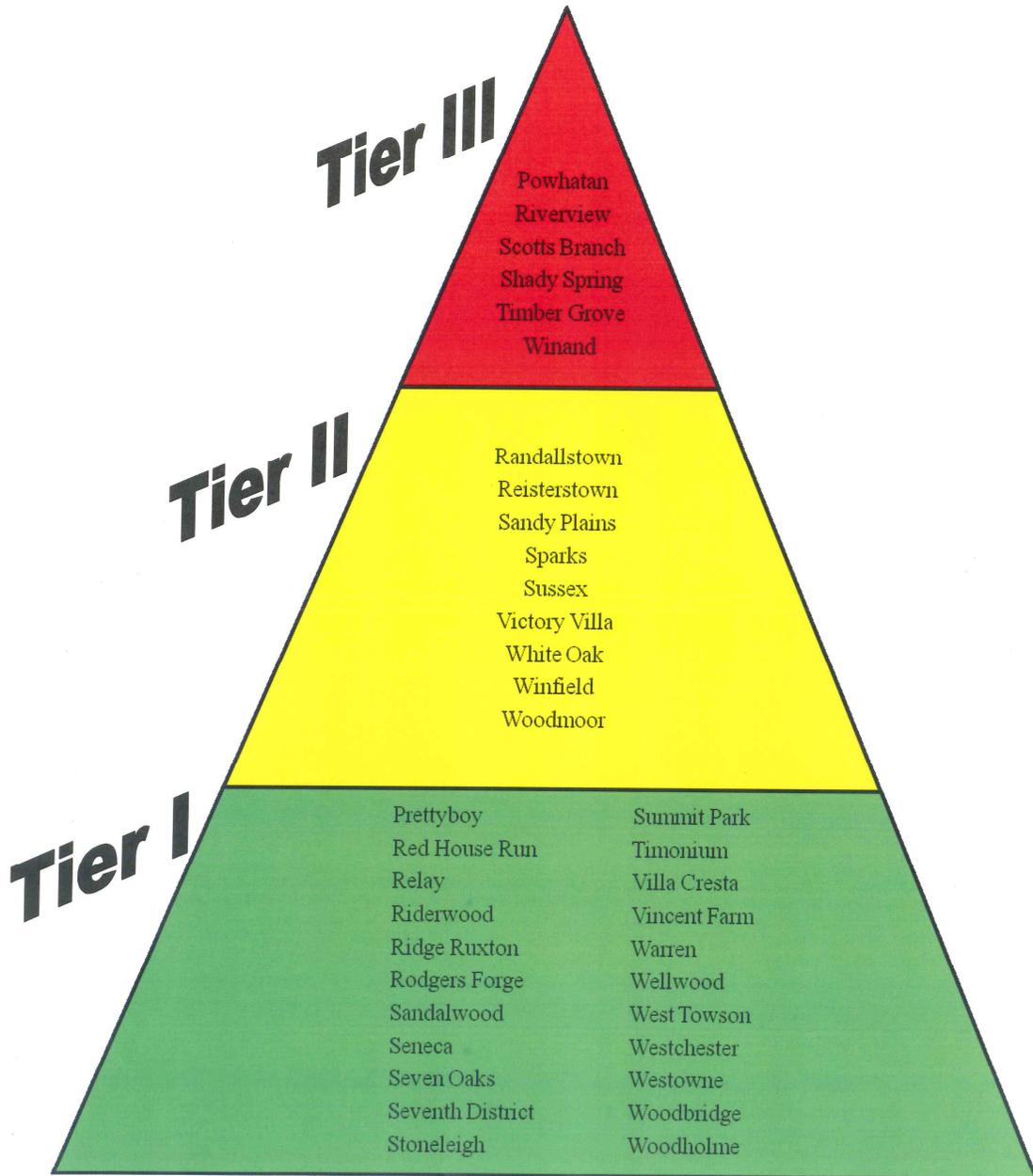


Schools are preliminary tiered based upon 2012 MSA achievement data.

