



ANNE ARUNDEL  
COUNTY PUBLIC SCHOOLS

# STRATEGIC FACILITIES UTILIZATION MASTER PLAN

FINAL REPORT

SUBMITTED BY: MGT OF AMERICA, INC.

JULY 3, 2006



---

## **1.0 INTRODUCTION**

In fall 2005, the Anne Arundel County Board of Education contracted with MGT of America, Inc. to develop a 10-year Strategic Facilities Utilization Master Plan to address the long-term facility needs of the district. The Board requested a master plan to examine specific areas of need and determine a course of action to remedy any identified deficiencies. The primary tasks for the completion of the master plan were focused on three key areas:

- Conduct a Profile and Assessment of All Current Facilities;
- Collect and Analyze School and Community Demographic Data; and
- Identify and Recommend Placement of Education Programs to Improve the Academic Performance of Students

In the development of a comprehensive master plan, building profiles are created to understand the varying needs at each site. Profiles are created through the assessment and evaluation process. Facility condition data, as well as program suitability data, are just two examples of the host of information which is used in the creation of building profiles. The purpose of this effort is to bring all of the data together, verify the information, solicit information from the staff and public, and develop a facilities master plan to be presented to the Board of Education. To accomplish this effort, a work plan was developed that included the following tasks:

- Detailed Facility Evaluations
- Demographic Projections
- Facility Capacity and Utilization
- Program Compatibility and Suitability Evaluations
- Prioritization Categories

Upon completion of the collection and analysis phases of the project, a facility master plan was developed. This report represents the results of this effort and contains the following sections:

- Approach and Methodology
- Public Input Overview
- Enrollment Projections
- Capacity and Utilization Analysis
- Condition Assessments
- Cost Estimations
- Findings and Recommendations

---

## **2.0 METHODOLOGY AND APPROACH**

### **2.1 Background**

An integral aspect of effective, forward-looking facilities master planning is the identification and discussion of current educational trends regarding facility design and construction, and the determination of how, whether, and to what extent each will be manifested in the District's K-12 programs and instruction. The following process was implemented in Anne Arundel County Public Schools (AACPS) in order to identify those program and instructional trends which will establish the curricular direction of the District and impact the District's facility needs.

### **2.2 Methodology**

A research-based process that has been used in over 10,000 schools to design and implement facility master plans was used in the course of this study to guide the Steering Committee in the development of the master plan. The Steering Committee reviewed a series of assessments to determine the condition, suitability, site condition, and technology readiness of each school within the District. These assessments were weighted and a combined score was calculated to determine a deferred maintenance estimate for each building. Budgets were determined for the remediation of each identified deficiency for each assessment area.

In addition to the information obtained through the assessment process, a parallel process for gathering public input also took place. Public and community forums were scheduled for public input. These forums began with an overview of the project process and objectives. Next, using the latest in audience participation software, a series of perception and theme-based questions were asked to determine the collective consensus of the participants. The responses were immediately collected and viewable

by all those in attendance. The audience was then separated into small groups (15-20 participants) for further input. Discussion focused on the responses of the large group survey.

Finally, a series of meetings were scheduled with key community stakeholders. Typically, these stakeholder groups were made up of service organizations, regional or local municipalities, governmental entities, religious groups and senior citizen organizations. A set of standardized questions was used for each group which provided comparison information for deeper analysis.

This approach was used for gathering and validating the information for facility condition, program suitability, grounds, and information technology. The approach was modified to ensure the data and information gathered was specific to the local issues and relevant to the budget estimates. The data and information was analyzed and the results were used to substantiate all estimates regarding the assessment categories.

The Steering Committee, in conjunction with District staff, identified specific areas within each of the four categories, outlined below, for the purpose of aligning the proposed funding models to the areas of school-based need. Each school was assessed in each of the four areas outlined below and deficiencies were cataloged and organized.

- Conducted numerous interviews and focus groups with District staff members
- Identified the key programmatic impacts across AACPS, these areas include:
  - District-Wide
    - Special Education
    - Alternative Education
    - Aging Facility Conditions and Suitability

- Imbalanced Utilization of District Facilities
- Full-Day Kindergarten
- Safety and Security of School Facilities
- Grade-Level Configurations
- High School
  - Alternative Education
  - Math and Science Academy
  - Fine Arts Magnet
  - International Baccalaureate
  - Advanced Placement
- Middle Schools
  - Math
  - Middle Years International Baccalaureate
  - Science
- Elementary Schools
  - Program Distribution to Reduce Overcrowding
  - English Language Learners
  - Full-Day Kindergarten
  - Pre-K Program / Early Childhood Intervention Education
  - Reading Programs
- Facilitated Four Public Forums to Communicate the Initial Findings Regarding AACPS Educational Program Trends.

The results of these discussions inform the master planning process in terms of:

- What does the implementation of these programs mean in terms of the number, types, sizes, configurations, and adjacencies required of the teaching and learning spaces?

- What accommodations will the District's facilities need to adapt to ensure program alignment and instructional delivery are most effective?
- What other impacts, if any, will the incorporation of these programs and services have on future school facilities?

### **2.3 Identification of Program Impacts**

Following are the seven major facility condition and program areas that were identified in AACPS through the data collection and staff interview process. Each area is followed by one or more statements summarizing key findings made during the data collection process;

#### **2.3.1 Special Education**

The Student Support Services Division is responsible for the delivery of services to all students with disabilities throughout the District. The suitability and space utilization concerns of the division and the District staff indicated a strong need for examination of current facility utilization. Input is needed regarding the availability of classroom resources in order to provide the appropriate level of service to each student.

In addition, the District is currently spending 22 million dollars annually on non-public school services because of the lack of facilities and/or appropriate programs to accommodate the needs of some Special Education students. Providing these non-public school services within the District could alleviate the financial burden if the appropriate facilities and resources were made available to the District.

- Special Education providers across the District perceived a lack of standardized classroom specifications for all special education classrooms. Teachers and aides noted a lack of intervention spaces, sinks and storage areas as some examples of missing items.
- Special Education spaces did not always reflect the needs of the children being served. More specialized equipment is necessary to meet the program delivery aspects of the curriculum.

- There was overwhelming evidence that some schools did not provide the minimum office and/or working space for special education personnel. Few schools provided a specific space for psychologists, psychiatrists, hearing specialists, physical therapists or occupational therapists.
- In interviews with teachers and staff addressing working conditions, a significant number of staff believed it was getting more difficult to hire and retain highly-qualified special education staff.
- During focus group sessions with special education personnel, individuals felt that the external service purchased by the District could be more effectively delivered by internal District level staff. Cost savings from these adjustments could provide a positive revenue increase to the District.

### **2.3.2 Alternative Education**

AACPS has made significant increases in student achievement over the past several years. However, there is still a portion of the student population that require additional education services to meet their achievement goals; thus the available space required to provide these services is an important issue to District staff. AACPS is currently delivering Alternative Education services to a number of students, but the quality and delivery of these services may not be functioning at the desired level due to site or District-level space constraints in relation to the program delivery requirements. Input is needed regarding the alternative schools and the method of delivery of instruction.

- Currently, the District provides only one alternative high school for AACPS students. Alternative education solutions were rated one of the highest areas of need for the District.
- Small class size is particularly beneficial for alternative program students. The number of students served exceeds maximum population guidelines set by the Maryland State Department of Education for an effective alternative education program.
- Several District staff members felt the alternative education options should be expanded in middle school for certain students.



### **2.3.3 Aging Facility Conditions & Suitability**

The relatively poor condition of some schools throughout the District continues to impact several key aspects of the educational goals of the District. Those key aspects are:

- Program suitability to meet instructional delivery needs
- Exterior appearances of schools contribute to the misperception of quality buildings by the public
- Safe conditions for all students and staff
- Interior condition of schools including; carpet, windows, doors, blinds, finishes, etc.
- Collaborative learning spaces for secondary schools
- Small learning group spaces exist only in post -1990 built schools
- Administrative office areas are inadequate for the number of staff

### **2.3.4 Imbalanced Utilization of District Facilities**

The District student population, as a whole, has not significantly increased in the last five years. However, certain areas of the county have experienced growth through population shifts, primarily in the northeastern, southern, and western portions of the county. These cycles have imposed unplanned growth at area schools, causing overcrowding and a strain on the facilities. Several inner city schools have decreased in enrollment over the past few years; this has created excess capacity that will necessitate the need to examine high school feeder patterns as well as elementary boundaries. The District, in examining these demographic shifts, should continue to look at the following information:

- School enrollment – current and projected
- Projected areas of growth within the District, including housing starts, military expansion as well as other growth indicators

- Grade configurations are being discussed toward increases in K-8 configurations

### **2.3.5 Full-Day Kindergarten**

The Maryland State Department of Education is requiring districts to provide full-day kindergarten for all students, with class sizes no greater than 22, by the year 2007. Currently, AACPS has 32 half-day programs and 45 full-day programs in place across 77 elementary schools. In 2006-07, AACPS will increase the number of full-day kindergarten programs to 60 and, in 2007-08, the transition will be completed by implementing 17 additional full-day kindergarten programs. This state-mandated requirement has created a significant impact on the District and the staff believe this issue is extremely important to address in relation to the facilities requirements of this initiative.

- Adequate Building and Classroom Space
- Current Kindergarten Enrollments at Each Building
- Staffing and Scheduling Logistics
- Suitability of Kindergarten Space

### **2.3.6 Safety and Security of Buildings**

The safety and security of all buildings is of paramount concern to the District. In 2004, the District submitted an application for, and was successfully awarded, a grant from the U.S. Department of Homeland Security. A complete safety and security assessment was conducted on each building and a report depicting the current and potential security risks at each school was generated. A review of this information was conducted by MGT. The facility impacts of this report were taken into consideration

during the facility condition and program suitability assessments. Areas of focus included, but were not limited to, the following:

- Secure Single Point of Egress / Ingress at Each Site
- Perimeter Fencing
- Parking and Grounds Lighting
- Surveillance Equipment
- Parking and Traffic Circulation
- Student Walking Patterns
- Visitor / Public Access

### **2.3.7 Grade-Level Configurations**

Grade-level configurations were examined across the District to determine if building utilization could be improved through a re-configuration process. Certain middle schools within the District have significant capacity to support increases in student populations. While at the same time, a number of elementary schools have exceeded their current capacity and could leverage a re-configuration model to better utilize unused capacity at the middle school level. Specific areas that were analyzed are:

- Middle School Utilization and Capacity
- Elementary School Overcrowding
- Relationships of Capacity and Overcrowding to District Feeder Systems
- Transportation Impacts of Re-configuration
- Program Access Due to Re-configuration

---

### **3.0 PUBLIC INVOLVEMENT AND COMMUNITY COLLABORATION**

Presented in this chapter are perceptions, observations, conclusions and recommendations from community leaders, the military community, parents, teachers, school principals, administrators, school and district staff, Annapolis and Anne Arundel Chambers of Commerce, Anne Arundel County Government, and Anne Arundel County Public School Board Members as they relate to the Anne Arundel County Public School *Strategic Facilities Utilization Master Plan*. The contents of this chapter generally reflect the perceptions and opinions of those groups and not necessarily the findings and conclusions reached by the consultant team.

The general public/community involvement was accomplished through four public forums, two in November 2005 and two in April 2006. Immediately after each forum orientation, the attendees were divided into smaller focus groups to communicate their concerns, observations and ideas.

- The November forums informed the public regarding the purpose of the assessment and MGT's plan, process, methodology, and project timelines in support of the *Strategic Facilities Utilization Master Plan*. The focus groups, which followed the November forums, were guided by a standard set of questions to gain citizen input, concerns and ideas on specific facility planning issues. The public was told that there would be an update brief to gain additional public input in the April timeframe and prior to the submission of recommendations to the School Board.
- The April public forum participants received a general overview/update brief that did not present any final findings. These forums also used instant electronic polling to gain insight on public opinion on specific issues related to facilities use and strategies for dealing with imbalances in facility utilization; e.g., magnet schools, International Baccalaureate programs, academies, grade configurations, etc. The focus groups which followed sought to gain public views on options that could or should be considered in the finalization of recommendations for the Strategic Facilities Plan.

The interactions with varied stakeholders and the community added important and substantive detail to confirm, and expand on the general critical concerns identified in

the initial MGT interviews conducted with the Executive and Administrative staff. Those major concerns were:

- Imbalanced Utilization of Facilities
- Alternative Education Programs
- Special Education Programs
- Full-Day Kindergarten by 2007
- Safety and Security of School Facilities
- Condition and Suitability of Aging School Facilities

### **3.1 Chapter Summary**

There are major issues or concerns that impact on the varying views of the stakeholders and the community in general. The major issues or concerns are:

- Population Growth and School Redistricting
- Tax Base to Support Facility Improvements
- Suitable Facility Space to Support Educational Objectives
- Equity in the Quality of School Facilities in All Areas of the County

Though many stakeholders agree that Anne Arundel County Public Schools (AACPS) accomplishes its mission to educate the student population, there are additional concerns about improving upon the way facilities are utilized. Additional areas of improvement, as noted by stakeholders, are:

- Elimination of Portable Classrooms
- Maximization of Current Classroom Space
- Improved Security for Buildings and Portable Classrooms
- Better Use of Gymnasiums
- Better Management of Health Care Services at Schools
- Impact of Military Base Realignment and Closure (BRAC) on the Student Population

- Improvements for Special Education and Alternative Education Facilities
- Need to Address the Issue of Deferred Facility Maintenance

Although stakeholders indicate that AACPS performs adequate facilities management, there is room for improvement. These stakeholder concerns offer substantive input to the strategic facilities planning process. Detailed stakeholder concerns are discussed in subsequent sections of this chapter. They provide planners and decision-makers relevant information and input for development and implementation of the strategic facilities plan. Incorporating their views should result in the development of a successful comprehensive facilities strategic plan that can be supported by stakeholders and the larger public.

### **3.2 Introduction**

Anne Arundel County is centrally located between Baltimore, Maryland and Washington, DC, and has excellent transportation networks, natural beauty and recreational opportunities along its 533 miles of shoreline. The current population of Anne Arundel County, according to the US Census Bureau, is estimated at 508,572. The ethnic make-up of the County consists of 81 percent white, 13 percent African American, three percent Native American, two percent Asian, and one percent of those classifying themselves as “other.” The US Census Bureau projects an approximate population growth to 563,000 by year 2030.

There is a significant military population (Army, Navy, Marines, Air Force and Coast Guard) in Anne Arundel County. As a result of recent decisions to realign or close military installations in other parts of the country, the County and, in particular, the Army base at Fort Meade, anticipate increases in the number of military families and support personnel (military and civilian) moving to the area. These increases, whatever

the size, could impact AACPS facilities in that all secondary schools located on post have underutilized capacity.

### **3.3 Methodology**

As part of the *Strategic Facilities Utilization Master Plan* public involvement process, MGT conducted four public forums and conducted interviews of principals, community leaders, parents, teachers and other critical stakeholders (public and private sector) to gauge the community's concerns regarding the District's facilities.

The first round of community public forums was conducted at two separate locations, the Chesapeake Arts Center in Brooklyn Park and the School Board Conference Room in Annapolis, on November 15<sup>th</sup> and 17<sup>th</sup> 2005, respectively. In all, there were a total of 143 people who attended the sessions. The majority of attendees were parents of school-age children who are enrolled in Anne Arundel County Public Schools. Among the attendees were PTA presidents, school principals, citizens from the business community and several students from varying grade levels. The second round of community forums were conducted on April 3<sup>rd</sup> and 6<sup>th</sup> 2006, at North County High School in Glen Burnie, and at the School Board Conference Room in Annapolis, respectively.

The methodology used to solicit information from this important group of citizens was to divide them into small focus groups. Each focus group was led by a facilitator from MGT who used a prepared interview guide for discussion. Open dialogue was encouraged in each focus group and the facilitators recorded responses from which a group consensus could be determined. The results were cross tabulated and a chart was created to reflect input from the public who attended the public forums (Exhibit 3-1).

Interviews were also conducted with 19 principals in AACPS who represented all school types within the District. Included were two high schools, four middle schools, eight elementary schools, and several alternative education programs (e.g., Special Education, Magnet). They were interviewed at their respective schools to solicit their input to the *Strategic Facilities Utilization Master Plan* (Exhibit 3-2).

The methodology selected a cross section of personnel in varying positions of responsibility throughout AACPS to ensure comprehensive representation. MGT recognizes this approach is not random sampling for statistical analysis purposes. Nonetheless, the interviews, using a common set of questions, can readily reveal the frequency of responses and thereby enrich the information available for planning and decision-making. The synopsis of responses that follows reflects the likely prevailing views and consensus of these stakeholders in AACPS (Exhibits 3-3 to 3-10).

Exhibit 3-11 presents the views obtained in the two public forums and focus groups that occurred at North County High School and the School Board Conference Room on April 3<sup>rd</sup> and April 6<sup>th</sup>, 2006, respectively.

### ***3.4 The Responses***

The following exhibits in this chapter provide summary input from the various stakeholders participating in either the public forum focus groups or from interviews conducted by MGT. A standard set of questions was used in the initial November focus groups and interviews. The April focus groups were less structured and were designed to solicit community views following their receipt of the update/status brief by the MGT team.



## **STAKEHOLDER ISSUE**

Exhibit 3-1 shows that the public forum group of citizens considers population growth and redistricting as the greatest challenges facing AACPS. Most attendees are against using portable classrooms to accommodate that growth. Many expressed that they felt that the renovation of older facilities had been overlooked when determining additional classroom space.

Item number six of Exhibit 3-1 reflects several issues topping the list of community concerns:

- They do not want their children moved to ALERT schools as a result of redistricting decisions
- They want AACPS to put greater emphasis on improving education in order to lure those students who have left the AACPS system to return
- Increase the tax base beyond that of the County in order to adequately fund facility improvements
- Stop the practice of deferring facility maintenance
- Separate special education by age groupings

Item number seven of Exhibit 3-1, though not necessarily a facilities issue, is significant because parents and guardians took advantage of the public forum to voice their concern about student transportation services in AACPS. The majority of those attending indicated that they would like to see a reduction in ride times for students on school buses. Many attendees also wished to see improvement in classification of grade configurations. This input provided during the public forum (which was not designed to capture student bus ride concerns) may indicate there are other logistical educational concerns of the public that should be captured by AACPS leadership.

**EXHIBIT 3-1  
ANNE ARUNDEL COUNTY PUBLIC SCHOOLS  
PUBLIC FORUMS INTERVIEW RESULTS  
PARENTS, THE PUBLIC & OTHER STAKEHOLDERS  
NOVEMBER 2005**

| QUESTION  | SYNOPSIS   |
|---|--|
| 1. Tell us about your role in the Anne Arundel County Public Schools.   | Majority of attendees were parents. Also attending were PTA presidents, principals, persons from community organizations, and business leaders.  |
| 2. What do you see as the greatest challenges facing the district and facility implications of those challenges?          | Greatest challenge is <b>population growth</b> followed by <b>redistricting</b> concerns and use of portable classroom trailers.   |
| 3. What do you see as the primary facility issues?  | Full-day kindergarten is the number one concern. Portable classroom security is also a significant concern.  |
| 4. What specific program areas are currently hindered due to facilities?  | Lack of adequate school facilities to optimize student classroom size.   |
| 5. Do you know of any planned programs that will require facility enhancements?   | Full-day kindergarten scheduled to start 2007 is number one priority. Next are challenges associated with Alternative Education.   |
| 6. From your perspective, what facility issues is the Anne Arundel County Public School District facing in the community? | Majority of respondents indicated tax base to support educational requirements in AACPS. Redistricting decisions are equally important – they do not want children moved to ALERT schools. Also, they want AACPS education improved so that it is a desirable school system as good as or better than Montgomery County. |
| 7. Discuss your thoughts regarding community support for school facility improvements.                                    | Need to reduce student bus ride time is the overwhelming concern. Next, is to improve student grade configuration.   |
| 8. What are the one or two most important outcomes you would like to see as a result of the facility planning process?    | Stability and predictability on where a student is to attend school. Enhanced school security procedures for portable classrooms are next.   |
| 9. Are there any other comments not covered?  | AACPS needs enrichment programs in elementary and middle schools.  |

*Source: Prepared by MGT of America, 2006.*

**SUMMARY**

Analysis of Exhibit 3-1 reflects the major concerns of the public attending AACPS forums are population growth, redistricting, taxes, full-day kindergarten and alternative education. This group is also concerned about classroom size and space to accommodate students. The public was united in the desire to eliminate the use of portable classroom trailers. The most important outcomes this group wants to see

included are stability and predictability on where a student is to attend school, and enhanced school security for portable classrooms.

### **STAKEHOLDER ISSUE**

Exhibit 3-2 provides input of principals and shows that their number one issue is lack of space to support educational needs. During interviews, principals showed the MGT on-site team their space concerns at their respective schools. They emphasized that the number of available classrooms are insufficient to support education requirements and that student to teacher ratios are often unacceptable. Of equal importance to principals are inadequate school facilities to support technology. This is highlighted by circumstances that aging schools in AACPS were constructed 30 or 40 years ago and were not designed at that time for present-day technology. As a result, there are inadequate electrical circuits to support computer needs and other equipment. Wiring for technological requirements is often haphazard and unsightly.

Items 3 through 5, Exhibit 3-2 though seemingly redundant about space show the overwhelming concern of principals is lack of space to support educational programs. It also points out their significant concern for after-school programs. They share common sentiment that bus loading/discharge points at schools need to be improved. There is general consensus among principals that parents/guardians of students attending schools in Anne Arundel County Public Schools are supportive of the education objectives of the School Board. The principals reinforce the strong views enumerated by the public in Exhibit 3-1 to eliminate overcrowding and reduce class size. Principals also want portable classroom trailers eliminated as a source for classrooms.

**EXHIBIT 3-2  
ANNE ARUNDEL COUNTY PUBLIC SCHOOLS  
INTERVIEW OF SCHOOL PRINCIPALS  
NOVEMBER 2005 – FEBRUARY 2006**

| QUESTION  | SYNOPSIS   |
|---|--|
| 1. Tell us about your role in the Anne Arundel County Public Schools.   | Majority of principals cited their experience and longevity at AACPS. Others indicated their vision and understanding of education facility requirements.  |
| 2. What do you see as the greatest challenges facing the district and facility implications of those challenges?          | The number one concern is lack of space to support educational needs. Next, are inadequate facilities to support technology needs.   |
| 3. What do you see as the primary facility issues?  | Number one concern is inadequate infrastructure to include heating, air conditioning and electrical capacity. The next major concerns are facility capacity to support technology (computers), and not penalizing contractors for "shoddy work". |
| 4. What specific program areas are currently hindered due to facilities?  | Majority cites not enough space to meet educational requirements. Next is concern for innovative thinking in AACPS to expand facilities vertically. Age of schools is also a major concern along with science labs not being fully used.         |
| 5. Do you know of any planned programs that will require facility enhancements?   | Majority of principals cite space and class size. Technology improvements are next followed by student parking problems at high schools.   |
| 6. From your perspective, what facility issues is the Anne Arundel County Public School District facing in the community? | Most significant concern is access to after-school programs. Next most important issue is bus loading/discharging of students at some schools which is considered ineffective and unsafe.  |
| 7. Discuss your thoughts regarding community support for school facility improvements.                                    | Majority of principals see parents and guardians as supportive. Next priority is strong sentiment in the community to eliminate overcrowding and use of portable classrooms.   |
| 8. What are the one or two most important outcomes you would like to see as a result of the facility planning process?    | Principals' overwhelming response is to ensure that when approved, the facilities strategic plan is implemented and does not gather dust on the shelf. Next, is to improve facilities and make needed renovations to eliminate overcrowding.     |
| 9. Are there any other comments not covered?  | Majority of principals indicated that the AACPS strategic facilities plan should have input from principals, staff and parents prior to design, redesign, renovation or construction of educational facilities in AACPS.                         |

*Source: Prepared by MGT of America, 2006.*

**SUMMARY**

Analysis of Exhibit 3-2 shows that the top concern of principals is the lack of space to support educational objectives. Of almost equal concern is the availability of technology to support various educational programs. They view aging facilities as having

a major impact on information technology. Continuing population growth with incidental student population increases is seen by principals as posing a significant challenge to AACPS. The most important outcome desired by principals would be the assurance that when the facilities plan is approved, it will be implemented by the Board. The second most important outcome cited by principals is to improve facilities and make needed renovations to eliminate overcrowding and improve educational suitability.

### **STAKEHOLDER ISSUE**

Providing student health care services are one of the most important functions performed by Anne Arundel Public Schools (AACPS). The MGT on-site team interviewed Anne Arundel County Department of Health officials who have a unique and special relationship with AACPS on student health care matters. These health care professionals advise on, recommend and implement health-related programs.

Exhibit 3-3 reflects major concerns of these health care professionals who believe they are in conflict with AACPS school administrators. Their dissatisfaction is demonstrated in the following observations:

- Aging schools have limited space and these space limitations often result in space being taken from health care programs and given to other programs
- Health care services at schools are hindered due to lack of space
- Special education and health services will require facility enhancements if they are to provide effective student services
- Urgent need exists for AACPS support of after school health and special education programs to include energizing the community about health care issues

The consensus of health professionals is that the concerns of the community focus on taxes and redistricting. They opine that if the community perceives that the

*Strategic Facilities Utilization Master Plan* would impact taxes or redistricting, then approval and implementation of the plan will encounter significant difficulty.

**EXHIBIT 3-3  
ANNE ARUNDEL COUNTY PUBLIC SCHOOLS  
HEALTH PROFESSIONALS INTERVIEWS  
JANUARY 2006**

| QUESTION  | SYNOPSIS  |
|---|---|
| 1. Tell us about your role in the Anne Arundel County Public Schools.   | Health professionals are responsible for ensuring that health services are provided to students. They advise, recommend and implement health related programs.  |
| 2. What do you see as the greatest challenges facing the district and facility implications of those challenges?          | Health professionals indicated the major issue is interagency conflict because health related services are at the mercy of school administrators. Secondly, they indicated communication problems.  |
| 3. What do you see as the primary facility issues?  | The number one issue cited by health professionals is aging schools and limited space. This often results in space being taken from health care and given to other users at the schools.  |
| 4. What specific program areas are currently hindered due to facilities?  | Number one concern is insufficient space at schools for health care services. Therefore, all health care programs are hindered.   |
| 5. Do you know of any planned programs that will require facility enhancements?   | Special education and health care programs will require facility enhancement if they are to be effective. In addition, the hearing program is threatened. Support according to health care professionals is not good in AACPS for these programs.                                   |
| 6. From your perspective, what facility issues is the Anne Arundel County Public School District facing in the community? | Number one issue is access to after school programs. In addition, the community is not viewed as activist and needs to be energized about health care issues.   |
| 7. Discuss your thoughts regarding community support for school facility improvements.                                    | The two major concerns in the community are taxes and redistricting. If community sees the facilities strategic plan impacting on either concern, then the plan will become a hot issue.  |
| 8. What are the one or two most important outcomes you would like to see as a result of the facility planning process?    | Number one concern is that AACPS recognizes that health care is important. Next, AACPS should view student health care requirements the same as other programs supported in AACPS.  |
| 9. Are there any other comments not covered?  | There are political implications connected to a study of this nature, and AACPS leadership must be honest when informing the public about what is being done. Give consideration and priority to improve the conditions for health and special education related services in AACPS. |

*Source: Prepared by MGT of America, 2006.*

## **SUMMARY**

It may be concluded from information and data in Exhibit 3-3 that the primary concern of health professionals is the interagency conflict within AACPS. It appears to the MGT team that there may be deeper issues that have festered over a period of time between health care professionals and the AACPS administrative leadership that should be resolved. Regardless, the health care professionals are sharing their views of the situation from their perspective. It would be wise and prudent for administrators in AACPS to initiate meaningful dialogue with its health care professionals and work in concert to resolve difficulties. Resolving issues (both real and perceived) would support the important outcomes desired by health care professionals - that AACPS recognize that health care is important and that student health care requirements should be given the same consideration as other programs supported in AACPS.

## **STAKEHOLDER ISSUE**

Recognizing the importance of education, the Annapolis and Anne Arundel County Chamber of Commerce acknowledges that education is essential to a thriving economy and a rich quality of life. It acknowledges that education prepares the workforce of tomorrow, helps existing workers gain new skills, and is a necessary component for an informed and engaged citizenry. The Chamber of Commerce works in partnership with Anne Arundel County Public Schools to help ensure the success of all students in the school system.

When Chairman Richard Morgan, Annapolis and Anne Arundel County Chamber of Commerce was informed by Dr. Bill Wise, Assistant Superintendent, AACPS, about the *Strategic Facilities Utilization Master Plan*, he initiated immediate involvement by the Chamber of Commerce. Subsequent developments included the MGT on-site team briefing the Chamber of Commerce on the *Strategic Facilities Utilization Master Plan*.

A synopsis of the briefing given to the Annapolis and Anne Arundel County Chamber of Commerce is shown below. It is noted in Exhibit 3-4 that the Chamber of Commerce expressed concern that a similar facilities study was conducted several years ago, but not fully implemented. A Chamber member pointed out that the study was considered excellent at the time and it is difficult to understand why AACPS did not act to implement many of the recommendations in that study. Further discussion made the point that if MGT provides a competent study, the Chamber of Commerce is hoping that the recommendations for improving facilities in AACPS will be implemented.

There was discussion regarding current facility use. At issue is whether AACPS is maximizing the use of current facilities. It was mentioned that in assessing use of facilities, sometimes organizations are not fully aware they may not be maximizing use of what is in their current inventory.

The Chamber of Commerce expressed concern about community input. Dr. Wise assured Chamber members that input from the community was being accomplished and that public forums would be conducted by MGT to gather community input and the views of other major stakeholders.



**EXHIBIT 3-4  
ANNE ARUNDEL COUNTY PUBLIC SCHOOLS  
AND  
ANNAPOLIS AND ANNE ARUNDEL COUNTY CHAMBER OF COMMERCE  
NOVEMBER 2005**

| QUESTION   | SYNOPSIS   |
|--|--|
| 1. What do you see as the role of the Chamber of Commerce as it relates to the Anne Arundel County Public Schools strategic facilities plan? | Members of the Annapolis and Anne Arundel County Chamber of Commerce as community leaders are uniquely qualified to render observations and recommendations to the AACPS Strategic Facilities Plan.  |
| 2. What do you see as the greatest challenges facing the district and facility implications of those challenges?                             | The Chamber of Commerce noted that a similar facilities utilization study was conducted a few years ago and, to their knowledge, little was done and the report gathered dust. Hopefully, this will not be the fate of this study.                         |
| 3. What do you see as the primary facility issues?   | A major point covered maximizing use of current facilities emphasizing it also means removing those no longer usable.  |
| 4. What specific program areas are currently hindered due to facilities?   | There was no discussion on this point.   |
| 5. Do you know of any planned programs that will require facility enhancements?  | It was mentioned that the current growth at Fort Meade, Maryland will impact AACPS facilities and that the plan must take into consideration that military-related personnel growth at Fort Meade will have impact on AACPS educational facility planning. |
| 6. From your perspective, what facility issues is the Anne Arundel County Public School District facing in the community?                    | Chamber of Commerce members inquired about community input. They were informed about planned public forums scheduled 15 and 17 November. There was general discussion about the importance of community input in formulating a strategic facilities plan.  |
| 7. Discuss your thoughts regarding community support for school facility improvements.   | There was no discussion on this point.   |
| 8. What are the one or two most important outcomes you would like to see as a result of the facility planning process?                       | It was emphasized by the Chairman the importance of the <i>Strategic Facilities Utilization Master Plan</i> . He re-emphasized concern that the final plan not gathers dust on some shelf, but is used to improve facility use in AACPS.                   |
| 9. Are there any other comments not covered?   | None were noted.   |

Source: Prepared by MGT of America, 2006.

**SUMMARY**

The Annapolis and Anne Arundel County Chamber of Commerce made it clear that it fully supports the initiative of AACPS to develop and implement the *Strategic Facilities Utilization Master Plan*. It expressed Chamber concerns and made several

suggestions. The most important outcome that the Chamber of Commerce would like to see as a result of the facility planning process was stated by the Chairman. He emphasized the importance of the *Strategic Facilities Utilization Master Plan* and concern that the final product, when completed, does not gather dust on a shelf, but is used to improve facility use in AACPS.

### **STAKEHOLDER ISSUE**

The Special Education Department of Anne Arundel County Public Schools is the arm of the school system responsible for coordinating the myriad of special education needs in AACPS. It has overall responsibility, supervision and direction of the special education program. This includes collection and analysis of data to determine trends and prepare changes as appropriate.

Those parents and guardians with children in special education programs in AACPS view their programs as the highest priority - a sentiment not shared by those parents or guardians of children in regular education classroom settings. As a result, difficulty is encountered by the Special Education Department in securing program support when in competition with traditional programs. Consequently, the Special Education Department feels strongly that there is disparity in the allocation of resources in favor of traditional programs at the expense of special education.

Exhibit 3-5 reflects the view of the Special Education Department that staffing is a major special education issue compounded by adequate space not being provided for special education programs. The Principal of Ruth P. Eason Special Education School reinforced that view. The MGT on-site team visited Ruth P. Eason Special Education School and witnessed crowded conditions directly related to a lack of adequate space.

Items 3 through 6 in Exhibit 3-5 reinforce the concern of the Special Education Department that their primary issue is lack of adequate space for special education

students throughout AACPS. In addition, they strongly believe the situation is worsened by an acute shortage of special education teachers. Special education advocates in AACPS also comment that room conversions for special education do not always accomplish the mission or solve the problem.

There are strong indicators that AACPS has serious challenges supporting and maintaining an effective and satisfactory special education program. Considering the input by the Ruth P. Eason Special Education School principal, the Special Education Department, AACPS and MGT on-site observations, the contention that there are space shortcomings for special educational programs is strongly supported.

**EXHIBIT 3-5  
ANNE ARUNDEL COUNTY PUBLIC SCHOOLS  
SPECIAL EDUCATION COMMITTEE INTERVIEW RESULTS  
JANUARY 2006**

| QUESTION  | SYNOPSIS  |
|---|---|
| 1. How do you see your role being overall in charge of coordinating Special Education in AACPS contributing to the facilities use strategic plan? | Special Education Department members see themselves as constantly collecting/analyzing data to determine trends and respond to changes. Next, they are capable of looking at classrooms and increased enrollment impacts. They focus particularly on special education classroom use and safety implications. |
| 2. What do you see as the greatest challenges facing the district and facility implications of those challenges?                                  | Staffing is the major challenge. Expansion at Fort Meade will bring many students to AACPS. Too much emphasis is on the regular student population in AACPS and not enough emphasis is placed on the 12.9 percent or 9,500 special education students in AACPS.   |
| 3. What do you see as the primary facility Special Education issues?  | Space is the major issue. Adequate space for special education is not being accomplished. In most instances room conversions for special education do not always accomplish the mission or solve the problem.   |
| 4. What do you see as the primary facility issues confronting Special Education in AACPS?   | Primary facility issue for both regular and special education students is space. It was emphasized that space considerations for special education students are more acute.   |

**EXHIBIT 3-5 (CONTINUED)  
ANNE ARUNDEL COUNTY PUBLIC SCHOOLS  
SPECIAL EDUCATION COMMITTEE INTERVIEW RESULTS  
JANUARY 2006**

| QUESTION  | SYNOPSIS  |
|---|---|
| 5. What if any specific program areas are currently hindered due to lack of facilities?   | Number one issue is alternative education requirements that are significantly hindered due to lack of facilities. Next, is middle and high school autism programs and lack of instructional space followed by special education teacher shortages that compound the impact of the lack of facilities? |
| 6. From your perspective, what facility issues face the Anne Arundel County Public School District in the community?            | Though not wanting to be redundant, they indicated that the major issue is space for special education. Additionally, the tax cap is a problem. County leadership has no commitment to raise taxes to support education.  |
| 7. Discuss your thoughts regarding community support for school facility improvements. Is the community concerned and involved? | There is excellent support by parents/guardians who have students enrolled in alternative education and special education programs. The rest of the community give special education token support and place it last in the facility planning process.  |
| 8. What are the one or two most important outcomes you would like to see as a result of the facility planning process?          | First, that the plan when approved is fully implemented. The Department expressed awareness that a similar plan was completed a few years ago and was not fully implemented. If the MGT study is sound, then AACPS should implement recommended actions.  |
| 9. Are there any other comments not covered?  | The facilities study findings and proposed recommendations should be shared with stakeholders before finalizing the plan. For the plan to be effective there has to be "buy in" from all concerned.   |

*Source: Prepared by MGT of America, 2006.*

**SUMMARY**

There is strong evidence that there are facility and space shortcomings for special education programs in Anne Arundel County Public Schools. There are staffing shortcomings that could be exacerbated with personnel increases at Fort Meade, Maryland that will place additional demands on special education resources in AACPS. It is imperative that the strategic facilities plan ensures adequate space is made available for special education programs in AACPS. Achieving this as an outcome would be in concert with the Special Education Department's desire that the approved strategic

facilities plan is fully implemented ensuring allocation of adequate facilities and space for special education.

### **STAKEHOLDER ISSUE**

Exhibit 3-6 reflects the key interview results of the Fort Meade Installation Commander. While population growth is a concern of many interviewed or participated in the public forum focus groups, the Installation Commander emphasized that only 5,300 are projected to come to Fort Meade by 2010. Only 10-12% of that number will be military. Moreover he asserts that the base schools can absorb the increase if incoming persons regard the schools as quality institutions for their children. He contends there is time for effective visioning and planning to ensure the benefits of population growth are in fact achieved. The potential benefits include an array of professionals with world class skills in languages and information technology who could enhance the learning in AACPS schools.

He strongly urges making better use of space at the Fort Meade High School. To do so will mean overcoming negative perceptions of the school, and a way to do that would be to make it a magnet school or a school offering programs that attract high performing students.

He emphasizes that innovative visioning and leadership will be needed to make a good education system an excellent one. If that does not happen, the rich talent pool generated by BRAC may not choose to move their families here or may choose to live in Howard County or elsewhere.

He acknowledges that redistricting will be a challenge and past decisions have not favored Fort Meade, but instead have favored and protected other communities.

**EXHIBIT 3-6  
ANNE ARUNDEL COUNTY PUBLIC SCHOOLS  
MILITARY LEADERSHIP  
FORT MEADE, MARYLAND  
DECEMBER 2005**

| QUESTION   | SYNOPSIS  |
|--|---|
| 1. Tell us about your role in the Anne Arundel County Public Schools.  | We have seven schools on the base (four elementary schools, two middle schools and one high school). These are owned by AACPS and are located on federal property at a nominal annual lease fee. He has several roles, commander, city manager/mayor type roles, and as a commander, has inherent responsibilities to take care of Fort Meade community (military and civilian).  |
| 2. What do you see as the greatest challenges facing the district and facility implications of those challenges?       | The Board is in the driver seat in this process and they must coalesce around a vision. This is a good school system with the potential to be excellent. If the choice is the status quo, the best possibilities stemming from BRAC will not be here; i.e., highly educated professional civilians with high expectations for what schools should offer their children, such as magnet programs and effective Alternative Education programs. Need to decide how to structure for the future. |
| 3. What do you see as the primary facility issues?   | The Fort Meade buildings are old but not antiquated. The open classroom design at Meade High School does not provide for a good learning environment and partitions do not solve the noise abatement problem. There is underutilized space in the high school.  |
| 4. What facility issues are AACPS facing in the community?   | Redistricting is inevitable. Redistricting has protected certain populations; e.g., Arundel High School is protected from certain populations, and the new Seven Oaks School feeds Arundel High School while being just across the street from Fort Meade. If we improve perceptions of Meade High School, we can make effective use of underutilized space. There is already a high degree of satisfaction with the elementary schools on the base.  |
| 5. Discuss your thoughts regarding community support for school facility improvements.                                 | There are communities and entities that would support a magnet school concept within a grand scheme.  |
| 6. What are the one or two most important outcomes you would like to see as a result of the facility planning process? | The School Board should get a planning tool that they can use to take a vision and figure out how to achieve that vision. I hope the tool enables the Board to develop a prioritized list of facility requirements.   |
| 7. Are there any other comments not covered?   | None.   |

*Source: Prepared by MGT of America, 2006.*

**SUMMARY**

Fort Meade schools are old but not completely antiquated. The elementary schools are highly regarded, but the high school is perceived negatively; parents choose to send their children elsewhere, and consequently the high school space is

underutilized. The perception problem could be fixed by placing highly attractive programs in the high school and also by fairly balanced redistricting that avoids protecting some schools at the expense of others.

Innovative visioning and leadership can maximize the potential of BRAC to be a rich resource for the AACPS system.

### **STAKEHOLDER ISSUE**

Exhibit 3-7 indicates the Speaker of the House is very aware of the facilities utilization study, and expressed positive concern that MGT was interacting with all involved in the education process. He expressed concern about underutilized space in some schools and areas of the County that would remain that way unless targeted programs, such as the International Baccalaureate, were placed in certain schools so as to draw from populations living outside that school's area. Under enrollment in Annapolis, caused in part by increased enrollment in private schools, is also a concern.

He acknowledges that redistricting will be a huge issue, especially if certain communities were affected. Regarding issues such as redistricting, he thinks an unbiased study will be critical to abating conflicts.

The Speaker is concerned that schools remain able to serve their communities as they do now (beyond education) even when there are renovations to facilities.

**EXHIBIT 3-7  
SPEAKER OF THE HOUSE  
MARYLAND HOUSE OF DELEGATES  
ANNAPOLIS, MARYLAND  
JANUARY 2006**

| QUESTION  | SYNOPSIS   |
|---|--|
| 1. Tell us about your role in the Anne Arundel County Public Schools.   | Although in the legislature, the Speaker acknowledged his awareness of the purpose and scope of the facilities utilization study, and wanted to be assured that MGT was interacting with the interagency board and other entities involved in education issues and standards.  |
| 2. What do you see as the greatest challenges facing the district and facility implications of those challenges?        | Geographically locating any new schools will be a challenge. If there are renovations of facilities, we still have to retain after school programs---schools will need to support other community needs beyond the education mission   |
| 3. What do you see as the primary facility issues?  | There is much underutilization of space in some facilities and in some areas of the county; moreover, this will continue to be the case unless programs such as the International Baccalaureate can be placed so as to draw students from outside those facilities' zones.   |
| 4. From your perspective what facility issues are AACPS facing in the community?  | Redistricting will be a huge issue and there will be resistance if families in the Broadneck area are affected. This facilities use assessment process is an important, unbiased tool for informing decisions.   |
| 5. Discuss your thoughts regarding community support for school facility improvements.                                  | The implementation must satisfy the needs of families for after school use; such as: day care until parents are home from work; youth and organization activities usually available in the community centers (Scouting, Recreation and Parks programs, and athletics).   |
| 6.. What are the one or two most important outcomes you would like to see as a result of the facility planning process? | I want an outcome that tells us what can be done given these realities: our needs looking out 10 years, what then is the proper alignment of school boundaries? How do we address under enrollment in Northeast and South county? How do we address under enrollment in Annapolis, in part because of increased enrollment in private schools? |
| 7. Are there any other comments not covered?  | No additional comments.  |

*Source: Prepared by MGT of America, 2006.*

**STAKEHOLDER ISSUE**

Exhibit 3-8 reflects how the Special Education Parent Advisory Committee is committed to bettering the education outcomes for their children. They understand the



issues and the barriers to overcoming the issues. They approach their challenges with a desire to promote collaboration.

A central theme that surfaced is their concern that too often planning includes special education needs only as an afterthought. Their point is that facilities use planning needs to consider “specialized planning” at the beginning of the process.

Classroom space and number of rooms of different sizes are needed for the range of issues affecting their children.

They believe the Individual Education Plan process is degraded by facility issues, thus families do not have good choices, only “poor, worse, or bad” choices.

They recognize growing resentment at the cost of special education programs that are mandated and not funded by the federal government, thus leaving the burden to the local taxpayers. They do not expect public support because of the tax cap and its support by the large retired community. What they want from the study is the creation of a right learning environment, and evidence that special education was not treated as the last item on the agenda, but rather that there is equality and equity.