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Exhibit B
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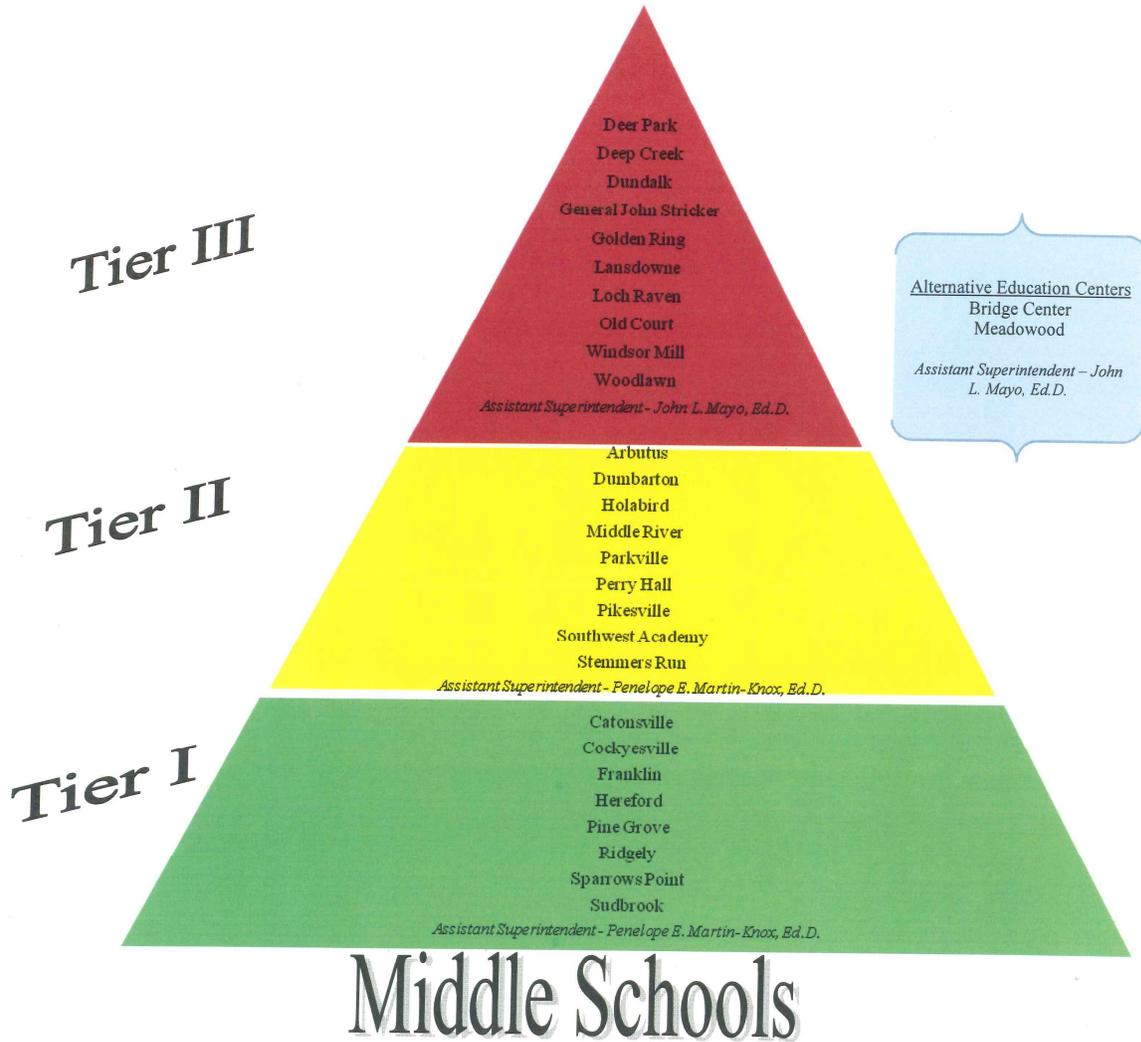
Zone 3 Elementary Schools



Schools are preliminary tiered based upon 2012 MSA achievement data.