**EXHIBIT 3-8  
ANNE ARUNDEL COUNTY PUBLIC SCHOOLS  
SPECIAL EDUCATION PARENT  
ADVISORY COMMITTEE INTERVIEW RESULTS  
JANUARY 2006**

| QUESTION   | SYNOPSIS   |
|--|--|
| 1. Tell us about your role in the Anne Arundel County Public Schools.  | Our role is to be proactive and collaborative with the Department of Special Education to better the outcomes for our kids. We bring a parental perspective on special education. Additionally, we seek to bring other kids' parents into our organization so that we can educate them and learn from them.        |
| 2. What do you see as the greatest challenges facing the district and facility implications of those challenges? | Planning must include specialized planning early in the process, not as an after thought; e.g., facility upgrades must address accessibility, space designs must address the population being served and their needs, and space use and priorities should treat the special needs kid as more than a “step child”. |

**EXHIBIT 3-8 (CONTINUED)  
ANNE ARUNDEL COUNTY PUBLIC SCHOOLS  
SPECIAL EDUCATION PARENT  
ADVISORY COMMITTEE INTERVIEW RESULTS  
JANUARY 2006**

| QUESTION  | SYNOPSIS   |
|---|--|
| 3. What do you see as the primary facility issues?  | Capacity is primary and has consequences in two ways: 1. Limited capacity in a classroom results in mainstreamed special needs students being grouped together rather than being mixed. 2. Limited number of classrooms available aggravates the outcomes in the first consequence. Lack of capacity degrades the intent of the IEP. Families have no good options, "only poor, worse, or bad.                   |
| 4. What specific program areas are currently hindered due to facilities?  | Placement options in the IEP process. Availability of speech therapy and physical therapy. Participation in some classes because of accessibility issues. At the HS level space limits impede special needs students' entry into Functional Life Skills and vocational training programs.  |
| 5. Do you know of any planned programs that will require facility enhancements?   | Public-private initiatives have been discussed, but these will require space utilization planning.   |
| 6. From your perspective, what facility issues is the Anne Arundel County Public School District facing in the community? | Implementing the full-day kindergarten program is a challenge and will delay addressing any special education priorities.  |
| 7. Discuss your thoughts regarding community support for school facility improvements.                                    | Public support is not there for public education. Those who can afford parochial schools do so. The tax cap is supported by the large retired population. Support for special education is even worse, because few know much about it and would not know what to support. There is resentment about the cost of special education because the federal government mandates, but does not fund the ideal programs. |
| 8. What are the one or two most important outcomes you would like to see as a result of the facility planning process?    | Want to see planning for special needs as forethought, not afterthought. Want outcomes that reflect equality and equity.   |
| 9. Are there any other comments not covered?  | AACPS does a good job of providing a continuum of education and learning. Would like to see the special ed centers eliminated, but if not, the current centers should be maintained adequately and expanded. The MGT assessment of demographic forecasts must take into account special needs growth from Fort Meade and the trend for enrollments from Baltimore City and Prince George County.                 |

Source: Prepared by MGT of America, 2006.

## **SUMMARY**

The Special Education Parents Advisory Committee recognizes that all kids are not on the same level, and that AACPS does a good job of providing a continuum of education and learning. There is a real concern that the MGT team, when analyzing demographic trends, should separately project the growth in the special needs population. That demographic projection should include Fort Meade and BRAC, plus the current migration of special needs children from nearby Baltimore City and Prince George County. Forethought, not afterthought, facilities use planning is required.

## **STAKEHOLDER ISSUE**

Directors and Senior Staff personnel in Anne Arundel County Public Schools play a key and critical role in the school system. In their respective specialties, they control, direct and supervise facilities, buildings and grounds, transportation, logistical, instructional or other programs or activities supporting the mission of AACPS to educate its students. Directors and Senior Staff were found by the MGT on-site team to be a diverse group with different backgrounds and who, individually and collectively, are a tremendous source of knowledge. At the same time, they have individual expertise in their particular area of interest and this makes them unique. This uniqueness does not lend itself to consensus agreement on many of the questions posed to them in the interview query. However, there are some questions where there was majority agreement.

Item number two of Exhibit 3-9 illustrates there is no clear consensus among this group on the question of the greatest challenges facing the district and facility implications of those challenges. Their concerns are mixed and include aging facilities, funding standards, integrating technology, alternative education, updating facilities, etc.

These responses seem to be in synchronization with their respective areas of expertise or interest. Since there is no clear consensus, their concerns are interpreted in the aggregate as bridging to other stakeholder concerns in this section.

Item number three of Exhibit 3-9 shows a clear consensus among this group that they see aging facilities as the number one issue and alternative education as being the next most important facilities reuse issue.

They see magnet schools and full-time kindergarten as planned programs that will require facility enhancements – a view shared by many other stakeholders interviewed by the MGT on-site team. In item number six they see 60-65 percent of households in AACPS not having school age children and the tax cap being a serious impediment to supporting educational objectives. The Directors and Senior Staff see the community as somewhat apathetic and skeptical with a desire to have one of the best of school systems but unwilling to pay the cost.

**EXHIBIT 3-9  
ANNE ARUNDEL COUNTY PUBLIC SCHOOLS  
DIRECTORS AND SENIOR STAFF  
OCTOBER 2005 - JANUARY 2006**

| QUESTION   | SYNOPSIS   |
|--|--|
| 1. Tell us about your role in the Anne Arundel County Public Schools.  | Respondents indicated their positions – Director of Facilities, Curriculum, Career Education, etc. and briefly described what they do.   |
| 2. What do you see as the greatest challenges facing the district and facility implications of those challenges? | There is no clear consensus on this question due to their varying responsibilities. Concerns among this group are aging facilities, funding standards, integrating technology, alternative education, updating facilities and providing full-day kindergarten. |
| 3. What do you see as the primary facility issues?   | The majority cited aging facilities followed by alternative education as being the top strategic facility reuse issues.  |
| 4. What specific program areas are currently hindered due to facilities?   | Priorities of concern are special education and alternative education. In addition, the backlog of maintenance is a high concern.  |
| 5. Do you know of any planned programs that will require facility enhancements?                                  | Magnet schools and full-time kindergarten are primary. Others concerns mentioned are improving physical education and alternative education facilities.  |

**EXHIBIT 3- 9 (CONTINUED)  
ANNE ARUNDEL COUNTY PUBLIC SCHOOLS  
DIRECTORS AND SENIOR STAFF  
OCTOBER 2005 - JANUARY 2006**

| QUESTION  | SYNOPSIS   |
|---|--|
| 6. From your perspective, what facility issues is the Anne Arundel County Public School District facing in the community? | Most salient point is that approximately 60-65% of households in AACPS do not have school age children. The tax cap in AACPS is a serious impediment to supporting the school system financially.                                  |
| 7. Discuss your thoughts regarding community support for school facility improvements.                                    | Community is viewed as somewhat skeptical. Citizens do not understand AACPS maintenance issues. Community wants the best education, but does not want to pay for it. Redistricting was the concern of the majority of respondents. |
| 8. What are the one or two most important outcomes you would like to see as a result of the facility planning process?    | An equitable plan to address community facility issues that communicates and supports public education.  |
| 9. Are there any other comments not covered?  | None were noted.   |

*Source: Prepared by MGT of America, 2006.*

**SUMMARY**

Directors and Senior Staff at AACPS cite aging facilities and alternative education as the primary facility issues. They also indicated that planned programs that will require facility enhancements are magnet schools and full-time kindergarten. This group does not see community support as being strong and caution that garnering financial support through taxes to improve AACPS education may prove difficult. The desired outcome Directors and Senior Staff would like to see as a result of this study is an equitable plan to address community facility issues that communicates and supports public education.

**STAKEHOLDER ISSUE**

Assistant Superintendents and the Chief of Staff of Anne Arundel County Public Schools were interviewed to obtain their views, comments and recommendations on the *Strategic Facilities Utilization Master Plan*. This group presented the same challenges as noted in the preceding section of this chapter focusing on Directors and Senior Staff in

AACPS. It was pointed out in that section that the experience and expertise of senior leaders in AACPS does not lend itself to easy consensus on certain issues. The responses were diverse when Assistant Superintendents and the Chief of Staff were asked to provide what they see as the greatest challenge facing the school system and facility implications of those challenges. They cited alternative education, special education, under-enrolled schools, high school growth, etc. as greatest challenges. They individually expressed their concern and the uniqueness of some responses did not support formulating a consensus from the group regarding item number two in Exhibit 3-10. It is important to point out that their individual views are in concert with those expressed by other stakeholders.

Item number three of Exhibit 3-10 shows a consensus among this group indicating that aging buildings, safety and security as major concerns. On the question of programs currently hindered due to facilities asked in item four of Exhibit 3-10, they see alternative education, special education, student parking (at high schools) and portable classroom trailers as hindrances.

On the issue of planned programs requiring facility enhancements in item number five, the majority indicated that alternative education and special education will be hindered. Also mentioned were student parking and portable classrooms. In item six of Exhibit 3-10, alternative education is seen by this group as a facility issue facing the community.

The Assistant Superintendents and Chief of Staff see public or community support as very low for any funding to improve education in AACPS. Additionally, they comment that any consensus by the School Board of AACPS is difficult to achieve and impacts adversely on the education process. School Board members are very political with a

mindset of “not in my backyard” on major issues if there are perceived impacts on their district.

**EXHIBIT 3-10  
ANNE ARUNDEL COUNTY PUBLIC SCHOOLS  
ASSISTANT SUPERINTENDENTS AND  
CHIEF OF STAFF  
OCTOBER 2005 – DECEMBER 2005**

| QUESTION  | SYNOPSIS  |
|---|---|
| 1. Tell us about your (organization or department's) role in the Anne Arundel County Public Schools.                      | Those interviewed consisted of Assistant Superintendents and the Chief of Staff, AACPS.   |
| 2. What do you see as the greatest challenges facing the district and facility implications of those challenges?          | The concerns of the interviewees did not facilitate determining a majority consensus on a particular issue. Three cited alternative education, one special education, one mentioned under-enrolled schools and one cited hr                     |
| 3. What do you see as the primary facility issues?  | Quality/age of buildings is the major concern followed by safety and security.  |
| 4. What specific program areas are currently hindered due to facilities?  | Alternative education was the majority choice of this group. Also mentioned are special education, student parking and portable classroom trailers as hindrances.   |
| 5. Do you know of any planned programs that will require facility enhancements?   | Alternative Education was the majority choice followed by special education. Also mentioned are maintenance backlog, magnet and charter schools.  |
| 6. From your perspective, what facility issues is the Anne Arundel County Public School District facing in the community? | Alternative models and special education are most important facility issues. A few responded that there needs to be a “fix it” philosophy for those things in the AACPS that need repairing.  |
| 7. Discuss your thoughts regarding community support for school facility improvements.                                    | Very low public support for any funding (taxes) to improve education. Additionally, School Board difficulty in achieving consensus on major issues which creates a “not in my backyard” community mindset on part of some School Board Members. |
| 8. What are the one or two most important outcomes you would like to see as a result of the facility planning process?    | Respondents almost equally divided on this query. Alternative education improvement without breaking the bank, eliminating maintenance backlog and implement recommendations of the plan, even if unpopular, are major input items.             |
| 9. Are there any other comments not covered?  | Greater emphasis on staff development and disaster plans, improve safety and security, determine what property AACPS owns and improve space allocation are additional comments.   |

*Source: Prepared by MGT of America, 2006.*

**STAKEHOLDER ISSUE**

Redistricting is the number one concern of citizens who voiced their opinions at two public forum locations (Public Forum held at North County High School on April 3,

2006 and at the Central Office Board Room in Annapolis on April 6, 2006) facilitated by MGT consultants. The next most dominant topic of citizen concern at the North County High School forum is parental perceptions that Severna Park Schools were to be closed and or redistricted. Representatives of this group were also present in significant numbers at the Annapolis public forum and made their Severna Park school closure and redistricting concerns known in focus groups conducted at the AACPS Central Office.

Exhibit 3-11 is the results of Anne Arundel County Public Forums held at North County High School and the Central Office Board Room. There were 121 citizens attending the North County High School forum and 139 were counted at the Central Office Board Room.

At each forum, opening remarks were given by Dr. Wise followed by the MGT on-site team conducting a questionnaire that was projected on a screen and allowing each attendee to vote electronically their choice of answer to the questions. The results were instantly tabulated and allowed citizens to see how their particular vote on a question tabulated against other attendee choices. Upon completion of the questionnaire, attendees at the forums were divided into small groups to provide them an opportunity to discuss significant topics generated by the questionnaire, as well as other concerns they might have. The focus group facilitators were tasked to hear the participants' views and seek to get their views on a range of options for addressing problems to achieve balanced and affordable utilization of facilities. The following are the salient concerns of those participating in the focus groups:

- They do not want redistricting decisions to impact (their) schools.
- They do not think the Anne Arundel County Public School Board does an effective job of communicating with the public.



- They do not think the Anne Arundel County Public School Board and Anne Arundel County administration effectively communicate with each other
- They think that AACPS has been less than open with the public about the *Strategic Facilities Utilization Master Plan*
- Potentially affected parents are angry and nearly uncompromising on any consideration real or imagined that results in the closing of any Severna Park area schools
- They are concerned that they were misinformed about the true nature of the public forums, since they thought the topic was to focus on redistricting
- There are parents willing to recognize that exercising options such as magnet schools and International Baccalaureate programs can be effective strategies for maximizing underused facilities and distributing students in a self-volunteering way rather than involuntarily moving students through redistricting

The concern throughout Exhibit 3-11 is strong public sentiment against the issue of redistricting. Redistricting is an acceptable mechanism as long as it does not impact their district or school. Throughout all of the fourteen focus groups (six on April 3 and eight on April 6) there was overwhelming citizen concern that they were attending forums on the issue of redistricting and the majority of them came prepared to discuss that issue. When facilitators for the focus group sessions attempted to incorporate a broader agenda, immediate suspicion and distrust emerged among the attendees. Additionally, they expressed concern that the Anne Arundel School Board operates in secrecy and is not willing to keep the public informed about important deliberations as they relate to strategic facility planning.

Their input during the public forums may indicate that there are serious challenges for the AACPS leadership to ensure a more open relationship is achieved and perceived so that an informed public might have confidence in the results of the *Strategic Facilities Utilization Master Plan*.

Exhibit 3-11 is a synopsis of the input from parents and other individuals attending the forums. The information is compiled from detailed notes and observations from MGT consultants conducting the group sessions.

Analysis of Exhibit 3-11 reflects that the major concerns of the public attending AACPS forums on April 3 and April 6, 2006 are redistricting, taxes, and openness of information exchange. They are very vocal and want to ensure they are fully included as part of the *Strategic Facilities Utilization Master Plan*.

**EXHIBIT 3-11  
ANNE ARUNDEL COUNTY PUBLIC SCHOOLS  
SYNOPSIS OF COMMUNITY PUBLIC FORUM RESULTS  
APRIL 3 AND APRIL 6, 2006**

| <b>SYNOPSIS</b>  |
|--|
| <p><b>Who attended?</b> Majority of attendees were parents. Also attending were PTA presidents, principals, persons from community organizations, and business leaders.</p>  |
| <p><b>Number one concern?</b> Redistricting.</p>   |
| <p><b>How they feel about taxes?</b> Reference taxation as a source to support facilities plan. A significant number of attendees expressed a willingness to pay more real estate taxes in order to maintain schools within present boundaries.</p>  |
| <p><b>Importance of Stakeholder/Public Input.</b><br/>Overall, there is suspicion on the part of attendees that perhaps MGT and the administration could use their responses to draft a final report showing citizen and parent support that may not have their input or concurrence. They do not have a comfort level that their input is being seriously considered.</p>   |
| <p><b>Who should be in charge of maintenance and facilities?</b> Maintenance of facilities is a main concern. They are concerned about the maintenance backlog more than enhancements. They want those hired to manage maintenance and facility enhancements to be professionals in those areas and not educators who do not know anything about maintenance or facilities management.</p>   |
| <p><b>Report Card Grade on the School Board.</b> The attendees give the School Board low grades regarding how well and timely the Board has kept the public informed in this facilities utilization process. Concerns center on redistricting, taxes to support the facilities plan, information about Board policies, open communications, and fair use of the media. Regarding the aforementioned, many viewed the Board as ineffective.</p>             |
| <p><b>Community support.</b> Community support from this group will be mixed if it involves raising taxes. There is minimum support to increase the tax rate.</p>  |
| <p><b>No redistricting.</b> However, there are two other themes for actions. 1). 'redistricting may be OK as long as it does not affect my district or school. If it comes to implementing redistricting, there will be a tremendous public outcry'. 2). There is considerable support for options such as magnet schools and IB programs if those options would help resolve capacity/utilization issues and thus reduce the threat of redistricting.</p> |

Source: Prepared by MGT of America, 2006.

**3.5 Conclusions**

Exhibit 3-12 illustrates the alignment of issues/key concerns and responses from the AACPS leadership, stakeholders and the community at large. In those instances in Exhibit 3-12 where a blank appears, it indicates that the issue or concern was not expressed in the interviews.

**EXHIBIT 3-12  
ANNE ARUNDEL COUNTY PUBLIC SCHOOLS  
CONCERNS AND ISSUES ALIGNMENT**

| KEY CONCERNS AND ISSUES                    | LEADERSHIP | STAKEHOLDERS | COMMUNITY |
|--|------------|--------------|-----------|
| Imbalanced Use of Facilities               | X          | X            |           |
| Alternative Education Programs             | X          | X            | X         |
| Special Education Programs                 | X          | X            | X         |
| Full Day Kindergarten by 2007              | X          | X            |           |
| Safety and Security of School Facilities   | X          | X            | X         |
| Aging School Facilities                    | X          | X            | X         |
| Population Growth and School Redistricting | X          | X            | X         |
| Tax base to Support Facilities Development | X          | X            | X         |
| Disdain for Portable Classrooms            |            | X            | X         |
| Maximize use of Current Classroom Space    | X          | X            | X         |
| Security of Portable Classrooms            |            | X            | X         |
| Better use of Gymnasiums                   |            |              | X         |

**EXHIBIT 3-12 (CONTINUED)  
ANNE ARUNDEL COUNTY PUBLIC SCHOOLS  
CONCERNS AND ISSUES ALIGNMENT**

| KEY CONCERNS AND ISSUES  | LEADERSHIP | STAKEHOLDERS | COMMUNITY |
|--|------------|--------------|-----------|
| Better Management of Health Care Services at Schools   |            | X            | X         |
| BRAC Impact at Fort Meade on County School Facilities  | X          | X            | X         |
| Need to Improve Exclusive/Special Education Facilities   |            | X            |           |
| Real Estate Development Needs to be Controlled to Balance Impact on Schools and Developers Need to Help Defray the Costs When There are School Facility Impacts. |            | X            | X         |
| Need to Address Deferred Maintenance   | X          | X            | X         |
| Improve Education to Lure Back Those who Left Public Schools   |            |              | X         |
| Separate Special Education by Age Groups   |            |              | X         |
| Eliminate Overcrowding and Reduce Class Size   |            | X            | X         |
| Urgent Need for After School Health and Special Education Programs   |            | X            |           |
| Final Facilities Plan Must Not Sit on the Shelf to Gather Dust   |            | X            | X         |
| Attractive Education Programs Such as Magnet and International Baccalaureate Programs placed at Under Capacity Schools Can Minimize the Need for Redistricting   |            | X            | X         |

**EXHIBIT 3-12 (CONTINUED)  
ANNE ARUNDEL COUNTY PUBLIC SCHOOLS  
CONCERNS AND ISSUES ALIGNMENT**

| KEY CONCERNS AND ISSUES  | LEADERSHIP | STAKEHOLDERS | COMMUNITY |
|--|------------|--------------|-----------|
| If Final Plan Requires Redistricting, the Board Cannot Protect Some Communities at the Expense of Others                             |            | X            | X         |
| If Facilities Require Renovation, They Still Must Serve Their Communities During the Process   |            | X            |           |
| Must Accept the Reality That in 10 Years Every Feeder School in Annapolis Will Have a Population Wherein Minorities are the Majority |            | X            |           |
| Individual Education Plan process is Degraded by Special education Facilities Issues   |            | X            | X         |
| School Board Needs to be open and Communicate With the Public and its Members More Effectively                                       |            |              | X         |
| Some Communities, Such as Severna Park or Broadneck, May be Uncompromising if Redistricting Affects Them.                            |            |              | X         |
| Desire for Public Input Before Final Board Action Remains as an Issue and Concern  |            |              | X         |

Source: Prepared by MGT of America, Inc.

---

## **4.0 ENROLLMENT PROJECTIONS**

This chapter is devoted to reviewing the current enrollment projection methodologies used by Anne Arundel County Public Schools (AACPS). In order to identify trends and prepare for adequate spaces, materials, supplies, and teaching staff, school leaders use several methods of projecting enrollment. AACPS develops enrollment projections “by-grade-by-school” using information about community growth issues, historical enrollment data, computerized enrollment projection models, and estimating the impact on future enrollments of major demographic variables.

The following are the major topic headings for this chapter:

- 4.1 Enrollment History
- 4.2 AACPS Enrollment Projections
- 4.3 MGT Enrollment Projections
- 4.4 Conclusions
- 4.5 Other Factors
- 4.6 Recommendations

### **4.1 Enrollment History**

The K-12 enrollment for AACPS has varied over the last 10 years. The lowest enrollment was 71,425 in school year 1996-1997. The highest enrollment of 73,548 was in school year 1999-2000. The K-12 student enrollment has decreased slightly since 2001-2002 to 71,511 during the 2005-2006 school year. Although there have been periods of both growth and decline, the K-12 enrollment growth average is nearly “flat” with an average growth of .02 percent per year over the last ten years.

Exhibit 4-1 details the enrollment history for AACPS for K-12 students. Exhibit 4-2 charts the data shown in Exhibit 4-1. It is important to note that Preschool, Preschool

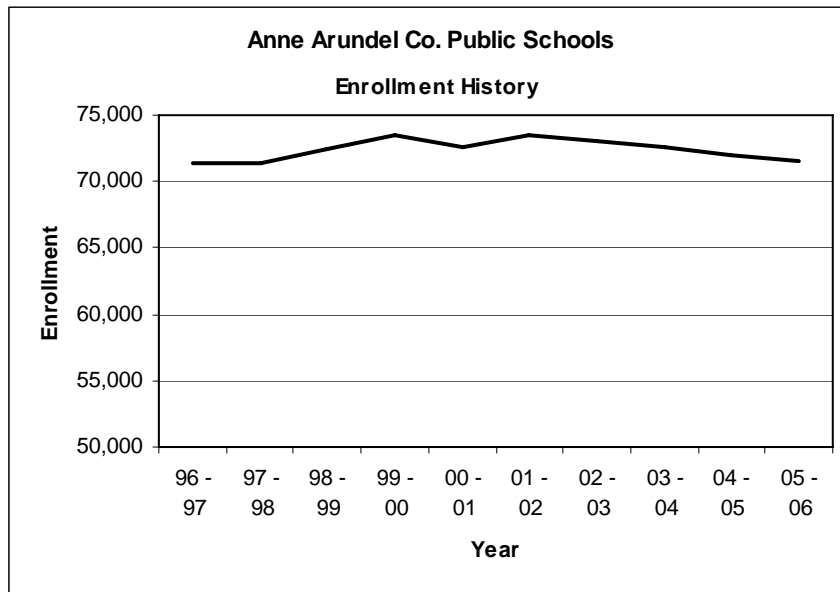
Handicapped Special Education, and Early Childhood Intervention students are **not** included in the count.

**EXHIBIT 4-1  
AACPS ENROLLMENT HISTORY**

|       | 96 - 97 | 97 - 98 | 98 - 99 | 99 - 00 | 00 - 01 | 01 - 02 | 02 - 03 | 03 - 04 | 04 - 05 | 05 - 06 |
|-------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| K     | 5204    | 5127    | 4900    | 4911    | 4783    | 4787    | 4774    | 4672    | 4659    | 4822    |
| 1     | 6071    | 5792    | 5790    | 5595    | 5489    | 5547    | 5377    | 5391    | 5296    | 5224    |
| 2     | 5965    | 6095    | 5791    | 6266    | 5465    | 5591    | 5491    | 5331    | 5350    | 5277    |
| 3     | 5663    | 5957    | 6165    | 5781    | 5635    | 5587    | 5558    | 5480    | 5323    | 5321    |
| 4     | 5723    | 5652    | 5979    | 6167    | 5769    | 5755    | 5544    | 5553    | 5471    | 5405    |
| 5     | 5698    | 5700    | 5712    | 6066    | 6158    | 5909    | 5706    | 5584    | 5547    | 5443    |
| 6     | 5736    | 5676    | 5788    | 5788    | 6059    | 6277    | 5871    | 5874    | 5567    | 5477    |
| 7     | 5570    | 5509    | 5776    | 5850    | 5802    | 6179    | 6216    | 5856    | 5899    | 5526    |
| 8     | 5354    | 5240    | 5645    | 5754    | 5801    | 5763    | 6085    | 6170    | 5828    | 5811    |
| 9     | 6621    | 6409    | 6348    | 6514    | 6650    | 6766    | 6558    | 7054    | 6903    | 6599    |
| 10    | 5188    | 5274    | 5331    | 5502    | 5544    | 5532    | 5790    | 5586    | 5960    | 6066    |
| 11    | 4677    | 4915    | 4929    | 5004    | 5154    | 5331    | 5337    | 5440    | 5326    | 5645    |
| 12    | 3955    | 4071    | 4224    | 4350    | 4284    | 4406    | 4706    | 4667    | 4833    | 4895    |
| K-5   | 34,324  | 34,323  | 34,337  | 34,786  | 33,299  | 33,176  | 32,450  | 32,011  | 31,646  | 31,492  |
| 6-8   | 16,660  | 16,425  | 17,209  | 17,392  | 17,662  | 18,219  | 18,172  | 17,900  | 17,294  | 16,814  |
| 9-12  | 20,441  | 20,669  | 20,832  | 21,370  | 21,632  | 22,035  | 22,391  | 22,747  | 23,022  | 23,205  |
| Total | 71,425  | 71,417  | 72,378  | 73,548  | 72,593  | 73,430  | 73,013  | 72,658  | 71,962  | 71,511  |

*Source: Anne Arundel County Public Schools, 2006.*

**EXHIBIT 4-2  
ENROLLMENT HISTORY CHART**



*Source: MGT of America, 2006.*



## **4.2 AACPS Enrollment Projections**

The Anne Arundel County Public Schools has a small unit within the Facilities Division that is dedicated solely to the task of preparing enrollment projections for each school, each feeder school zone, and the district as a whole. Data for preparation of enrollment projections comes from AACPS historical enrollment records, county housing development information, and the Maryland Department of Education. As with most school systems, additional information about student enrollment is provided by building principals, the transportation department, and other AACPS entities.

### **4.2.1 AACPS Enrollment Projection Methodology**

The enrollment projection methodology used by AACPS can best be described as a modified school grade-level rollover model. It is a two-step process. The first process is to determine the total number of students for each grade level for the current year. This data is gathered using AACPS enrollment records. This total number of students per grade level is then used as the basis for the next process.

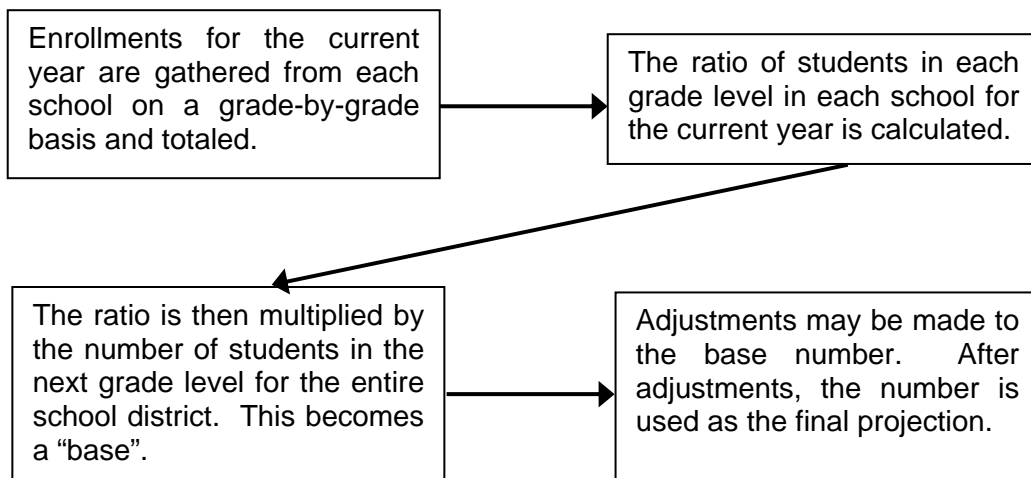
The second process determines the number of students in each grade level in each school for the coming years. The ratio of students in each grade level in each school for the current year is calculated by dividing the number of students currently in that school's grade level by the current total number of students in that grade level in the entire school district. That ratio is then multiplied by the number of students in the next grade level for the entire school district to establish a base number of students for each grade for each school. Then, for each grade level for each school, an adjustment may be made to the base number by either adding additional students or subtracting students. The number used for this adjustment process is based on several factors:

- Additional housing units coming on line in the school's attendance area;

- A change in attendance area boundaries; or
- Other factors that may exist (e.g., a residential treatment facility is opened in the school's attendance area, housing units are torn down due to commercial growth)

Exhibit 4-3 shows the process used by AACPS to determine the grade level by school enrollment projections.

**EXHIBIT 4-3  
AACPS ENROLLMENT PROJECTION PROCESS**



*Source: MGT of America, 2006.*

Exhibit 4-4 on the following page is a sample enrollment projection spreadsheet (partial only) to demonstrate the process used by AACPS to determine future enrollments.

**EXHIBIT 4-4  
SAMPLE AACPS ENROLLMENT PROJECTION MODEL**

| School          | 05 ActK | 05 RatioK | Adjust | 06 ProjectK | 05 Act1 | 05 Ratio1 | Adjust | 06 Project1 |
|-----------------|---------|-----------|--------|-------------|---------|-----------|--------|-------------|
| Annapolis       | 34      | 0.0070452 | 5      | 39          | 26      | 0.0049761 |        | 37          |
| Arnold          | 50      | 0.0103605 | 10     | 60          | 64      | 0.0122488 | 8      | 63          |
| Belle Grove     | 28      | 0.0058019 |        | 28          | 16      | 0.0030622 |        | 31          |
| Belvedere       | 59      | 0.0122254 | 16     | 75          | 77      | 0.0147368 | 1      | 66          |
| Benfield        | 69      | 0.0142976 |        | 69          | 53      | 0.0101435 |        | 76          |
| Bodkin          | 98      | 0.0203067 |        | 99          | 87      | 0.0166507 | -6     | 101         |
| Broadneck       | 75      | 0.0155408 | 20     | 96          | 85      | 0.0162679 | 20     | 102         |
| Brock Bridge    | 103     | 0.0213427 |        | 104         | 110     | 0.0210526 |        | 113         |
| Brooklyn Park   | 57      | 0.011811  |        | 57          | 53      | 0.0101435 |        | 62          |
| Cape St. Claire | 88      | 0.0182346 | 11     | 100         | 126     | 0.0241148 | 10     | 106         |
| Central         | 87      | 0.0180274 | 7      | 95          | 106     | 0.0202871 | 5      | 100         |
| Crofton         | 98      | 0.0203067 | -2     | 97          | 129     | 0.024689  | 11     | 118         |
| Crofton Meadows | 56      | 0.0116038 | -2     | 54          | 70      | 0.0133971 |        | 61          |
| Crofton Woods   | 73      | 0.0151264 | 5      | 79          | 75      | 0.0143541 | 8      | 88          |
| Davidsonville   | 64      | 0.0132615 | 20     | 84          | 116     | 0.022201  | 15     | 85          |
| Deale           | 42      | 0.0087029 |        | 42          | 47      | 0.0089952 |        | 46          |
| Eastport        | 33      | 0.006838  |        | 33          | 37      | 0.0070813 | -5     | 31          |

Source: Anne Arundel County Public Schools, Planning Department, 2006.

Enrollment projections for either feeder-zones or for the entire district are simply sums of the schools in the zone or all the schools in the entire district. The AACPS enrollment projections, however calculated and adjusted, must be within four percent of the State of Maryland projections.

**4.3 MGT Enrollment Projections**

As part of the process to validate Anne Arundel County Public Schools' enrollment projection methodology, MGT has used a number of alternate models to validate the AACPS process. Among the most commonly used models are average percentage growth, linear regression, and cohort survival models. It is important to note that all enrollment projection models provide only estimates of future populations. Because no one model is foolproof, school leaders should consider more than one method.

**4.3.1 Average Percentage Growth Model**

The average percentage growth model calculates future school enrollment growth based on the historical average growth. This simple model multiplies the historical

average percentage increase times the prior year enrollment to project future enrollments.

#### **4.3.2 Linear Regression Model**

Linear regression is a mathematical approach to estimating an unknown future value of a variable by performing calculations on known historical values. Once calculated, several future values for different future dates can then be plotted to provide a “regression line” or “trend line”. There are many types of regression formulas. MGT has chosen a straight-line model to estimate future enrollment values, a model that finds the “best fit” based on the historical data.

#### **4.3.3 Cohort Survival Model**

The cohort survival method calculates the growth or decline in a grade level over a period of ten years based on the ratio of students who attend each of the previous years, the “survival rate”. This ratio is then applied to the incoming class to calculate the trends in that class as it “moves” or graduates through the school system. For example, if history shows that between the first and second grades, the classes for the last ten years have grown by an average of 3.5 percent, then the size of incoming classes for the next ten years are calculated by multiplying them by 103.5 percent. If the history shows a declining trend, the multiplying factor will be less than 100 percent.

The determination of future kindergarten enrollments is critical, especially for projections of more than five years. There are two methods of projecting kindergarten enrollments. The first model is based on the correlation between historical birth rates (natality rates) and kindergarten enrollments. The second model uses a linear regression line based on the historical kindergarten enrollments. The natality correlation

model works well when projecting kindergarten enrollments for the next five years but must be combined with the regression model when projecting for 10 years.

**4.3.4 MGT Enrollment Projection Comparisons**

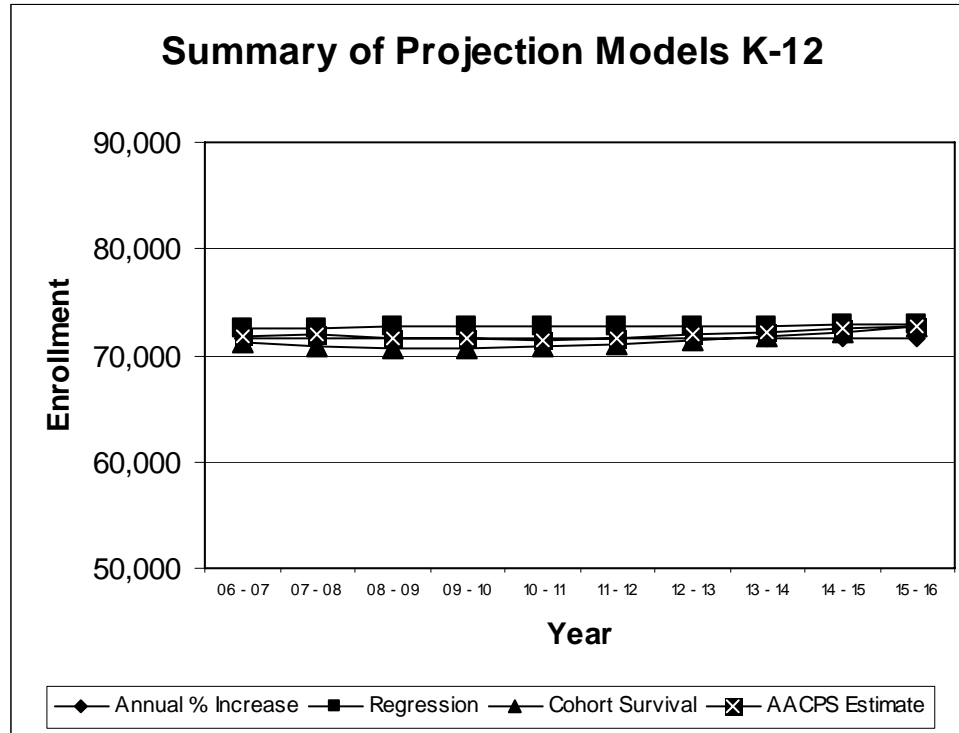
Exhibit 4-5 details the projected enrollments using each of the models described above compared to AACPS estimates. Exhibit 4-6 charts the data shown in exhibit 4-5. Based on MGT’s experience and the historical enrollment patterns of AACPS, MGT believes the cohort survival model best estimates overall future enrollments for this county.

**EXHIBIT 4-5  
PROJECTED STUDENTS USING DIFFERENT MODELS**

| Model (K-12)      | 06 - 07 | 07 - 08 | 08 - 09 | 09 - 10 | 10 - 11 | 11 - 12 | 12 - 13 | 13 - 14 | 14 - 15 | 15 - 16 |
|-------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Annual % Increase | 71,524  | 71,537  | 71,551  | 71,564  | 71,577  | 71,591  | 71,604  | 71,617  | 71,630  | 71,644  |
| Regression        | 72,568  | 72,599  | 72,631  | 72,662  | 72,694  | 72,726  | 72,757  | 72,789  | 72,821  | 72,852  |
| Cohort Survival   | 71,289  | 70,918  | 70,648  | 70,694  | 70,753  | 71,069  | 71,420  | 71,784  | 72,204  | 72,710  |
| AACPS Estimate    | 71,812  | 71,958  | 71,687  | 71,544  | 71,449  | 71,666  | 71,899  | 72,165  | 72,607  | 72,633  |

Source: MGT of America, 2006.

EXHIBIT 4-6  
PROJECTED STUDENTS USING THE  
MGT MODELS



Source: MGT of America, 2006

Discussions with planning personnel indicate that some areas in Anne Arundel County have experienced declining enrollment as neighborhoods have matured. Some of the older neighborhoods have “rolled over” and new families have purchased the older homes, rejuvenating the neighborhoods. Other areas are growing and some, especially the area around Fort Meade, are expected to grow even faster as bases are consolidated under BRAC. Clearly, the growth and decline in student populations within areas of the school district are not even. Therefore, answering the question, "Where will growth or decline occur?" is very important. A review of planning and zoning information shows most new construction will be around the western area with some spots of growth in the northeast area and around Annapolis.

However, the impact of growth around Fort Meade is expected to be mitigated by:

- Some of the new growth will occur in nearby Howard County
- Many of the new employees will be from the Washington, DC area and will commute from their existing homes rather than relocate
- The growth will be spread out over a number of years and will not impact AACPS all at once

#### **4.4 Conclusions**

##### **4.4.1 District Projections**

MGT used three different enrollment projection models to estimate future enrollments in order to validate the AACPS model. Each model emphasizes different types of data, and therefore each individual model is limited in its effectiveness as a predictive tool. Taken as a group, though, they provide important information for planning. Two models, the percentage increase model and the regression model, emphasize historical data. These models are quite effective predictors if there is no forecast of dramatic community growth or decline and student population rates have minimal fluctuation. Because most of these models use historical information as the basis for projections, AACPS is encouraged to continue to update these projections on an annual basis. Information from the State of Maryland and the Anne Arundel County Planning Department will be useful in this endeavor.

Other models use historical enrollments but also take into account student mobility patterns and the effects of the natality rates in prior years. The cohort survival model is perhaps the best known predictive tool using this type of data. However, like the percentage increase model and the regression model, the cohort survival model loses its predictive capabilities in communities that experience, or are expected to experience, more rapid growth or decline.

All of the models predict that enrollments will slightly increase. This is consistent with a different model used by AACPS. Based on all the available information, MGT believes that it's appropriate to use the Anne Arundel Public Schools' enrollment projections for this master plan. However, based on our study, MGT offers the following observations to help improve the enrollment projection process:

- The current AACPS methodology relies on yield factors that were calculated in previous studies. The use of the yield factor in housing unit growth is important, but the yield factor should be updated annually. MGT cautions AACPS from applying specific housing-type yield factors to individual school attendance areas, especially elementary areas. (Using a yield factor for a senior citizen housing development may indicate few, if any, new students. However, the "childless housing units" may, in fact, trigger additional families moving to the area to work in the grocery stores, gas stations, etc. that serve the senior citizens. This secondary impact is usually spread across a wider geographic area than a single attendance zone.)
- According to the 2000 U.S. Census, Anne Arundel County had 192,435 housing units. That same year, AACPS had 73,548 students enrolled in grades K-12. Using the total K-12 enrollment from 2000, the total average number of public school student-per-housing unit is calculated by MGT to be .382. The 2000 enrollment for grades K-5 was 34,786, 6-8 was 17,392, and 9-12 was 21,370. Using these numbers, MGT calculated the number of elementary school student-per-housing unit at .181, the middle school students per housing unit at .090, and the high school student-per-housing unit at .111. Exhibit 4-7 details these figures.

**EXHIBIT 4-7  
STUDENT-PER-HOUSING UNIT AND CENSUS INFORMATION**

| <b>2000 U.S. Census – Total Occupied Housing Units:</b> |                        | <b>192,435</b>      |
|---|------------------------|---------------------|
|   | <b>2000 ENROLLMENT</b> | <b>YIELD FACTOR</b> |
| K-5 Enrollment (2000):                                  | 34,786                 | 0.181               |
| 6-8 Enrollment (2000):                                  | 17,392                 | 0.090               |
| 9-12 Enrollment (2000):                                 | 21,370                 | 0.111               |
| Total Enrollment (2000):                                | 73,548                 | 0.382               |

*Source: MGT of America, 2006.*



- AACPS uses a yield factor from earlier studies that is based on new construction only. This yield factor is 0.580, which is quite different from the MGT-calculated yield factor of 0.382 which is based on all housing. The student-per-housing unit model can be quite effective in predicting student enrollment growth in rapidly growing communities. However, if growth slows, the student-per-housing unit model may overestimate future student population.
- One of the most powerful planning tools used by local governments today is GIS software. The Anne Arundel County Planning Department currently uses this technology and has previously shared some of the information with AACPS. However, due to the County upgrading software, sharing the data is no longer possible. Therefore, AACPS should consider upgrading their own GIS capability to align with the County. This would enable AACPS and the County to share data and maps more easily with each other, thereby strengthening both.
- The cohort survival enrollment projections used by MGT in this study appear to have a high correlation with the modified school grade-level rollover model currently used by AACPS. This model, used in conjunction with geo-coded data from the GIS system discussed above, would provide another powerful model for enrollment projections in the coming years. It will take a few years to develop the enrollment histories, but within four to five years AACPS would have data to populate a cohort survival model based on any geographic polygon they wish to draw within the county boundaries. The cohort survival model should be used as another predictor of enrollments.

Exhibits 4-8 through 4-11 provide the student enrollment estimates for each school type, or grade level span, that MGT used for planning. These numbers include the Preschool and Preschool Special Education students.