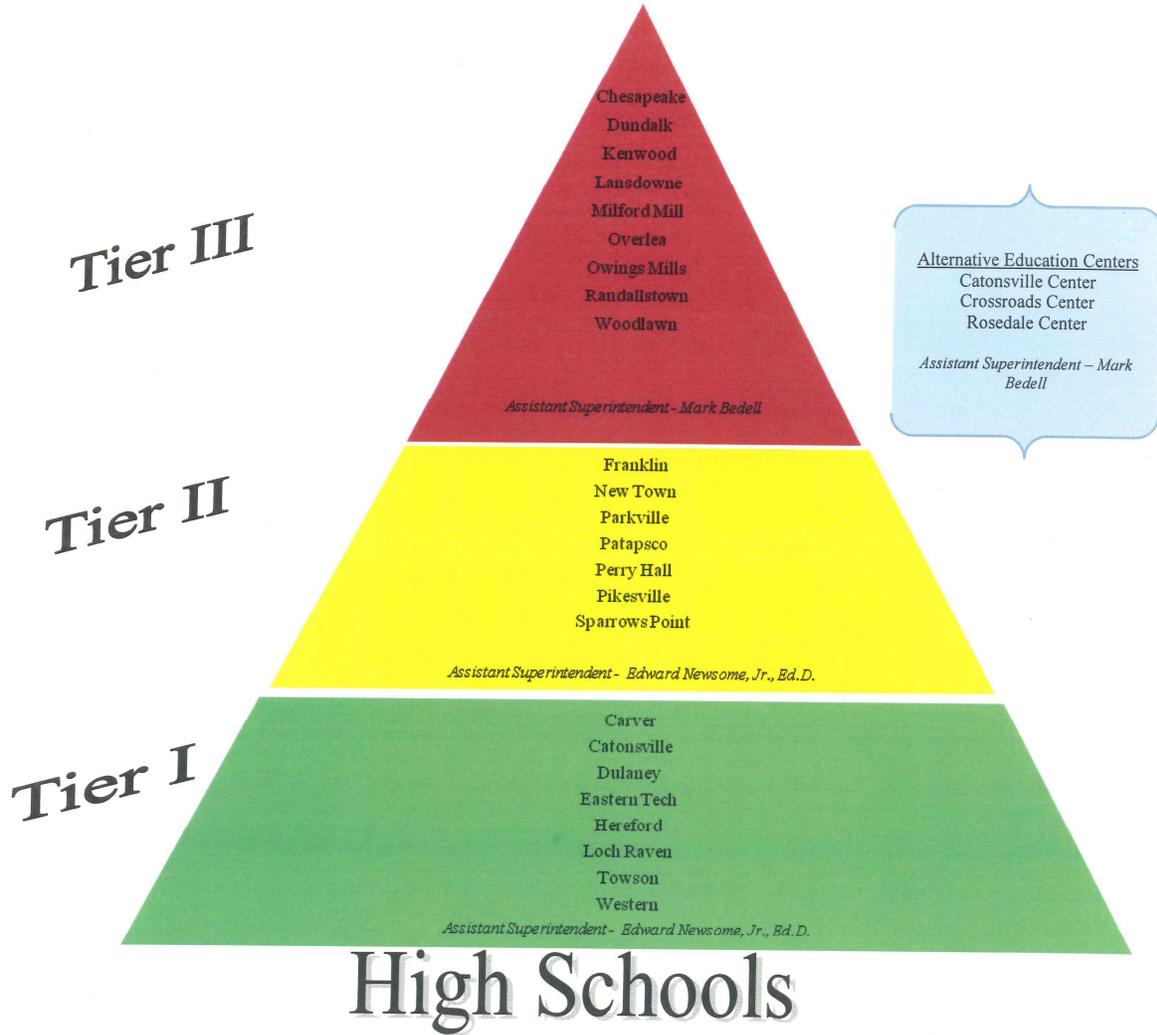
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Exhibit B
(page 4 of 5)



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Exhibit B
(page 5 of 5)



BALTIMORE COUNTY
FISCAL YEAR 2014 RECOMMENDED BUDGET

DEPARTMENT OF EDUCATION (035)