**EXHIBIT 4-8  
ESTIMATE OF 10-YEAR ELEMENTARY SCHOOL ENROLLMENTS  
2015-2016 SCHOOL YEAR**

| <b>ELEMENTARY SCHOOLS</b> | <b>PROJECTED ENROLLMENT (2015)</b> | <b>ELEMENTARY SCHOOLS</b> | <b>PROJECTED ENROLLMENT (2015)</b> |
|---------------------------|------------------------------------|---------------------------|------------------------------------|
| ANNAPOLIS ELEM.           | 271                                | MARLEY ELEM.              | 500                                |
| ARNOLD ELEM.              | 428                                | MARYLAND CITY ELEM.       | 342                                |
| BELLE GROVE ELEM.         | 190                                | MAYO ELEM.                | 374                                |
| BELVEDERE ELEM.           | 521                                | MEADE HEIGHTS ELEM.       | 775                                |
| BENFIELD ELEM.            | 486                                | MILLERSVILLE ELEM.        | 412                                |
| BODKIN ELEM.              | 671                                | MILLS-PAROLE ELEM.        | 523                                |
| BROADNECK ELEM.           | 768                                | NORTH GLEN ELEM.          | 248                                |
| BROCK BRIDGE ELEM.        | 697                                | OAK HILL ELEM.            | 418                                |
| BROOKLYN PARK ELEM.       | 393                                | OAKWOOD ELEM.             | 329                                |
| CAPE ST. CLAIRE           | 671                                | ODENTON ELEM.             | 476                                |
| CENTRAL ELEM.             | 671                                | OVERLOOK ELEM.            | 182                                |
| CROFTON ELEM.             | 659                                | PARK ELEM.                | 423                                |
| CROFTON MEADOWS ELEM      | 367                                | PASADENA ELEM.            | 303                                |
| CROFTON WOODS ELEM.       | 571                                | PERSHING HILL ELEM        | 202                                |
| DAVIDSONVILLE ELEM.       | 577                                | PINEY ORCHARD ELEM.       | 602                                |
| DEALE ELEM.               | 280                                | POINT PLEASANT ELEM       | 577                                |
| EASTPORT ELEM.            | 242                                | QUARTERFIELD ELEM.        | 383                                |
| EDGEWATER ELEM.           | 384                                | RICHARD HENRY LEE ELEM.   | 508                                |
| FOLGER MCKINSEY ELEM.     | 620                                | RIDGEWAY ELEM.            | 588                                |
| FORT SMALLWOOD ELEM.      | 391                                | RIPPLING WOODS ELEM.      | 808                                |
| FOUR SEASONS ELEM.        | 785                                | RIVIERA BEACH ELEM.       | 270                                |
| FREETOWN ELEM.            | 473                                | ROLLING KNOLLS ELEM.      | 450                                |
| GAMBRILLS ELEM.           | N/A                                | SEVEN OAKS ES             | N/A                                |
| GEORGE CROMWELL ELEM.     | 376                                | SEVERN ELEM.              | 483                                |
| GEORGETOWN EAST ELEM.     | 370                                | SEVERNA PARK ELEM.        | 258                                |
| GERMANTOWN ELEM.          | 592                                | SHADY SIDE ELEM.          | 552                                |
| GLEN BURNIE PARK ELEM.    | 264                                | SHIPLEY'S CHOICE ELEM.    | 383                                |
| GLENDALE ELEM.            | 534                                | SOLLEY ELEM.              | 616                                |
| HARMAN ELEM.              | 452                                | SOUTH SHORE ELEM.         | 245                                |
| HIGH POINT ELEM.          | 674                                | SOUTHGATE ELEM.           | 501                                |
| HILLSMERE ELEM.           | 412                                | SUNSET ELEM.              | 527                                |
| HILLTOP ELEM.             | 647                                | TRACEY'S ELEM.            | 264                                |
| JACOBSTOWN ELEM.          | 508                                | TYLER HEIGHTS ELEM.       | 452                                |
| JESSUP ELEM.              | 503                                | VAN BOKKELEN ELEM.        | 384                                |
| JONES ELEM.               | 334                                | WAUGH CHAPEL ELEM.        | 427                                |
| LAKE SHORE ELEM.          | 393                                | WEST ANNAPOLIS ELEM.      | 228                                |
| LINTHICUM ELEM.           | 346                                | WEST MEADE ELEM.          | 378                                |
| LOTHIAN ELEM.             | 667                                | WINDSOR FARM ELEM.        | 571                                |
| MANOR VIEW ELEM.          | 691                                | WOODSIDE ELEM.            | 348                                |
|                           |                                    | <b>TOTAL</b>              | <b>35,189</b>                      |

Source: Anne Arundel County Public Schools and MGT of America, 2006

**EXHIBIT 4-9  
ESTIMATE OF 10-YEAR MIDDLE SCHOOL ENROLLMENTS  
2015-2016 SCHOOL YEAR**

| MIDDLE SCHOOLS        | PROJECTED<br>ENROLLMENT<br>(2015) |
|-----------------------|-----------------------------------|
| ANNAPOLIS MIDDLE      | 742                               |
| ARUNDEL MIDDLE        | 1,019                             |
| BATES MIDDLE          | 546                               |
| BROOKLYN PARK MIDDLE  | 556                               |
| CENTRAL MIDDLE        | 927                               |
| CHESAPEAKE BAY MIDDLE | 1,352                             |
| CORKRAN MIDDLE        | 717                               |
| CROFTON MIDDLE        | 899                               |
| GEORGE FOX MIDDLE     | 873                               |
| LINDALE MIDDLE        | 913                               |
| MACARTHUR MIDDLE      | 1,086                             |
| MAGOTHY RIVER MIDDLE  | 739                               |
| MARLEY MIDDLE         | 805                               |
| MEADE MIDDLE          | 783                               |
| OLD MILL MIDDLE NORTH | 1,031                             |
| OLD MILL MIDDLE SOUTH | 758                               |
| SEVERN RIVER MIDDLE   | 783                               |
| SEVERNA PARK MIDDLE   | 1,395                             |
| SOUTHERN MIDDLE       | 817                               |
| <b>TOTAL</b>          | <b>16,741</b>                     |

*Source: Anne Arundel County Public Schools and MGT of America, 2006*

**EXHIBIT 4-10  
ESTIMATE OF 10-YEAR HIGH SCHOOL ENROLLMENTS  
2015-2016 SCHOOL YEAR**

| HIGH SCHOOLS        | PROJECTED<br>ENROLLMENT<br>(2015) |
|---------------------|-----------------------------------|
| ANNAPOLIS SENIOR    | 1,650                             |
| ARUNDEL SENIOR      | 1,833                             |
| BROADNECK SENIOR    | 1,983                             |
| CHESAPEAKE SENIOR   | 1,682                             |
| GLEN BURNIE SENIOR  | 1,900                             |
| MEADE SENIOR        | 1,543                             |
| NORTH COUNTY SENIOR | 1,860                             |
| NORTHEAST SENIOR    | 1,344                             |
| OLD MILL SENIOR     | 2,417                             |
| SEVERNA PARK SENIOR | 1,622                             |
| SOUTH RIVER SENIOR  | 1,807                             |
| SOUTHERN SENIOR     | 1,093                             |
| <b>TOTAL</b>        | <b>20,734</b>                     |

*Source: Anne Arundel County Public Schools and MGT of America, 2006*

**EXHIBIT 4-11  
ESTIMATE OF 10-YEAR SCHOOL ENROLLMENTS  
OTHER INSTRUCTION FACILITIES  
2015-2016 SY**

| ADDITIONAL SCHOOLS | PROJECTED<br>ENROLLMENT<br>(2015) |
|--------------------|-----------------------------------|
| ARLINGTON ECHO     | N/A                               |
| CARRIE WEEDON      | N/A                               |
| CAT – NORTH        | N/A                               |
| CAT – SOUTH        | N/A                               |
| CENTRAL SPECIAL    | 167                               |
| FERNDALE EEC       | 108                               |
| J. ALBERT ADAMS    | 32*                               |
| MARLEY GLEN        | 130                               |
| MARY E. MOSS       | 60*                               |
| PHOENIX ANNAPOLIS  | 120                               |
| RUTH PARKER EASON  | 164                               |
| <b>TOTAL</b>       | <b>781</b>                        |

*Source: Anne Arundel County Public Schools and  
MGT of America, 2006*

*\*Alternative programs traditionally start with low enrollments that increase throughout the year.*

If growth occurs more slowly than this model predicts, the Anne Arundel County Public Schools facility master plan should implement the latter phases of this plan at a correspondingly slower pace. Conversely, should growth occur more quickly than this model predicts, the facility master plan should be implemented at a more rapid pace.

**4.5 Other Factors Affecting Enrollment**

Several other factors have the potential to affect future enrollments for AACPS.

Among them are:

- The effect of improved facilities on the public perception of quality schools;
- The effect of high school dropout reduction efforts;
- The effect of private schools.

As Anne Arundel County Public Schools moves forward with a facility improvement plan, unanticipated additional students may enter the system to take advantage of the newer, more modern facilities. The comprehensive academic and expanded career-technical education offerings may also attract additional students who wish to participate in a richer set of educational program offerings.

Enrollment in private schools may increase as a result of federal and state policies regarding school choice and school funding vouchers. Offsetting this is the rising cost of tuition at many private schools. At this time, the long term effect of private school enrollment on Anne Arundel Public Schools is uncertain, but interest in this area appears to be part of a national trend.

---

## **5.0 CAPACITY AND UTILIZATION ANALYSIS**

This chapter reviews the school capacities as developed by the Anne Arundel County Public Schools and the State of Maryland. School capacity, or the number of students a building is designed to reasonably accommodate, is largely driven by the number of students assigned to each class, the number of square feet in the classroom, the number of periods in the schedule, the ratio of required courses vs. elective courses, and number of programs offered.

The following are the major topic headings for this chapter:

- 5.1 School Building Capacity
- 5.2 Capacity and Enrollment
- 5.3 Conclusions

### **5.1 School Building Capacity**

Existing building capacity information was gathered and reviewed by MGT to provide basic information for facility planning. The capacity is based on methodology that requires a variety of information:

- a. plans, maps, diagrams, and drawings of existing buildings,
- b. information regarding the numbers of teaching spaces and their uses, and
- c. square footage information for each school.

Many “special needs” programs require smaller class sizes with more area per student, specialized utilities and equipment, and space for specialists to serve their needs. Some of the special needs programs include programs for the cognitively impaired, learning disabled, seriously emotionally impaired, speech and hearing therapy, remedial reading and mathematics (Title I), migrant education, and ESL.

**5.1.1 Maryland Model**

This model of calculating capacity is based on an actual count of the different types of classrooms, their maximum enrollment, and a scheduling factor. General classrooms have a greater capacity than special learning classrooms (e.g., Special Education classrooms have lower enrollments due to the legal requirements of handicapped education). Based on Maryland standards for classroom enrollments, we have used these values:

|                    |   |                           |
|--------------------|---|---------------------------|
| Pre-Kindergarten   | = | 20 students per classroom |
| Kindergarten       | = | 22 students per classroom |
| Grades 1-5         | = | 23 students per classroom |
| Grades 6-12        | = | 25 students per classroom |
| Special Education  | = | 10 students per classroom |
| Secondary Resource | = | 9 students per classroom  |

Once the number of classrooms is determined and the enrollment maximums are determined, their product is multiplied by a scheduling factor. Scheduling factors are used to reflect the fact that not every classroom can be scheduled to have a “perfect fit” of the maximum enrollment standards (e.g. upper level mathematics courses, classes with low incidence handicapped students). In addition, how a classroom is used for teacher preparation is also a consideration. These scheduling factors have been used:

|                       |   |      |
|-----------------------|---|------|
| Elementary            | = | 100% |
| Middle, High Schools  | = | 85%  |
| Special Ed & Resource | = | 100% |

Example:

Acme High School has 53 general classrooms which hold 25 students and three Special Education classrooms that hold 10 students.

|                         |   |         |                      |
|-------------------------|---|---------|----------------------|
| Acme High School        |   |         |                      |
| General Classrooms      | = | 53 X 25 | = 1,325 X 85%= 1,126 |
| Special Education Rooms | = | 3 X 10  | = 30                 |
| Total Capacity          |   |         | = 1,156              |

(Elementary special learning spaces, with the exception of self-contained special education rooms, are used for pull-out programs and therefore have no capacity.)

Exhibit 5-1 Shows capacities based on the Maryland Calculation Model:

**EXHIBIT 5-1  
CAPACITY INFORMATION - STATE OF MARYLAND MODEL**

| SITE NAME                 | CAPACITY |
|---------------------------|----------|
| <b>ELEMENTARY SCHOOLS</b> |          |
| Annapolis Elem.           | 271      |
| Arnold Elem.              | 389      |
| Belle Grove Elem.         | 206      |
| Belvedere Elem.           | 511      |
| Benfield Elem.            | 353      |
| Bodkin Elem.              | 593      |
| Broadneck Elem.           | 596      |
| Brock Bridge Elem.        | 537      |
| Brooklyn Park Elem.       | 411      |
| Cape St. Claire           | 650      |
| Central Elem.             | 547      |
| Crofton Elem.             | 503      |
| Crofton Meadows Elem.     | 481      |
| Crofton Woods Elem.       | 527      |
| Davidsonville Elem.       | 595      |
| Deale Elem.               | 330      |
| Eastport Elem.            | 270      |
| Edgewater Elem.           | 435      |
| Folger McKinsey Elem.     | 458      |
| Fort Smallwood Elem.      | 489      |
| Four Seasons Elem.        | 638      |
| Freetown Elem.            | 618      |
| Gambrills Elem.           | 712      |
| George Cromwell Elem.     | 322      |
| Georgetown East Elem.     | 460      |
| Germantown Elem.          | 388      |
| Glen Burnie Park Elem.    | 389      |
| Glendale Elem.            | 492      |
| Harman Elem.              | 676      |
| High Point Elem.          | 541      |
| Hillsmere Elem.           | 476      |
| Hilltop Elem.             | 564      |
| Jacobsville Elem.         | 604      |
| Jessup Elem.              | 477      |
| Jones Elem.               | 308      |
| Lake Shore Elem.          | 408      |



**EXHIBIT 5-1 (CONTINUED)  
CAPACITY INFORMATION - STATE OF MARYLAND MODEL**

| SITE NAME                         | CAPACITY      |
|-----------------------------------|---------------|
| <b>ELEMENTARY SCHOOLS (CONT.)</b> |               |
| Linthicum Elem.                   | 455           |
| Lothian Elem.                     | 499           |
| Manor View Elem.                  | 549           |
| Marley Elem.                      | 555           |
| Maryland City Elem.               | 392           |
| Mayo Elem.                        | 352           |
| Meade Heights Elem.               | 514           |
| Millersville Elem.                | 409           |
| Mills-Parole Elem.                | 401           |
| North Glen Elem.                  | 271           |
| Oak Hill Elem.                    | 550           |
| Oakwood Elem.                     | 283           |
| Odenton Elem.                     | 429           |
| Overlook Elem.                    | 294           |
| Park Elem.                        | 493           |
| Pasadena Elem.                    | 484           |
| Pershing Hill Elem                | 297           |
| Piney Orchard Elem.               | 559           |
| Point Pleasant Elem               | 566           |
| Quarterfield Elem.                | 468           |
| Richard Henry Lee Elem.           | 522           |
| Ridgeway Elem.                    | 524           |
| Rippling Woods Elem.              | 609           |
| Riviera Beach Elem.               | 321           |
| Rolling Knolls Elem.              | 316           |
| Seven Oaks Es                     | 713           |
| Severn Elem.                      | 434           |
| Severna Park Elem.                | 344           |
| Shady Side Elem.                  | 458           |
| Shipleys Choice Elem.             | 432           |
| Solley Elem.                      | 587           |
| South Shore Elem.                 | 216           |
| Southgate Elem.                   | 479           |
| Sunset Elem.                      | 468           |
| Tracey's Elem.                    | 395           |
| Tyler Heights Elem.               | 382           |
| Van Bokkelen Elem.                | 644           |
| Waugh Chapel Elem.                | 442           |
| West Annapolis Elem.              | 262           |
| West Meade Elem.                  | 177           |
| Windsor Farm Elem.                | 527           |
| Woodside Elem.                    | 336           |
| <b>ELEMENTARY SCH. TOTAL</b>      | <b>35,633</b> |

**EXHIBIT 5-1 (CONTINUED)  
CAPACITY INFORMATION - STATE OF MARYLAND MODEL**

| SITE NAME                  | CAPACITY      |
|----------------------------|---------------|
| <b>MIDDLE SCHOOLS</b>      |               |
| Annapolis Middle           | 1,495         |
| Arundel Middle             | 1,495         |
| Bates Middle               | 833           |
| Brooklyn Park Middle       | 623           |
| Central Middle             | 1,187         |
| Chesapeake Bay Middle      | 2,239         |
| Corkran Middle             | 985           |
| Crofton Middle             | 1,019         |
| George Fox Middle          | 974           |
| Lindale Middle             | 1,370         |
| Macarthur Middle           | 1,424         |
| Magothy River Middle       | 1,092         |
| Marley Middle              | 1,104         |
| Meade Middle               | 996           |
| Old Mill Middle North      | 1,060         |
| Old Mill Middle South      | 1,089         |
| Severn River Middle        | 988           |
| Severna Park Middle        | 1,391         |
| Southern Middle            | 1,091         |
| <b>MIDDLE SCHOOL TOTAL</b> | <b>22,031</b> |
| <b>HIGH SCHOOLS</b>        |               |
| Annapolis Senior           | 1,739         |
| Arundel Senior             | 2,025         |
| Broadneck Senior           | 2,039         |
| Chesapeake Senior          | 2,398         |
| Glen Burnie Senior         | 2,335         |
| Meade Senior               | 2,208         |
| North County Senior        | 2,246         |
| Northeast Senior           | 1,621         |
| Old Mill Senior            | 2,376         |
| Severna Park Senior        | 1,805         |
| South River Senior         | 2,133         |
| Southern Senior            | 1,355         |
| <b>HIGH SCHOOL TOTAL</b>   | <b>24,280</b> |

*Source: AACPS, State of Maryland, and MGT of America, 2006.*

**EXHIBIT 5-1 (CONTINUED)  
CAPACITY INFORMATION - STATE OF MARYLAND MODEL**

| SITE NAME                 | CAPACITY   |
|---------------------------|------------|
| <b>OTHER SCHOOLS</b>      |            |
| Arlington Echo            | N/A        |
| Carrie Weedon             | N/A        |
| CAT - North               | N/A        |
| CAT - South               | N/A        |
| Central Special           | 140        |
| J. Albert Adams           | 150        |
| Marley Glen               | 130        |
| Mary E. Moss              | 100        |
| Phoenix Annapolis         | 120        |
| Ruth P. Eason             | 200        |
| <b>OTHER SCHOOL TOTAL</b> | <b>840</b> |

**5.2 Capacity and Enrollment**

In order for schools to meet their educational goals fully, capacity and enrollment must be matched. When capacity exceeds enrollment (under-utilization), capital expenditures may be reduced, facilities may be repurposed, or facilities may be removed from inventory. When enrollment exceeds capacity (over-utilization), capital expenditures may need to be increased. Based on the enrollment information in the preceding chapter, and the capacity information above, the present and ten-year future utilization for each of the grade configurations (elementary, middle, and high schools) can be calculated. The following sections detail that information.

**5.2.1 Enrollment, Capacity, and Utilization**

Exhibits 5-2 through 5-5 detail enrollment, capacity and utilization information for the four school levels: elementary, middle, high, and other. This data includes projects currently funded or underway.

**EXHIBIT 5-2  
UTILIZATION INFORMATION - STATE OF MARYLAND MODEL  
ELEMENTARY SCHOOLS**

| <b>SITE NAME</b>    | <b>ENROLLMENT<br/>(AUG 2006)</b> | <b>PROJECTED<br/>ENROLLMENT<br/>(2015)</b> | <b>CAPACITY</b> | <b>UTILIZATION<br/>(AUG 2006)</b> | <b>PROJECTED<br/>UTILIZATION<br/>(2015)</b> |
|---------------------|----------------------------------|--|-----------------|-----------------------------------|---|
| Annapolis ES        | 217                              | 271  | 271             | 80.1%                             | 100.0%                                      |
| Arnold ES           | 395                              | 428  | 389             | 101.5%                            | 110.0%                                      |
| Belle Grove ES      | 160                              | 190  | 206             | 77.7%                             | 92.2%                                       |
| Belvedere ES        | 459                              | 521  | 511             | 89.8%                             | 102.0%                                      |
| Benfield ES         | 420                              | 486  | 353             | 119.0%                            | 137.7%                                      |
| Bodkin ES           | 593                              | 671  | 593             | 100.0%                            | 113.2%                                      |
| Broadneck ES        | 634                              | 768  | 596             | 106.4%                            | 128.9%                                      |
| Brock Bridge ES     | 595                              | 697  | 537             | 110.8%                            | 129.8%                                      |
| Brooklyn Park ES    | 344                              | 393  | 411             | 83.7%                             | 95.6%                                       |
| Cape St. Claire     | 656                              | 671  | 650             | 100.9%                            | 103.2%                                      |
| Central ES          | 588                              | 671  | 547             | 107.5%                            | 122.7%                                      |
| Crofton ES          | 676                              | 659  | 503             | 134.4%                            | 131.0%                                      |
| Crofton Meadows ES  | 398                              | 367  | 481             | 82.7%                             | 76.3%                                       |
| Crofton Woods ES    | 494                              | 571  | 527             | 93.7%                             | 108.3%                                      |
| Davidsonville ES    | 611                              | 577  | 595             | 102.7%                            | 97.0%                                       |
| Deale ES            | 269                              | 280  | 330             | 81.5%                             | 84.8%                                       |
| Eastport ES         | 214                              | 242  | 270             | 79.3%                             | 89.6%                                       |
| Edgewater ES        | 364                              | 384  | 435             | 83.7%                             | 88.3%                                       |
| Folger McKinsey ES  | 549                              | 620  | 458             | 119.9%                            | 135.4%                                      |
| Fort Smallwood ES   | 376                              | 391  | 489             | 76.9%                             | 80.0%                                       |
| Four Seasons ES     | 670                              | 785  | 638             | 105.0%                            | 123.0%                                      |
| Freetown ES         | 388                              | 473  | 618             | 62.8%                             | 76.5%                                       |
| Gambrills ES        | N/A                              | N/A  | 712             | N/A                               | N/A   |
| George Cromwell ES  | 287                              | 376  | 322             | 89.1%                             | 116.8%                                      |
| Georgetown East ES  | 327                              | 370  | 460             | 71.1%                             | 80.4%                                       |
| Germantown ES       | 471                              | 592  | 388             | 121.4%                            | 152.6%                                      |
| Glen Burnie Park ES | 376                              | 264  | 389             | 96.7%                             | 67.9%                                       |
| Glendale ES         | 452                              | 534  | 492             | 91.9%                             | 108.5%                                      |
| Harman ES           | 435                              | 452  | 676             | 64.3%                             | 66.9%                                       |
| High Point ES       | 570                              | 674  | 541             | 105.4%                            | 124.6%                                      |
| Hillsmere ES        | 381                              | 412  | 476             | 80.0%                             | 86.6%                                       |
| Hilltop ES          | 569                              | 647  | 564             | 100.9%                            | 114.7%                                      |
| Jacobsville ES      | 504                              | 508  | 604             | 83.4%                             | 84.1%                                       |
| Jessup ES           | 491                              | 503  | 477             | 102.9%                            | 105.5%                                      |
| Jones ES            | 296                              | 334  | 308             | 96.1%                             | 108.4%                                      |
| Lake Shore ES       | 321                              | 393  | 408             | 78.7%                             | 96.3%                                       |
| Linthicum ES        | 376                              | 346  | 455             | 82.6%                             | 76.0%                                       |
| Lothian ES          | 500                              | 667  | 499             | 100.2%                            | 133.7%                                      |
| Manor View ES       | 417                              | 691  | 549             | 76.0%                             | 125.9%                                      |
| Marley ES           | 478                              | 500  | 555             | 86.1%                             | 90.1%                                       |
| Maryland City ES    | 284                              | 342  | 392             | 72.4%                             | 87.2%                                       |
| Mayo ES             | 325                              | 374  | 352             | 92.3%                             | 106.3%                                      |
| Meade Heights ES    | 720                              | 775  | 514             | 140.1%                            | 150.8%                                      |

**EXHIBIT 5-2 (CONTINUED)  
UTILIZATION INFORMATION - STATE OF MARYLAND MODEL  
ELEMENTARY SCHOOLS**

| <b>SITE NAME</b>        | <b>ENROLLMENT<br/>(AUG 2006)</b> | <b>PROJECTED<br/>ENROLLMENT<br/>(2015)</b> | <b>CAPACITY</b> | <b>UTILIZATION<br/>(AUG 2006)</b> | <b>PROJECTED<br/>UTILIZATION<br/>(2015)</b> |
|-------------------------|----------------------------------|--|-----------------|-----------------------------------|---|
| Millersville ES         | 371                              | 412  | 409             | 90.7%                             | 100.7%                                      |
| Mills-Parole ES         | 410                              | 523  | 401             | 102.2%                            | 130.4%                                      |
| North Glen ES           | 224                              | 248  | 271             | 82.7%                             | 91.5%                                       |
| Oak Hill ES             | 395                              | 418  | 550             | 71.8%                             | 76.0%                                       |
| Oakwood ES              | 213                              | 329  | 283             | 75.3%                             | 116.3%                                      |
| Odenton ES              | 414                              | 476  | 429             | 96.5%                             | 111.0%                                      |
| Overlook ES             | 224                              | 182  | 294             | 76.2%                             | 61.9%                                       |
| Park ES                 | 416                              | 423  | 493             | 84.4%                             | 85.8%                                       |
| Pasadena ES             | 303                              | 303  | 484             | 62.6%                             | 62.6%                                       |
| Pershing Hill ES        | 269                              | 202  | 297             | 90.6%                             | 68.0%                                       |
| Piney Orchard ES        | 617                              | 602  | 559             | 110.4%                            | 107.7%                                      |
| Point Pleasant ES       | 501                              | 577  | 566             | 88.5%                             | 101.9%                                      |
| Quarterfield ES         | 400                              | 383  | 468             | 85.5%                             | 81.8%                                       |
| Richard Henry Lee ES    | 460                              | 508  | 522             | 88.1%                             | 97.3%                                       |
| Ridgeway ES             | 543                              | 588  | 524             | 103.6%                            | 112.2%                                      |
| Rippling Woods ES       | 673                              | 808  | 609             | 110.5%                            | 132.7%                                      |
| Riviera Beach ES        | 259                              | 270  | 321             | 80.7%                             | 84.1%                                       |
| Rolling Knolls ES       | 366                              | 450  | 316             | 115.8%                            | 142.4%                                      |
| Seven Oaks ES           | N/A                              | N/A  | 713             | N/A                               | N/A   |
| Severn ES               | 407                              | 483  | 434             | 93.8%                             | 111.3%                                      |
| Severna Park ES         | 250                              | 258  | 344             | 72.7%                             | 75.0%                                       |
| Shady Side ES           | 468                              | 552  | 458             | 102.2%                            | 120.5%                                      |
| Shipley's Choice ES     | 434                              | 383  | 432             | 100.5%                            | 88.7%                                       |
| Solley ES               | 526                              | 616  | 587             | 89.6%                             | 104.9%                                      |
| South Shore ES          | 235                              | 245  | 216             | 108.8%                            | 113.4%                                      |
| Southgate ES            | 512                              | 501  | 479             | 106.9%                            | 104.6%                                      |
| Sunset ES               | 463                              | 527  | 468             | 98.9%                             | 112.6%                                      |
| Tracey's ES             | 269                              | 264  | 395             | 68.1%                             | 66.8%                                       |
| Tyler Heights ES        | 333                              | 452  | 382             | 87.2%                             | 118.3%                                      |
| Van Bokkelen ES         | 368                              | 384  | 644             | 57.1%                             | 59.6%                                       |
| Waugh Chapel ES         | 359                              | 427  | 442             | 81.2%                             | 96.6%                                       |
| West Annapolis ES       | 233                              | 228  | 262             | 88.9%                             | 87.0%                                       |
| West Meade ES           | 343                              | 378  | 177             | 193.8%                            | 213.6%                                      |
| Windsor Farm ES         | 519                              | 571  | 527             | 98.5%                             | 108.3%                                      |
| Woodside ES.            | 284                              | 348  | 336             | 84.5%                             | 103.6%                                      |
| <b>ELEMENTARY TOTAL</b> | <b>31,711</b>                    | <b>35,189</b>                              | <b>35,633</b>   | <b>89.0%</b>                      | <b>98.8%</b>                                |

**EXHIBIT 5-3  
UTILIZATION INFORMATION - STATE OF MARYLAND MODEL  
MIDDLE SCHOOLS**

| <b>SITE NAME</b>           | <b>ENROLLMENT<br/>(AUG 2006)</b> | <b>ENROLLMENT<br/>(2015)</b> | <b>CAPACITY</b> | <b>UTILIZATION<br/>(AUG 2006)</b> | <b>PROJECTED<br/>UTILIZATION<br/>(2015)</b> |
|----------------------------|----------------------------------|------------------------------|-----------------|-----------------------------------|---|
| Annapolis Middle           | 577                              | 742                          | 1,495           | 38.6%                             | 49.6%                                       |
| Arundel Middle             | 1,029                            | 1,019                        | 1,071           | 96.1%                             | 95.1%                                       |
| Bates Middle               | 550                              | 546                          | 833             | 66.0%                             | 65.5%                                       |
| Brooklyn Park Middle       | 561                              | 556                          | 623             | 90.0%                             | 89.2%                                       |
| Central Middle             | 935                              | 927                          | 1,187           | 78.8%                             | 78.1%                                       |
| Chesapeake Bay Ms          | 1,368                            | 1,352                        | 2,239           | 61.1%                             | 60.4%                                       |
| Corkran Middle             | 725                              | 717                          | 985             | 73.6%                             | 72.8%                                       |
| Crofton Middle             | 910                              | 899                          | 1,019           | 89.3%                             | 88.2%                                       |
| George Fox Middle          | 850                              | 873                          | 974             | 87.3%                             | 89.6%                                       |
| Lindale Middle             | 922                              | 913                          | 1,370           | 67.3%                             | 66.6%                                       |
| Macarthur Middle           | 1,096                            | 1,086                        | 1,424           | 77.0%                             | 76.3%                                       |
| Magothy River Middle       | 748                              | 739                          | 1,092           | 68.5%                             | 67.7%                                       |
| Marley Middle              | 811                              | 805                          | 1,104           | 73.5%                             | 72.9%                                       |
| Meade Middle               | 788                              | 783                          | 996             | 79.1%                             | 78.6%                                       |
| Old Mill Middle North      | 1,033                            | 1,031                        | 1,060           | 97.5%                             | 97.3%                                       |
| Old Mill Middle South      | 767                              | 758                          | 1,089           | 70.4%                             | 69.6%                                       |
| Severn River Middle        | 791                              | 783                          | 988             | 80.1%                             | 79.3%                                       |
| Severna Park Middle        | 1,410                            | 1,395                        | 1,478           | 95.4%                             | 94.4%                                       |
| Southern Middle            | 820                              | 817                          | 1,091           | 75.2%                             | 74.9%                                       |
| <b>MIDDLE SCHOOL TOTAL</b> | <b>16,691</b>                    | <b>16,741</b>                | <b>22,118</b>   | <b>75.5%</b>                      | <b>75.7%</b>                                |

**EXHIBIT 5-4  
UTILIZATION INFORMATION - STATE OF MARYLAND MODEL  
HIGH SCHOOLS**

| <b>SITE NAME</b>         | <b>ENROLLMENT<br/>(AUG 2006)</b> | <b>ENROLLMENT<br/>(2015)</b> | <b>CAPACITY</b> | <b>UTILIZATION<br/>(AUG 2006)</b> | <b>PROJECTED<br/>UTILIZATION<br/>(2015)</b> |
|--------------------------|----------------------------------|------------------------------|-----------------|-----------------------------------|---|
| Annapolis Senior         | 1,791                            | 1,650                        | 1,739           | 103.0%                            | 94.9%                                       |
| Arundel Senior           | 2,074                            | 1,833                        | 2,025           | 102.4%                            | 90.5%                                       |
| Broadneck Senior         | 2,247                            | 1,983                        | 2,039           | 110.2%                            | 97.3%                                       |
| Chesapeake Senior        | 1,908                            | 1,682                        | 2,398           | 79.6%                             | 70.1%                                       |
| Glen Burnie Senior       | 2,149                            | 1,900                        | 2,335           | 92.0%                             | 81.4%                                       |
| Meade Senior             | 1,751                            | 1,543                        | 2,208           | 79.3%                             | 69.9%                                       |
| North County Hs          | 2,108                            | 1,860                        | 2,246           | 93.9%                             | 82.8%                                       |
| Northeast Senior         | 1,490                            | 1,344                        | 1,621           | 91.9%                             | 82.9%                                       |
| Old Mill Senior          | 2,703                            | 2,417                        | 2,376           | 113.8%                            | 101.7%                                      |
| Severna Park Hs          | 1,839                            | 1,622                        | 1,805           | 101.9%                            | 89.9%                                       |
| South River Senior       | 2,044                            | 1,807                        | 2,133           | 95.8%                             | 84.7%                                       |
| Southern Senior          | 1,240                            | 1,093                        | 1,355           | 91.5%                             | 80.7%                                       |
| <b>HIGH SCHOOL TOTAL</b> | <b>23,344</b>                    | <b>20,734</b>                | <b>24,280</b>   | <b>96.1%</b>                      | <b>85.4%</b>                                |

Source: AACPS MD Model, MGT Analysis 2006

**EXHIBIT 5-5  
UTILIZATION INFORMATION - STATE OF MARYLAND MODEL  
OTHER SCHOOLS**

| <b>SITE NAME</b>          | <b>ENROLLMENT<br/>(AUG 2006)</b> | <b>ENROLLMENT<br/>(2015)</b> | <b>CAPACITY</b> | <b>UTILIZATION<br/>(AUG 2006)</b> | <b>PROJECTED<br/>UTILIZATION<br/>(2015)</b> |
|---------------------------|----------------------------------|------------------------------|-----------------|-----------------------------------|---|
| Arlington Echo            | N/A                              | N/A                          | N/A             | N/A                               | N/A   |
| Carrie Weedon             | N/A                              | N/A                          | N/A             | N/A                               | N/A   |
| CAT - North               | N/A                              | N/A                          | N/A             | N/A                               | N/A   |
| CAT - South               | N/A                              | N/A                          | N/A             | N/A                               | N/A   |
| Central Special           | 167                              | 167                          | 140             | 119.3%                            | 119.3%                                      |
| J. Albert Adams           | 32                               | 32                           | 150             | 21.3%                             | 21.3%                                       |
| Marley Glen               | 127                              | 130                          | 130             | 97.7%                             | 100.0%                                      |
| Mary E. Moss              | 34                               | 60                           | 100             | 34.0%                             | 60.0%                                       |
| Phoenix Annapolis         | 107                              | 120                          | 120             | 89.2%                             | 100.0%                                      |
| Ruth P. Eason             | 164                              | 164                          | 200             | 82.0%                             | 82.0%                                       |
| <b>OTHER SCHOOL TOTAL</b> | <b>631</b>                       | <b>673</b>                   | <b>840</b>      | <b>75.1%</b>                      | <b>80.1%</b>                                |

**5.3 Conclusions**

There are imbalances in the utilization of school buildings at all levels and one level is expected to require additional capacity.

Elementary school utilization is projected to range from a low of 59.6 percent to a high of 213.6 percent. The elementary level is projected to have insufficient capacity if AACPS accepts MGT's recommended maximum elementary utilization rate of 95 percent. Under current conditions, 50 elementary schools are projected to exceed a utilization rate of 95 percent by 2015. The number and location of additional elementary schools needed to increase capacity is addressed in the following chapters.

The middle school level has adequate projected capacity. Under current conditions, six middle schools are projected to exceed the 85 percent utilization rate within the next 10 years. However, the other middle schools have sufficient capacity to offset these six schools if boundary changes are enacted.

At the high school level, enrollment is projected to decrease in the next 10 years. Currently, only two of the 12 high schools are within the 85 percent utilization rate. By

2015, five high schools are projected to be within the 85 percent utilization rate. With the expected addition of targeted programs and career-technical schools, the high school utilization rates can be balanced and within the 85 percent utilization rate if boundary changes are enacted.



---

## 6.0 FACILITY ASSESSMENTS

This chapter provides the results of the facility assessments in Anne Arundel County Public Schools. The condition of school buildings is measured through several assessments using MGT's **BASYS** facility assessment instrument. The major sections of this chapter discuss each assessment and are titled:

- 6.1 Physical Condition Assessment
- 6.2 Educational Suitability Assessment
- 6.3 Technology Readiness Assessment
- 6.4 Grounds Assessment
- 6.5 Combined Scores

### 6.1 Physical Condition Assessment

The **BASYS** condition score reflects a building's need for improvement of its physical condition. The weighted condition score is the weighted average (by building size) condition score of all the buildings at a school. The scores can be interpreted as follows:

|          |   |
|----------|---|
| 90+      | <b>New or Like New:</b> The building and/or a majority of its systems are in good condition, less than one year old, and only require preventative maintenance. |
| 75-89    | <b>Good:</b> The building and/or a majority of its systems are in good condition and only require routine maintenance.  |
| 60-74    | <b>Fair:</b> The building and/or some of its systems are in fair condition and require minor to moderate repair.  |
| 50-59    | <b>Poor:</b> The building and/or a significant number of its systems are in poor condition and require major repair or renovation.                              |
| Below 50 | <b>Unsatisfactory:</b> The building and/or a majority of its systems should be considered for replacement.  |

The condition assessment process rates each system in a building as "new", "good", "fair", "poor", or "unsatisfactory" based on a detailed description of that condition

for the particular system. The possible score for each system is based on that system’s contribution to the overall cost of building construction. Therefore, the condition score is a measure of that portion of the value of the building which is in good condition. The capital needs score (100 minus the condition score) is a measure of the capital needs. Consequently, a building which has a condition score of 80, has a capital needs score of 20 (100 – 80 = 20). A capital needs score of 20 indicates that 20 percent of the value of the building can be reinvested in the building to attain a score of 100 and put the building in a “like new” condition. Typically, capital needs scores are calculated using a base condition score of 90 (which indicates a good condition only requiring routine maintenance), since it is unreasonable to have all buildings in a “like new” condition all the time. The capital needs score and resulting calculations do not include the costs of additions, site improvements, improvements for educational suitability, or technology readiness improvements.

Exhibit 6-1 presents the range of condition scores and the weighted average condition scores by type of facility for the Anne Arundel County Public Schools. As the exhibit shows, there is a wide range of condition scores, from 51 to 100, with the weighted average condition score in the range of 70 - 78.

**EXHIBIT 6-1  
CONDITION SCORE RANGES**

| SITE TYPE          | BUILDING CONDITION SCORE RANGE |        | WEIGHTED AVERAGE CONDITION SCORE |
|--------------------|--------------------------------|--------|----------------------------------|
| Elementary Schools | 59.25                          | 100.00 | 78.11                            |
| Middle Schools     | 62.08                          | 100.00 | 76.90                            |
| High Schools       | 60.87                          | 83.76  | 69.85                            |
| Other Schools      | 51.40                          | 85.00  | 73.22                            |

Exhibit 6-2 presents the weighted average condition scores for each school site that was assessed. In the cases where there is only one building at the site, the score is the condition score for that building.

**EXHIBIT 6-2  
CONDITION SCORES – BY SITE**

| SITE NAME                 | CONDITION SCORE |
|---------------------------|-----------------|
| <b>Elementary Schools</b> |                 |
| Annapolis Elem.           | 62.35           |
| Arnold Elem.              | 59.72           |
| Belle Grove Elem.         | 59.25           |
| Belvedere Elem.           | 89.02           |
| Benfield Elem.            | 71.17           |
| Bodkin Elem.              | 72.50           |
| Broadneck Elem.           | 75.10           |
| Brock Bridge Elem.        | 75.09           |
| Brooklyn Park Elem.       | 64.21           |
| Cape St. Claire           | 78.73           |
| Central Elem.             | 76.46           |
| Crofton Elem.             | 71.50           |
| Crofton Meadows Elem.     | 81.78           |
| Crofton Woods Elem.       | 76.59           |
| Davidsonville Elem.       | 100.00          |
| Deale Elem.               | 82.66           |
| Eastport Elem.            | 84.44           |
| Edgewater Elem.           | 59.29           |
| Ferndale Eec              | 100.00          |
| FOLGER Mckinsey ELEM.     | 66.41           |
| Fort Smallwood Elem.      | 74.75           |
| Four Seasons Elem.        | 78.51           |
| Freetown Elem.            | 100.00          |
| Gambrills Elem.           | 100.00          |
| George Cromwell Elem.     | 64.81           |
| Georgetown East Elem.     | 79.88           |
| Germantown Elem.          | 60.77           |
| Glen Burnie Park Elem.    | 74.08           |
| Glendale Elem.            | 100.00          |
| Harman Elem.              | 100.00          |
| High Point Elem.          | 75.22           |
| Hillsmere Elem.           | 62.74           |
| Hilltop Elem.             | 75.20           |
| Jacobsville Elem.         | 100.00          |
| Jessup Elem.              | 67.35           |

**EXHIBIT 6-2  
 CONDITION SCORES – BY SITE  
 (CONTINUED)**

| <b>SITE NAME</b>                    | <b>CONDITION SCORE</b> |
|-------------------------------------|------------------------|
| <b>Elementary Schools Continued</b> |                        |
| Jones Elem.                         | 87.35                  |
| Lake Shore Elem.                    | 100.00                 |
| Linthicum Elem.                     | 75.00                  |
| Lothian Elem.                       | 62.11                  |
| Manor View Elem.                    | 75.80                  |
| Marley Elem.                        | 100.00                 |
| Maryland City Elem.                 | 63.27                  |
| Mayo Elem.                          | 100.00                 |
| Meade Heights Elem.                 | 90.15                  |
| Millersville Elem.                  | 66.36                  |
| Mills-Parole Elem.                  | 80.89                  |
| North Glen Elem.                    | 64.76                  |
| Oak Hill Elem.                      | 72.10                  |
| Oakwood Elem.                       | 73.12                  |
| Odenton Elem.                       | 74.95                  |
| Overlook Elem.                      | 66.61                  |
| Park Elem.                          | 94.95                  |
| Pasadena Elem.                      | 100.00                 |
| Pershing Hill Elem                  | 69.10                  |
| Piney Orchard Elem.                 | 100.00                 |
| Point Pleasant Elem                 | 60.94                  |
| Quarterfield Elem.                  | 63.25                  |
| Richard Henry Lee Elem.             | 73.18                  |
| Ridgeway Elem.                      | 97.58                  |
| Rippling Woods Elem.                | 72.25                  |
| Riviera Beach Elem.                 | 84.71                  |
| Rolling Knolls Elem.                | 64.84                  |
| Seven Oaks Es                       | 100.00                 |
| Severn Elem.                        | 81.64                  |
| Severna Park Elem.                  | 74.54                  |
| Shady Side Elem.                    | 79.69                  |
| Shipley's Choice Elem.              | 75.42                  |
| Solley Elem.                        | 88.88                  |
| South Shore Elem.                   | 94.01                  |
| Southgate Elem.                     | 69.14                  |
| Sunset Elem.                        | 76.65                  |
| Tracey's Elem.                      | 100.00                 |
| Tyler Heights Elem.                 | 66.43                  |
| Van Bokkelen Elem.                  | 77.86                  |
| Waugh Chapel Elem.                  | 63.58                  |

**EXHIBIT 6-2  
 CONDITION SCORES – BY SITE  
 (CONTINUED)**

| <b>SITE NAME</b>                    | <b>CONDITION SCORE</b> |
|-------------------------------------|------------------------|
| <b>Elementary Schools Continued</b> |                        |
| West Annapolis Elem.                | 66.97                  |
| West Meade Elem.                    | 64.59                  |
| Windsor Farm Elem.                  | 70.63                  |
| Woodside Elem.                      | 67.74                  |
| <b>Elementary School Average</b>    | <b>78.11</b>           |
| <b>Middle Schools</b>               |                        |
| Annapolis Middle                    | 63.68                  |
| Arundel Middle                      | 69.60                  |
| Bates Middle                        | 71.60                  |
| Brooklyn Park Middle                | 94.69                  |
| Central Middle                      | 78.48                  |
| Chesapeake Bay Middle               | 75.68                  |
| Corkran Middle                      | 65.87                  |
| Crofton Middle                      | 72.23                  |
| George Fox Middle                   | 70.45                  |
| Lindale Middle                      | 88.04                  |
| Macarthur Middle                    | 69.37                  |
| Magothy River Middle                | 72.10                  |
| Marley Middle                       | 100.00                 |
| Meade Middle                        | 91.09                  |
| Old Mill Middle North               | 62.08                  |
| Old Mill Middle South               | 63.53                  |
| Severn River Middle                 | 67.61                  |
| Severna Park Middle                 | 100.00                 |
| Southern Middle                     | 84.98                  |
| <b>Middle School Average</b>        | <b>76.90</b>           |

**EXHIBIT 6-2  
 CONDITION SCORES – BY SITE  
 (CONTINUED)**

| <b>SITE NAME</b>            | <b>CONDITION SCORE</b> |
|-----------------------------|------------------------|
| <b>High Schools</b>         |                        |
| Annapolis Senior            | 74.96                  |
| Arundel Senior              | 68.09                  |
| Broadneck Senior            | 83.76                  |
| Chesapeake Senior           | 74.42                  |
| Glen Burnie Senior          | 65.85                  |
| Meade Senior                | 67.86                  |
| North County Senior         | 74.66                  |
| Northeast Senior            | 68.17                  |
| Old Mill Senior             | 64.86                  |
| Severna Park Senior         | 60.87                  |
| South River Senior          | 68.73                  |
| Southern Senior             | 65.96                  |
| <b>High School Average</b>  | <b>69.85</b>           |
| <b>Other Schools</b>        |                        |
| Arlington Echo              | 85.00                  |
| Carrie Wheedon              | 51.40                  |
| Cats - North                | 77.20                  |
| Cats - South                | 75.30                  |
| Central Special             | 82.50                  |
| J. Albert Adams Academy     | 67.94                  |
| Marley Glen                 | 72.60                  |
| Mary E Moss                 | N/A                    |
| Phoenix Annapolis           | 62.68                  |
| Ruth P. Eason               | 84.34                  |
| <b>Other School Average</b> | <b>73.22</b>           |

**6.2 Educational Suitability Assessment**

The educational suitability of each school was assessed using **BASYS** suitability categories and the age of the facility as factors. Suitability categories include:

- The suitability of the site in regard to pedestrian/vehicular circulation and the appropriateness of site facilities and signage.
- The existence of facilities and spaces to support the educational program offered. These include general classrooms, special learning spaces (e.g. music rooms, libraries, science labs), and support spaces

(e.g. administrative offices, counseling offices, reception areas, kitchens, health clinics)

- The adequacy of the size of the program spaces
- The appropriateness of adjacencies (e.g., physical education separated from quiet spaces)
- The appropriateness of utilities, fixed equipment, storage, and room surfaces (e.g. flooring, ceiling materials, wall coverings)

Educational suitability is intended to assess how well the facility supports the educational program that it houses. (Note: each school receives only one suitability score which applies to all the buildings at the facility.) Suitability scores can be interpreted as follows:

- 90+     **Good:** The facility is designed to provide for and support the educational program offered. It may have minor suitability issues but generally meets the needs of the educational program.
- 75-89   **Fair:** The facility has some problems meeting the needs of the educational program and may require some remodeling.
- 50-74   **Poor:** The facility has numerous problems meeting the needs of the educational program and needs significant remodeling or additions.
- Below 50   **Unsatisfactory:** The facility is unsuitable in many areas of the educational program.