APPROPRIATION DETAIL					
	FY 2012 ACTUAL	FY 2013 APPROP	FY 2014 REQUEST	NET CHANGE	
				AMOUNT	%
3501 Administration					
General Fund	\$ 20,970,788	\$ 21,108,558	\$ 30,116,630	\$ 9,008,072	42.7%
Special Fund	14,595,147	15,669,538	16,114,787	445,249	2.8%
Total	<u>35,565,935</u>	<u>36,778,096</u>	<u>46,231,417</u>	<u>9,453,321</u>	<u>25.7%</u>
3502 Mid-Level Administration					
General Fund	54,354,340	53,187,145	54,290,910	1,103,765	2.1%
Special Fund	31,957,405	34,309,880	35,284,795	974,915	2.8%
Total	<u>86,311,745</u>	<u>87,497,025</u>	<u>89,575,705</u>	<u>2,078,680</u>	<u>2.4%</u>
3503 Instructional Salaries & Wages					
General Fund	257,376,949	259,466,897	261,493,534	2,026,637	0.8%
Special Fund	182,737,755	196,189,600	201,764,326	5,574,726	2.8%
Total	<u>440,114,704</u>	<u>455,656,497</u>	<u>463,257,860</u>	<u>7,601,363</u>	<u>1.7%</u>
3504 Instructional Textbooks & Supplies					
General Fund	10,589,096	8,896,090	9,554,971	658,881	7.4%
Special Fund	11,122,696	11,941,469	12,280,786	339,317	2.8%
Total	<u>21,711,792</u>	<u>20,837,559</u>	<u>21,835,757</u>	<u>998,198</u>	<u>4.8%</u>
3505 Other Instructional Costs					
General Fund	1,831,856	291,056	4,163,157	3,872,101	1330.4%
Special Fund	6,782,132	7,281,384	7,488,284	206,900	2.8%
Total	<u>8,613,988</u>	<u>7,572,440</u>	<u>11,651,441</u>	<u>4,079,001</u>	<u>53.9%</u>
3506 Special Education					
General Fund	65,590,131	64,624,860	63,693,974	(930,886)	-1.4%
Special Fund	89,632,652	96,230,764	98,965,163	2,734,399	2.8%
Total	<u>155,222,783</u>	<u>160,855,624</u>	<u>162,659,137</u>	<u>1,803,513</u>	<u>1.1%</u>
3507 Student Personnel Services					
General Fund	5,867,544	5,817,862	5,947,722	129,860	2.2%
Special Fund	2,767,110	2,970,805	3,055,220	84,415	2.8%
Total	<u>8,634,654</u>	<u>8,788,667</u>	<u>9,002,942</u>	<u>214,275</u>	<u>2.4%</u>

BALTIMORE COUNTY
FISCAL YEAR 2014 RECOMMENDED BUDGET

DEPARTMENT OF EDUCATION (035)

APPROPRIATION DETAIL					
	FY 2012 ACTUAL	FY 2013 APPROP	FY 2014 REQUEST	NET CHANGE	
				AMOUNT	%
3508 Health Services					
General Fund	9,487,606	9,307,491	9,421,669	114,178	1.2%
Special Fund	4,666,107	5,009,592	5,151,939	142,347	2.8%
Total	14,153,713	14,317,083	14,573,608	256,525	1.8%
3509 Student Transportation Service					
General Fund	16,207,714	16,489,782	16,594,335	104,553	0.6%
Special Fund	41,235,360	44,270,812	45,528,767	1,257,955	2.8%
Total	57,443,074	60,760,594	62,123,102	1,362,508	2.2%
3510 Operation of Plant & Equipment					
General Fund	45,374,291	49,445,299	51,972,337	2,527,038	5.1%
Special Fund	38,196,965	41,008,753	42,174,016	1,165,263	2.8%
Total	83,571,256	90,454,052	94,146,353	3,692,301	4.1%
3511 Maintenance of Plant & Equipment					
General Fund	16,710,934	21,187,795	18,822,704	(2,365,091)	-11.2%
Special Fund	12,533,379	13,455,997	13,838,349	382,352	2.8%
Total	29,244,313	34,643,792	32,661,053	(1,982,739)	-5.7%
3512 Fixed Charges					
General Fund	161,991,576	177,545,683	183,615,347	6,069,664	3.4%
Special Fund	105,421,454	113,181,827	116,397,888	3,216,061	2.8%
Total	267,413,030	290,727,510	300,013,235	9,285,725	3.2%
3515 Capital Outlay					
General Fund	2,142,517	2,374,502	2,398,801	24,299	1.0%
Special Fund	922,370	990,268	1,018,407	28,139	2.8%
Total	3,064,887	3,364,770	3,417,208	52,438	1.6%
3518 Federal & Restricted Programs					
General Fund	48,428	48,428	-	(48,428)	-100.0%
Special Fund	67,778,130	74,224,108	73,474,588	(749,520)	-1.0%
Total	67,826,558	74,272,536	73,474,588	(797,948)	-1.1%
3519 Debt Service - County Bonds					
General Fund	34,205,624	35,274,354	35,556,521	282,167	0.8%
3520 Contribution to Capital Budget - Schools					
General Fund	-	8,938,277	9,967,244	1,028,967	11.5%