Exhibit 6-3 presents the range of suitability scores and the average suitability scores by facility type. The suitability scores range from 31 to 100. The average scores are fall into the “Fair” to “Poor” categories.

**EXHIBIT 6-3  
SUITABILITY SCORE RANGES**

| SITE TYPE          | SUITABILITY SCORE RANGE |        | AVERAGE SUITABILITY SCORE |
|--------------------|-------------------------|--------|---------------------------|
| Elementary Schools | 31.59                   | 100.00 | 77.02                     |
| Middle Schools     | 53.47                   | 100.00 | 80.00                     |
| High Schools       | 56.86                   | 81.38  | 69.63                     |
| Other Schools      | 33.38                   | 92.97  | 59.80                     |

Exhibit 6-4 presents the educational suitability scores for each school.

**EXHIBIT 6-4  
SUITABILITY SCORES – BY SITE**

| SITE NAME                 | SUITABILITY SCORE |
|---------------------------|-------------------|
| <b>Elementary Schools</b> |                   |
| Annapolis Elem.           | 43.66             |
| Arnold Elem.              | 72.37             |
| Belle Grove Elem.         | 31.59             |
| Belvedere Elem.           | 76.98             |
| Bodkin Elem.              | 87.01             |
| Broadneck Elem.           | 74.59             |
| Brock Bridge Elem.        | 64.72             |
| Brooklyn Park Elem.       | 91.43             |
| Cape St. Claire           | 89.99             |
| Central Elem.             | 79.70             |
| Crofton Elem.             | 53.90             |
| Crofton Meadows Elem.     | 71.94             |
| Crofton Woods Elem.       | 83.09             |
| Davidsonville Elem.       | 100.00            |
| Deale Elem.               | 83.40             |
| Eastport Elem.            | 61.01             |
| Edgewater Elem.           | 90.22             |
| Ferndale Eec              | 100.00            |
| Folger McKinsey Elem.     | 51.72             |
| Fort Smallwood Elem.      | 70.97             |
| Four Seasons Elem.        | 84.66             |
| Freetown Elem.            | 100.00            |
| Gambrills Elem.           | 100.00            |
| George Cromwell Elem.     | 65.84             |
| Georgetown East Elem.     | 91.43             |
| Germantown Elem.          | 48.81             |
| Glen Burnie Park Elem.    | 64.78             |
| Glendale Elem.            | 100.00            |
| Harman Elem.              | 100.00            |
| High Point Elem.          | 64.28             |
| Hillsmere Elem.           | 76.73             |
| Hilltop Elem.             | 72.31             |
| Jacobsville Elem.         | 81.81             |
| Jessup Elem.              | 68.02             |
| Jones Elem.               | 95.35             |
| Lake Shore Elem.          | 100.00            |
| Linthicum Elem.           | 92.97             |
| Lothian Elem.             | 58.33             |
| Manor View Elem.          | 82.66             |
| Marley Elem.              | 100.00            |
| Maryland City Elem.       | 81.02             |



**EXHIBIT 6-4 (CONTINUED)**  
**SUITABILITY SCORES – BY SITE**

| SITE NAME                           | SUITABILITY SCORE |
|-------------------------------------|-------------------|
| <b>Elementary Schools Continued</b> |                   |
| Mayo Elem.                          | 100.00            |
| Meade Heights Elem.                 | 82.95             |
| Millersville Elem.                  | 82.71             |
| Mills-Parole Elem.                  | 51.13             |
| North Glen Elem.                    | 79.65             |
| Oak Hill Elem.                      | 89.92             |
| Oakwood Elem.                       | 81.25             |
| Odenton Elem.                       | 72.11             |
| Overlook Elem.                      | 74.40             |
| Park Elem.                          | 83.01             |
| Pasadena Elem.                      | 100.00            |
| Pershing Hill Elem                  | 48.10             |
| Piney Orchard Elem.                 | 83.70             |
| Point Pleasant Elem                 | 48.64             |
| Quarterfield Elem.                  | 70.06             |
| Richard Henry Lee Elem.             | 55.70             |
| Ridgeway Elem.                      | 81.55             |
| Rippling Woods Elem.                | 77.07             |
| Riviera Beach Elem.                 | 80.02             |
| Rolling Knolls Elem.                | 62.47             |
| Seven Oaks Es                       | 100.00            |
| Severn Elem.                        | 71.78             |
| Severna Park Elem.                  | 71.14             |
| Shady Side Elem.                    | 93.58             |
| Shipley's Choice Elem.              | 90.07             |
| Solley Elem.                        | 91.68             |
| South Shore Elem.                   | 80.76             |
| Southgate Elem.                     | 45.52             |
| Sunset Elem.                        | 90.24             |
| Tracey's Elem.                      | 100.00            |
| Tyler Heights Elem.                 | 71.52             |
| Van Bokkelen Elem.                  | 85.75             |
| Waugh Chapel Elem.                  | 77.53             |
| West Annapolis Elem.                | 50.54             |
| West Meade Elem.                    | 57.80             |
| Windsor Farm Elem.                  | 74.56             |
| Woodside Elem.                      | 73.30             |
| <b>Elementary School Average</b>    | <b>77.02</b>      |

**EXHIBIT 6-4  
 SUITABILITY SCORES – BY SITE  
 (CONTINUED)**

| <b>SITE NAME</b>             | <b>SUITABILITY SCORE</b> |
|------------------------------|--------------------------|
| <b>Middle Schools</b>        |                          |
| Annapolis Middle             | 76.78                    |
| Arundel Middle               | 75.80                    |
| Bates Middle                 | 53.47                    |
| Brooklyn Park Middle         | 88.08                    |
| Central Middle               | 70.89                    |
| Chesapeake Bay Middle        | 85.92                    |
| Corkran Middle               | 71.90                    |
| Crofton Middle               | 76.73                    |
| George Fox Middle            | 79.69                    |
| Lindale Middle               | 79.77                    |
| Macarthur Middle             | 81.95                    |
| Magothy River Middle         | 85.21                    |
| Marley Middle                | 100.00                   |
| Meade Middle                 | 84.04                    |
| Old Mill Middle North        | 68.95                    |
| Old Mill Middle South        | 75.74                    |
| Severn River Middle          | 82.77                    |
| Severna Park Middle          | 100.00                   |
| Southern Middle              | 82.38                    |
| <b>Middle School Average</b> | <b>80.00</b>             |
| <b>High Schools</b>          |                          |
| Annapolis Senior             | 68.29                    |
| Arundel Senior               | 67.52                    |
| Broadneck Senior             | 77.39                    |
| Chesapeake Senior            | 74.66                    |
| Glen Burnie Senior           | 65.89                    |
| Meade Senior                 | 78.35                    |
| North County Senior          | 81.38                    |
| Northeast Senior             | 56.86                    |
| Old Mill Senior              | 62.98                    |
| Severna Park Senior          | 61.75                    |
| South River Senior           | 74.34                    |
| Southern Senior              | 66.17                    |
| <b>High School Average</b>   | <b>69.63</b>             |

**EXHIBIT 6-4  
 SUITABILITY SCORES – BY SITE  
 (CONTINUED)**

| SITE NAME                   | SUITABILITY SCORE |
|-----------------------------|-------------------|
| <b>Other Schools</b>        |                   |
| Arlington Echo              | NE                |
| Carrie Wheedon              | 92.97             |
| Cats - North                | 57.12             |
| Cats - South                | 53.23             |
| Central Special             | 48.61             |
| J. Albert Adams Acdmy       | 76.93             |
| Marley Glen                 | 66.65             |
| Mary E Moss                 | 33.38             |
| Phoenix Annapolis           | 48.77             |
| Ruth Parker Eason           | 60.55             |
| <b>Other School Average</b> | <b>59.80</b>      |

**6.3 Technology Readiness**

The **BASYS** technology readiness score assesses the capability of the required infrastructure to support information technology and associated equipment. The score can be interpreted as follows:

- 90+      **Good:** The facility has the infrastructure to support information technology.
- 75-89    **Fair:** The facility is lacking in some infrastructure.
- 50-74    **Poor:** The facility is lacking significant infrastructure to support information technology.
- Below 50 **Unsatisfactory:** The facility has little or no infrastructure to support information technology.

Exhibit 6-5 presents the range of technology scores and the average technology scores by facility type. While there is a wide range of technology readiness scores, the averages fall in the “Fair” to “Poor” categories.

**EXHIBIT 6-5  
 TECHNOLOGY SCORE RANGES**

| <b>SITE TYPE</b>   | <b>TECHNOLOGY READINESS SCORE RANGE</b> |        | <b>AVERAGE TECHNOLOGY SCORE</b> |
|--------------------|---|--------|---------------------------------|
| Elementary Schools | 48.30                                   | 100.00 | 81.13                           |
| Middle Schools     | 55.50                                   | 100.00 | 78.32                           |
| High Schools       | 58.50                                   | 94.50  | 67.21                           |
| Other Schools      | 56.18                                   | 89.00  | 80.40                           |

Exhibit 6-6 presents the technology readiness scores by school site. As in the educational suitability scores, each school site receives one technology readiness score.

**EXHIBIT 6-6  
 TECHNOLOGY SCORES – BY SITE**

| <b>SITE NAME</b>          | <b>TECHNOLOGY SCORE</b> |
|---------------------------|-------------------------|
| <b>Elementary Schools</b> |                         |
| Annapolis Elem.           | 78.00                   |
| Arnold Elem.              | 72.00                   |
| Belle Grove Elem.         | 83.00                   |
| Belvedere Elem.           | 100.00                  |
| Benfield Elem.            | 89.00                   |
| Bodkin Elem.              | 64.30                   |
| Broadneck Elem.           | 75.30                   |
| Brock Bridge Elem.        | 75.30                   |
| Brooklyn Park Elem.       | 92.30                   |
| Cape St. Claire           | 83.00                   |
| Central Elem.             | 70.30                   |
| Crofton Elem.             | 48.30                   |
| Crofton Meadows Elem.     | 100.00                  |
| Crofton Woods Elem.       | 78.00                   |
| Davidsonville Elem.       | 100.00                  |
| Deale Elem.               | 100.00                  |
| Eastport Elem.            | 83.50                   |
| Edgewater Elem.           | 72.00                   |
| Ferndale EEC              | 100.00                  |
| FOLGER McKinsey Elem.     | 50.00                   |
| Fort Smallwood Elem.      | 89.00                   |
| Four Seasons Elem.        | 75.00                   |
| Freetown Elem.            | 100.00                  |
| Gambrills Elem.           | 100.00                  |
| George Cromwell Elem.     | 72.00                   |

**EXHIBIT 6-6 (CONTINUED)**  
**TECHNOLOGY SCORES – BY SITE**

| SITE NAME                 | TECHNOLOGY SCORE |
|---------------------------|------------------|
| <b>Elementary Schools</b> |                  |
| Georgetown East Elem.     | 89.00            |
| Germantown Elem.          | 78.00            |
| Glen Burnie Park Elem.    | 61.00            |
| Glendale Elem.            | 100.00           |
| Harman Elem.              | 100.00           |
| High Point Elem.          | 72.80            |
| Hillsmere Elem.           | 78.00            |
| Hilltop Elem.             | 53.30            |
| Jacobsville Elem.         | 89.00            |
| Jessup Elem.              | 72.50            |
| Jones Elem.               | 89.00            |
| Lake Shore Elem.          | 100.00           |
| Linthicum Elem.           | 70.30            |
| Lothian Elem.             | 64.00            |
| Manor View Elem.          | 70.30            |
| Marley Elem.              | 100.00           |
| Maryland City Elem.       | 61.00            |
| Mayo Elem.                | 100.00           |
| Meade Heights Elem.       | 89.00            |
| Millersville Elem.        | 55.50            |
| Mills-Parole Elem.        | 100.00           |
| North Glen Elem.          | 83.00            |
| Oak Hill Elem.            | 64.30            |
| Oakwood Elem.             | 89.00            |
| Odenton Elem.             | 83.00            |
| Overlook Elem.            | 61.00            |
| Park Elem.                | 100.00           |
| Pasadena Elem.            | 100.00           |
| Pershing Hill Elem        | 64.30            |
| Piney Orchard Elem.       | 100.00           |
| Point Pleasant Elem       | 56.30            |
| Quarterfield Elem.        | 66.50            |
| Richard Henry Lee Elem.   | 61.00            |
| Ridgeway Elem.            | 100.00           |
| Rippling Woods Elem.      | 78.00            |
| Riviera Beach Elem.       | 78.00            |
| Rolling Knolls Elem.      | 69.50            |
| Seven Oaks Es             | 100.00           |
| Severn Elem.              | 100.00           |
| Severna Park Elem.        | 72.00            |

**EXHIBIT 6-6  
 TECHNOLOGY SCORES – BY SITE  
 (CONTINUED)**

| <b>SITE NAME</b>                    | <b>TECHNOLOGY SCORE</b> |
|-------------------------------------|-------------------------|
| <b>Elementary Schools Continued</b> |                         |
| Shady Side Elem.                    | 83.00                   |
| Shipley's Choice Elem.              | 89.00                   |
| Solley Elem.                        | 89.00                   |
| South Shore Elem.                   | 100.00                  |
| Southgate Elem.                     | 50.80                   |
| Sunset Elem.                        | 75.30                   |
| Tracey's Elem.                      | 100.00                  |
| Tyler Heights Elem.                 | 83.50                   |
| Van Bokkelen Elem.                  | 72.00                   |
| Waugh Chapel Elem.                  | 72.00                   |
| West Annapolis Elem.                | 83.50                   |
| West Meade Elem.                    | 53.00                   |
| Windsor Farm Elem.                  | 100.00                  |
| Woodside Elem.                      | 89.00                   |
| <b>Elementary School Average</b>    | <b>81.13</b>            |
| <b>Middle Schools</b>               |                         |
| Annapolis Middle                    | 69.50                   |
| Arundel Middle                      | 55.50                   |
| Bates Middle                        | 91.50                   |
| Brooklyn Park Middle                | 94.50                   |
| Central Middle                      | 83.50                   |
| Chesapeake Bay Middle               | 75.00                   |
| Corkran Middle                      | 56.30                   |
| Crofton Middle                      | 67.00                   |
| George Fox Middle                   | 64.00                   |
| Lindale Middle                      | 80.50                   |
| Macarthur Middle                    | 89.00                   |
| Magothy River Middle                | 64.00                   |
| Marley Middle                       | 100.00                  |
| Meade Middle                        | 89.00                   |
| Old Mill Middle North               | 80.50                   |
| Old Mill Middle South               | 80.50                   |
| Severn River Middle                 | 64.00                   |
| Severna Park Middle                 | 100.00                  |
| Southern Middle                     | 83.80                   |
| <b>Middle School Average</b>        | <b>78.32</b>            |

**EXHIBIT 6-6  
 TECHNOLOGY SCORES – BY SITE  
 (CONTINUED)**

| <b>SITE NAME</b>            | <b>TECHNOLOGY SCORE</b> |
|-----------------------------|-------------------------|
| <b>High Schools</b>         |                         |
| Annapolis Senior            | 58.50                   |
| Arundel Senior              | 58.50                   |
| Broadneck Senior            | 86.00                   |
| Chesapeake Senior           | 86.00                   |
| Glen Burnie Senior          | 64.00                   |
| Meade Senior                | 58.50                   |
| North County Senior         | 94.50                   |
| Northeast Senior            | 61.00                   |
| Old Mill Senior             | 58.50                   |
| Severna Park Senior         | 64.00                   |
| South River Senior          | 58.50                   |
| Southern Senior             | 58.50                   |
| <b>High School Average</b>  | <b>67.21</b>            |
| <b>Other Schools</b>        |                         |
| Arlington Echo              | NE                      |
| Carrie Wheedon              | 85.90                   |
| Cats - North                | 78.00                   |
| Cats - South                | 83.50                   |
| Central Special             | 72.50                   |
| J. Albert Adams Acdmy       | 89.00                   |
| Marley Glen                 | 89.00                   |
| Mary E Moss                 | 80.50                   |
| Phoenix Annapolis           | 56.18                   |
| Ruth Parker Eason           | 89.00                   |
| <b>Other School Average</b> | <b>80.40</b>            |

**6.4 Grounds Condition Assessment**

The **BASYS** Grounds assessment score is a measure of the amount of capital needs at the site, which includes the driveways and walkways, the parking lots, the playfields, the utilities and fences. The scores can be interpreted as follows:

- 90+     **New or Like New:** The grounds and/or a majority of its systems are in good condition, less than one year old, and only require preventative maintenance.
- 75-89   **Good:** The grounds and/or a majority of its systems are in good condition and only require routine maintenance.
- 60-74   **Fair:** The grounds and/or some of its systems are in fair condition and require minor repair.
- 50-59   **Poor:** The grounds and/or a significant number of its systems are in poor condition and require major repair or renovation.
- Below 50 **Unsatisfactory:** The grounds and/or a majority of its systems should be considered for replacement.

The grounds assessment scores are weighted like the building condition scores and can therefore be used to determine the capital needs of the site. Exhibit 6-7 presents the range of grounds assessment scores and the average grounds assessment scores by facility type. The grounds assessment scores were typically in the “Good” to “Fair” categories.

**EXHIBIT 6-7  
GROUNDS ASSESSMENT SCORE RANGES**

| SITE TYPE          | GROUNDS ASSESSMENT SCORE RANGE |        | AVERAGE GROUNDS SCORE |
|--------------------|--------------------------------|--------|-----------------------|
| Elementary Schools | 57.50                          | 100.00 | 84.35                 |
| Middle Schools     | 48.33                          | 100.00 | 75.52                 |
| High Schools       | 44.92                          | 87.19  | 70.01                 |
| Other Schools      | 35.94                          | 100.00 | 72.58                 |

Exhibit 6-8 presents the grounds assessment scores by school site. As in the educational suitability scores, each school site receives one site condition score.



**EXHIBIT 6-8  
 GROUNDS ASSESSMENT SCORES – BY SITE**

| SITE NAME                 | GROUNDS SCORE |
|---------------------------|---------------|
| <b>Elementary Schools</b> |               |
| Annapolis Elem.           | 93.75         |
| Arnold Elem.              | 72.06         |
| Belle Grove Elem.         | 71.25         |
| Belvedere Elem.           | 100.00        |
| Benfield Elem.            | 75.00         |
| Bodkin Elem.              | 90.00         |
| Broadneck Elem.           | 65.63         |
| Brock Bridge Elem.        | 100.00        |
| Brooklyn Park Elem.       | 70.00         |
| Cape St. Claire           | 98.42         |
| Central Elem.             | 79.69         |
| Crofton Elem.             | 74.38         |
| Crofton Meadows Elem.     | 89.38         |
| Crofton Woods Elem.       | 75.66         |
| Davidsonville Elem.       | 100.00        |
| Deale Elem.               | 100.00        |
| Eastport Elem.            | 97.06         |
| Edgewater Elem.           | 73.75         |
| Ferndale Eec              | 100.00        |
| Folger McKinsey Elem.     | 86.25         |
| Fort Smallwood Elem.      | 75.00         |
| Four Seasons Elem.        | 90.79         |
| Freetown Elem.            | 100.00        |
| Gambrills Elem.           | 100.00        |
| George Cromwell Elem.     | 90.00         |
| Georgetown East Elem.     | 60.53         |
| Germantown Elem.          | 77.50         |
| Glen Burnie Park Elem.    | 91.18         |
| Glendale Elem.            | 100.00        |
| Harman Elem.              | 100.00        |
| High Point Elem.          | 73.53         |
| Hillsmere Elem.           | 57.50         |
| Hilltop Elem.             | 88.13         |
| Jacobsville Elem.         | 100.00        |
| Jessup Elem.              | 82.81         |
| Jones Elem.               | 100.00        |
| Lake Shore Elem.          | 100.00        |
| Linthicum Elem.           | 73.75         |

**EXHIBIT 6-8  
 GROUNDS ASSESSMENT SCORES – BY SITE  
 (CONTINUED)**

| SITE NAME                           | GROUNDS SCORE |
|-------------------------------------|---------------|
| <b>Elementary Schools Continued</b> |               |
| Lothian Elem.                       | 75.00         |
| Manor View Elem.                    | 75.66         |
| Marley Elem.                        | 100.00        |
| Maryland City Elem.                 | 83.82         |
| Mayo Elem.                          | 100.00        |
| Meade Heights Elem.                 | 79.41         |
| Millersville Elem.                  | 72.37         |
| Mills-Parole Elem.                  | 75.00         |
| North Glen Elem.                    | 77.50         |
| Oak Hill Elem.                      | 92.50         |
| Oakwood Elem.                       | 69.74         |
| Odenton Elem.                       | 65.00         |
| Overlook Elem.                      | 89.47         |
| Park Elem.                          | 100.00        |
| Pasadena Elem.                      | 100.00        |
| Pershing Hill Elem                  | 73.44         |
| Piney Orchard Elem.                 | 100.00        |
| Point Pleasant Elem                 | 75.00         |
| Quarterfield Elem.                  | 82.89         |
| Richard Henry Lee Elem.             | 75.00         |
| Ridgeway Elem.                      | 98.53         |
| Rippling Woods Elem.                | 73.75         |
| Riviera Beach Elem.                 | 67.19         |
| Rolling Knolls Elem.                | 69.12         |
| Seven Oaks Es                       | 100.00        |
| Severn Elem.                        | 91.18         |
| Severna Park Elem.                  | 100.00        |
| Shady Side Elem.                    | 62.50         |
| Shiple's Choice Elem.               | 88.75         |
| Solley Elem.                        | 60.00         |
| South Shore Elem.                   | 98.75         |
| Southgate Elem.                     | 93.75         |
| Sunset Elem.                        | 82.50         |
| Tracey's Elem.                      | 100.00        |
| Tyler Heights Elem.                 | 95.00         |
| Van Bokkelen Elem.                  | 73.68         |