BALTIMORE COUNTY
FISCAL YEAR 2014 RECOMMENDED BUDGET

DEPARTMENT OF EDUCATION (035)

APPROPRIATION DETAIL

	FY 2012 ACTUAL	FY 2013 APPROP	FY 2014 REQUEST	NET CHANGE	
				AMOUNT	%
3513 Food & Nutrition Services (Enterprise Fund)					
Special Fund	39,208,934	39,605,993	41,871,421	2,265,428	5.7%
Grand Total	\$ 1,352,306,990	\$ 1,430,344,869	\$ 1,472,018,592	\$ 41,673,723	2.9%
<u>Funds Recap:</u>					
Total General Fund	\$ 702,749,394	\$ 734,004,079	\$ 757,609,856	\$ 23,605,777	3.2%
Total Special Fund	649,557,596	696,340,790	714,408,736	18,067,946	2.6%
Total All Funds	\$ 1,352,306,990	\$ 1,430,344,869	\$ 1,472,018,592	\$ 41,673,723	2.9%

Note 1: A resolution requesting authorization to expend additional non-local funds totaling \$6 million will be considered for Council approval on May 23, 2013. If approved, this resolution would increase the FY 2013 special fund and total budget appropriations.

Note 2: A budget appropriation transfer (BAT) totaling \$7.5 million between programs within BCPS is expected to be presented for Council approval on June 3, 2013.

BALTIMORE COUNTY
FISCAL YEAR 2014 BUDGET HEARINGS

DEPARTMENT OF EDUCATION (035)

PERSONNEL DETAIL					
		<u>FY 2012 ACTUAL</u>	<u>FY 2013 APPROP</u>	<u>FY 2014 RECOMM</u>	<u>NET CHANGE</u>
3501	Administration	320	316	319	3
3502	Mid-Level Administration	1,079	1,068	1,067	(1)
3503	Instructional Salaries & Wages	6,804	6,899	7,031	132
3504	Instructional Textbooks & Supplies	0	0	0	0
3505	Other Instructional Costs	0	0	0	0
3506	Special Education	1,987	1,998	1,984	(14)
3507	Student Personnel Services	114	113	113	0
3508	Health Services	216	216	216	0
3509	Student Transportation Service	1,128	1,141	1,148	7
3510	Operation of Plant & Equipment	1,167	1,165	1,172	7
3511	Maintenance of Plant & Equipment	251	250	249	(1)
3512	Fixed Charges	0	0	0	0
3513	Food & Nutrition Services	569	584	561	(23)
3515	Capital Outlay	39	39	39	0
3518	Federal & Restricted Programs	655	555	575	20
3519	Debt Service - Co. Bonds	0	0	0	0
3520	Contribution to Capital Budget - Schools	0	0	0	0
	Total All Funds	<u>14,327</u> ⁽¹⁾	<u>14,342</u> ⁽¹⁾	<u>14,472</u> ⁽¹⁾	<u>130</u> ⁽¹⁾

⁽¹⁾ Difference due to rounding of FTEs