**EXHIBIT 6-8  
 GROUNDS ASSESSMENT SCORES – BY SITE  
 (CONTINUED)**

| <b>SITE NAME</b>                    | <b>GROUNDS SCORE</b> |
|-------------------------------------|----------------------|
| <b>Elementary Schools Continued</b> |                      |
| WAUGH CHAPEL ELEM.                  | 78.95                |
| WEST ANNAPOLIS ELEM.                | 78.57                |
| WEST MEADE ELEM.                    | 75.00                |
| WINDSOR FARM ELEM.                  | 63.97                |
| WOODSIDE ELEM.                      | 77.50                |
| <b>Elementary School Average</b>    | <b>84.35</b>         |
| <b>Middle Schools</b>               |                      |
| ANNAPOLIS MIDDLE                    | 56.25                |
| ARUNDEL MIDDLE                      | 50.00                |
| BATES MIDDLE                        | 75.00                |
| BROOKLYN PARK MIDDLE                | 97.37                |
| CENTRAL MIDDLE                      | 81.58                |
| CHESAPEAKE BAY MIDDLE               | 68.06                |
| CORKRAN MIDDLE                      | 90.28                |
| CROFTON MIDDLE                      | 84.38                |
| GEORGE FOX MIDDLE                   | 68.33                |
| LINDALE MIDDLE                      | 58.33                |
| MACARTHUR MIDDLE                    | 67.86                |
| MAGOTHY RIVER MIDDLE                | 80.26                |
| MARLEY MIDDLE                       | 100.00               |
| MEADE MIDDLE                        | 95.00                |
| OLD MILL MIDDLE NORTH               | 58.33                |
| OLD MILL MIDDLE SOUTH               | 48.33                |
| SEVERN RIVER MIIDDLE                | 80.56                |
| SEVERNA PARK MIDDLE                 | 100.00               |
| SOUTHERN MIDDLE                     | 75.00                |
| <b>Middle School Average</b>        | <b>75.52</b>         |

**EXHIBIT 6-8  
 GROUNDS ASSESSMENT SCORES – BY SITE  
 (CONTINUED)**

| <b>SITE NAME</b>            | <b>GROUNDS SCORE</b> |
|-----------------------------|----------------------|
| <b>High Schools</b>         |                      |
| ANNAPOLIS SENIOR            | 74.06                |
| ARUNDEL SENIOR              | 59.88                |
| BROADNECK SENIOR            | 81.64                |
| CHESAPEAKE SENIOR           | 67.08                |
| GLEN BURNIE SENIOR          | 71.25                |
| MEADE SENIOR                | 58.44                |
| NORTH COUNTY SENIOR         | 76.88                |
| NORTHEAST SENIOR            | 44.92                |
| OLD MILL SENIOR             | 61.95                |
| SEVERNA PARK SENIOR         | 75.00                |
| SOUTH RIVER SENIOR          | 81.88                |
| SOUTHERN SENIOR             | 87.19                |
| <b>High School Average</b>  | <b>70.01</b>         |
| <b>Other Schools</b>        |                      |
| ARLINGTON ECHO              | 100.00               |
| CARRIE WHEEDON              | 35.94                |
| CATS - NORTH                | 58.33                |
| CATS - SOUTH                | 98.33                |
| CENTRAL SPECIAL             | 75.00                |
| J. ALBERT ADAMS ACDMY       | 68.75                |
| MARLEY GLEN                 | 81.88                |
| MARY E MOSS HS              | N/A*                 |
| PHOENIX ANNAPOLIS           | 62.50                |
| RUTH P. EASON               | 72.50                |
| <b>Other School Average</b> | <b>72.58</b>         |

\* Property not owned by AACPS

**6.5 Combined Scores**

The building condition, educational suitability, technology readiness, and grounds assessment scores are translated into one combined score for each school to assist in the task of prioritizing projects. The four scores are weighted based on their relative impact on capital needs costs. The condition score is weighted 50 percent, the educational suitability score is weighted 30 percent, the technology readiness score is

weighted 10 percent, and the grounds assessment score is weighted 10 percent. Exhibit 6-9 presents all the scores for each facility and the resulting combined score.

**EXHIBIT 6-9  
COMBINED SCORES – BY SITE  
(CONTINUED)**

| <b>SITE NAME</b>          | <b>CONDITION SCORE</b> | <b>SUITABILITY SCORE</b> | <b>TECHNOLOGY SCORE</b> | <b>GROUNDS SCORE</b> | <b>COMBINED SCORE</b> |
|---------------------------|------------------------|--------------------------|-------------------------|----------------------|-----------------------|
| <b>Elementary Schools</b> |                        |                          |                         |                      |                       |
| Annapolis ES              | 62.35                  | 43.66                    | 78.00                   | 93.75                | 61.45                 |
| Arnold ES                 | 59.72                  | 72.37                    | 72.00                   | 72.06                | 65.98                 |
| Belle Grove ES            | 59.25                  | 31.59                    | 83.00                   | 71.25                | 54.53                 |
| Belvedere ES              | 89.02                  | 76.98                    | 100.00                  | 100.00               | 87.60                 |
| Benfield ES               | 71.17                  | 47.21                    | 89.00                   | 75.00                | 66.15                 |
| Bodkin ES                 | 72.50                  | 87.01                    | 64.30                   | 90.00                | 77.78                 |
| Broadneck ES              | 75.10                  | 74.59                    | 75.30                   | 65.63                | 74.02                 |
| Brock Bridge ES           | 75.09                  | 64.72                    | 75.30                   | 100.00               | 74.49                 |
| Brooklyn Park ES          | 64.21                  | 91.43                    | 92.30                   | 70.00                | 75.77                 |
| Cape St. Claire ES        | 78.73                  | 89.99                    | 83.00                   | 98.42                | 84.51                 |
| Central ES                | 76.46                  | 79.70                    | 70.30                   | 79.69                | 77.14                 |
| Crofton ES                | 71.50                  | 53.90                    | 48.30                   | 74.38                | 64.19                 |
| Crofton Meadows ES        | 81.78                  | 71.94                    | 100.00                  | 89.38                | 81.41                 |
| Crofton Woods ES          | 76.59                  | 83.09                    | 78.00                   | 75.66                | 78.59                 |
| Davidsonville ES          | 100.00                 | 100.00                   | 100.00                  | 100.00               | 100.00                |
| Deale ES                  | 82.66                  | 83.40                    | 100.00                  | 100.00               | 86.35                 |
| Eastport ES               | 84.44                  | 61.01                    | 83.50                   | 97.06                | 78.58                 |
| Edgewater ES              | 59.29                  | 90.22                    | 72.00                   | 73.75                | 71.29                 |
| Ferndale EEC              | 100.00                 | 100.00                   | 100.00                  | 100.00               | 100.00                |
| Folger McKinsey ES        | 66.41                  | 51.72                    | 50.00                   | 86.25                | 62.35                 |
| Fort Smallwood ES         | 74.75                  | 70.97                    | 89.00                   | 75.00                | 75.06                 |
| Four Seasons ES           | 78.51                  | 84.66                    | 75.00                   | 90.79                | 81.23                 |
| Freetown ES               | 100.00                 | 100.00                   | 100.00                  | 100.00               | 100.00                |
| Gambrills ES.             | 100.00                 | 100.00                   | 100.00                  | 100.00               | 100.00                |
| George Cromwell ES        | 64.81                  | 65.84                    | 72.00                   | 90.00                | 68.36                 |
| Georgetown East ES        | 79.88                  | 91.43                    | 89.00                   | 60.53                | 82.32                 |
| Germantown ES             | 60.77                  | 48.81                    | 78.00                   | 77.50                | 60.58                 |
| Glen Burnie Park ES       | 74.08                  | 64.78                    | 61.00                   | 91.18                | 71.69                 |
| Glendale ES               | 100.00                 | 100.00                   | 100.00                  | 100.00               | 100.00                |
| Harman ES                 | 100.00                 | 100.00                   | 100.00                  | 100.00               | 100.00                |
| High Point ES             | 75.22                  | 64.28                    | 72.80                   | 73.53                | 71.53                 |
| Hillsmere ES              | 62.74                  | 76.73                    | 78.00                   | 57.50                | 67.94                 |
| Hilltop ES                | 75.20                  | 72.31                    | 53.30                   | 88.13                | 73.43                 |
| Jacobsville ES            | 100.00                 | 81.81                    | 89.00                   | 100.00               | 93.44                 |
| Jessup ES                 | 67.35                  | 68.02                    | 72.50                   | 82.81                | 69.61                 |
| Jones ES                  | 87.35                  | 95.35                    | 89.00                   | 100.00               | 91.18                 |
| Lake Shore ES             | 100.00                 | 100.00                   | 100.00                  | 100.00               | 100.00                |

**EXHIBIT 6-9  
 COMBINED SCORES – BY SITE**

| <b>SITE NAME</b>                 | <b>CONDITION SCORE</b> | <b>SUITABILITY SCORE</b> | <b>TECHNOLOGY SCORE</b> | <b>GROUNDS SCORE</b> | <b>COMBINED SCORE</b> |
|----------------------------------|------------------------|--------------------------|-------------------------|----------------------|-----------------------|
| <b>Elementary Schools</b>        |                        |                          |                         |                      |                       |
| Linthicum ES                     | 75.00                  | 92.97                    | 70.30                   | 73.75                | 79.79                 |
| Lothian ES                       | 62.11                  | 58.33                    | 64.00                   | 75.00                | 62.46                 |
| Manor View ES                    | 75.80                  | 82.66                    | 70.30                   | 75.66                | 77.29                 |
| Marley ES                        | 100.00                 | 100.00                   | 100.00                  | 100.00               | 100.00                |
| Maryland City ES                 | 63.27                  | 81.02                    | 61.00                   | 83.82                | 70.42                 |
| Mayo ES                          | 100.00                 | 100.00                   | 100.00                  | 100.00               | 100.00                |
| Meade Heights ES                 | 90.15                  | 82.95                    | 89.00                   | 79.41                | 86.80                 |
| Millersville ES                  | 66.36                  | 82.71                    | 55.50                   | 72.37                | 70.78                 |
| Mills-Parole ES                  | 80.89                  | 51.13                    | 100.00                  | 75.00                | 73.29                 |
| North Glen ES                    | 64.76                  | 79.65                    | 83.00                   | 77.50                | 72.33                 |
| Oak Hill ES                      | 72.10                  | 89.92                    | 64.30                   | 92.50                | 78.71                 |
| Oakwood ES                       | 73.12                  | 81.25                    | 89.00                   | 69.74                | 76.81                 |
| Odenton ES                       | 74.95                  | 72.11                    | 83.00                   | 65.00                | 73.91                 |
| Overlook ES                      | 66.61                  | 74.40                    | 61.00                   | 89.47                | 70.67                 |
| Park ES                          | 94.95                  | 83.01                    | 100.00                  | 100.00               | 92.38                 |
| Pasadena ES                      | 100.00                 | 100.00                   | 100.00                  | 100.00               | 100.00                |
| Pershing Hill ES                 | 69.10                  | 48.10                    | 64.30                   | 73.44                | 62.76                 |
| Piney Orchard ES                 | 100.00                 | 83.70                    | 100.00                  | 100.00               | 95.11                 |
| Point Pleasant ES                | 60.94                  | 69.11                    | 56.30                   | 75.00                | 64.33                 |
| Quarterfield ES                  | 63.25                  | 70.06                    | 66.50                   | 82.89                | 67.58                 |
| Richard Henry Lee ES             | 73.18                  | 55.70                    | 61.00                   | 75.00                | 66.90                 |
| Ridgeway ES                      | 97.58                  | 81.55                    | 100.00                  | 98.53                | 93.11                 |
| Rippling Woods ES                | 72.25                  | 77.07                    | 78.00                   | 73.75                | 74.42                 |
| Riviera Beach ES                 | 84.71                  | 80.02                    | 78.00                   | 67.19                | 80.88                 |
| Rolling Knolls ES                | 64.84                  | 62.47                    | 69.50                   | 69.12                | 65.02                 |
| Seven Oaks ES                    | 100.00                 | 100.00                   | 100.00                  | 100.00               | 100.00                |
| Severn ES                        | 81.64                  | 71.78                    | 100.00                  | 91.18                | 81.47                 |
| Severna Park ES                  | 74.54                  | 71.14                    | 72.00                   | 100.00               | 75.81                 |
| Shady Side ES                    | 79.69                  | 93.58                    | 83.00                   | 62.50                | 82.47                 |
| Shipley's Choice ES              | 75.42                  | 90.07                    | 89.00                   | 88.75                | 82.50                 |
| Solley ES                        | 88.88                  | 91.68                    | 89.00                   | 60.00                | 86.85                 |
| South Shore ES                   | 94.01                  | 80.76                    | 100.00                  | 98.75                | 91.11                 |
| Southgate ES                     | 69.14                  | 45.52                    | 50.80                   | 93.75                | 62.68                 |
| Sunset ES                        | 76.65                  | 90.24                    | 75.30                   | 82.50                | 81.18                 |
| Tracey's ES                      | 100.00                 | 100.00                   | 100.00                  | 100.00               | 100.00                |
| Tyler Heights ES                 | 66.43                  | 71.52                    | 83.50                   | 95.00                | 72.52                 |
| Van Bokkelen ES                  | 77.86                  | 85.75                    | 72.00                   | 73.68                | 79.23                 |
| Waugh Chapel ES                  | 63.58                  | 77.53                    | 72.00                   | 78.95                | 70.14                 |
| West Annapolis ES                | 66.97                  | 50.54                    | 83.50                   | 78.57                | 64.85                 |
| West Meade ES                    | 64.59                  | 57.80                    | 53.00                   | 75.00                | 62.43                 |
| Windsor Farm ES                  | 70.63                  | 74.56                    | 100.00                  | 63.97                | 74.08                 |
| Woodside ES                      | 67.74                  | 73.30                    | 89.00                   | 77.50                | 72.51                 |
| <b>Elementary School Average</b> | <b>78.11</b>           | <b>77.02</b>             | <b>81.13</b>            | <b>84.35</b>         | <b>78.2</b>           |

**EXHIBIT 6-9  
COMBINED SCORES – BY SITE  
(CONTINUED)**

| <b>SITE NAME</b>             | <b>CONDITION SCORE</b> | <b>SUITABILITY SCORE</b> | <b>TECHNOLOGY SCORE</b> | <b>GROUNDS SCORE</b> | <b>COMBINED SCORE</b> |
|------------------------------|------------------------|--------------------------|-------------------------|----------------------|-----------------------|
| <b>Middle Schools</b>        |                        |                          |                         |                      |                       |
| Annapolis Middle             | 63.68                  | 76.78                    | 69.50                   | 56.25                | 67.45                 |
| Arundel Middle               | 69.60                  | 75.80                    | 55.50                   | 50.00                | 68.09                 |
| Bates Middle                 | 71.60                  | 53.47                    | 91.50                   | 75.00                | 68.49                 |
| Brooklyn Park Middle         | 94.69                  | 88.08                    | 94.50                   | 97.37                | 92.96                 |
| Central Middle               | 78.48                  | 70.89                    | 83.50                   | 81.58                | 77.02                 |
| Chesapeake Bay Middle        | 75.68                  | 85.92                    | 75.00                   | 68.06                | 77.92                 |
| Corkran Middle               | 65.87                  | 71.90                    | 56.30                   | 90.28                | 69.16                 |
| Crofton Middle               | 72.23                  | 76.73                    | 67.00                   | 84.38                | 74.27                 |
| George Fox Middle            | 70.45                  | 79.69                    | 64.00                   | 68.33                | 72.37                 |
| Lindale Middle               | 88.04                  | 79.77                    | 80.50                   | 58.33                | 81.84                 |
| Macarthur Middle             | 69.37                  | 81.95                    | 89.00                   | 67.86                | 74.95                 |
| Magothy River Middle         | 72.10                  | 85.21                    | 64.00                   | 80.26                | 76.04                 |
| Marley Middle                | 100.00                 | 100.00                   | 100.00                  | 100.00               | 100.00                |
| Meade Middle                 | 91.09                  | 84.04                    | 89.00                   | 95.00                | 89.15                 |
| Old Mill Middle North        | 62.08                  | 68.95                    | 80.50                   | 58.33                | 65.61                 |
| Old Mill Middle South        | 63.53                  | 75.74                    | 80.50                   | 48.33                | 67.37                 |
| Severn River Middle          | 67.61                  | 82.77                    | 64.00                   | 80.56                | 73.09                 |
| Severna Park Middle          | 100.00                 | 100.00                   | 100.00                  | 100.00               | 100.00                |
| Southern Middle              | 84.98                  | 82.38                    | 83.80                   | 75.00                | 83.08                 |
| <b>Middle School Average</b> | <b>76.90</b>           | <b>80.00</b>             | <b>78.32</b>            | <b>75.52</b>         | <b>77.83</b>          |
| <b>High Schools</b>          |                        |                          |                         |                      |                       |
| Annapolis Senior             | 74.96                  | 68.29                    | 58.50                   | 74.06                | 71.22                 |
| Arundel Senior               | 68.09                  | 67.52                    | 58.50                   | 59.88                | 66.14                 |
| Broadneck Senior             | 83.76                  | 77.39                    | 86.00                   | 81.64                | 81.86                 |
| Chesapeake Senior            | 74.42                  | 74.66                    | 86.00                   | 67.08                | 74.92                 |
| Glen Burnie                  | 65.85                  | 65.89                    | 64.00                   | 71.25                | 66.22                 |
| Meade                        | 67.86                  | 78.35                    | 58.50                   | 58.44                | 69.13                 |
| North County                 | 74.66                  | 81.38                    | 94.50                   | 76.88                | 78.88                 |
| Northeast Senior             | 68.17                  | 56.86                    | 61.00                   | 44.92                | 61.73                 |
| Old Mill Senior              | 64.86                  | 62.98                    | 58.50                   | 61.95                | 63.37                 |
| Severna Park Senior          | 60.87                  | 61.75                    | 64.00                   | 75.00                | 62.86                 |
| South River Senior           | 68.73                  | 74.34                    | 58.50                   | 81.88                | 70.70                 |
| Southern Senior              | 65.96                  | 66.17                    | 58.50                   | 87.19                | 67.40                 |
| <b>High School Average</b>   | <b>69.85</b>           | <b>69.63</b>             | <b>67.21</b>            | <b>70.01</b>         | <b>69.54</b>          |

**EXHIBIT 6-9  
 COMBINED SCORES – BY SITE  
 (CONTINUED)**

| <b>SITE NAME</b>            | <b>CONDITION SCORE</b> | <b>SUITABILITY SCORE</b> | <b>TECHNOLOGY SCORE</b> | <b>GROUNDSCORE</b> | <b>COMBINED SCORE</b> |
|-----------------------------|------------------------|--------------------------|-------------------------|--------------------|-----------------------|
| <b>Other Schools</b>        |                        |                          |                         |                    |                       |
| Arlington Echo              | 85.00                  | NE                       | NE                      | 100.00             | NE                    |
| Carrie Wheedon              | 51.40                  | 92.97                    | 85.90                   | 35.94              | 65.77                 |
| Cats - North                | 77.20                  | 57.12                    | 78.00                   | 58.33              | 69.37                 |
| Cats - South                | 75.30                  | 53.23                    | 83.50                   | 98.33              | 71.80                 |
| Central Special             | 82.50                  | 48.61                    | 72.50                   | 75.00              | 70.58                 |
| J. Albert Adams Academy     | 67.94                  | 76.93                    | 89.00                   | 68.75              | 72.82                 |
| Marley Glen                 | 72.60                  | 66.65                    | 89.00                   | 81.88              | 73.39                 |
| Mary E Moss Hs              | N/A                    | 33.38                    | 80.50                   | N/A                | N/A                   |
| Phoenix Annapolis           | 62.68                  | 48.77                    | 56.18                   | 62.50              | 57.84                 |
| Ruth Parker Eason           | 84.34                  | 60.55                    | 89.00                   | 72.50              | 76.48                 |
| <b>Other School Average</b> | <b>73.22</b>           | <b>59.80</b>             | <b>80.40</b>            | <b>72.58</b>       | <b>69.76</b>          |



---

## **7.0 FINDINGS/ANALYSIS**

### **7.1 Facility Condition Matrix**

The data presented in the previous chapters has been combined in order to provide an overall view of each facility, review the overall facility conditions district wide, and to provide a means for prioritization. The basic building block for this data is contained in the facility condition matrices for each school that are included in Appendix

A. This matrix provides the following information:

- Year of Original Construction
- Total Square Footage
- Year and Square Footage of Most Recent Renovation (if any)
- Acreage
- Condition, Suitability, Technology Readiness and Grounds Score
- A Combined Score for Prioritization Purposes (This Is Based On 50% Weight to Condition, 30% Suitability, 10% Grounds and 10% Technology Readiness)
- Current and Projected Capacity And Utilization
- Formula Driven Budget Estimates for Condition, Suitability, Technology Readiness and Grounds Improvements
- Budget Estimate for Additions if Appropriate

This data is used as the basic building block for determining the need for each school. A summary of this information for each school is provided by high school feeder zone in exhibits 7-1 through 7-33 on the following pages:

**EXHIBIT 7-1  
ANNAPOLIS FEEDER ZONE SUMMARY**

| Type                    | Feeder    | SCHOOL             | ACREAGE      | CONDITION SCORE | EDUCATIONAL SUITABILITY SCORE | TECH READINESS SCORE | GROUNDS SCORE | COMBINED SCORE | ENROLLMENT   |                  | CAPACITY     | UTILIZATION   |                  |
|-------------------------|-----------|--------------------|--------------|-----------------|-------------------------------|----------------------|---------------|----------------|--------------|------------------|--------------|---------------|------------------|
|                         |           |                    |              |                 |                               |                      |               |                | (Aug 2006)   | PROJECTED (2015) |              | (Aug 2006)    | PROJECTED (2015) |
| ES                      | Annapolis | ANNAPOLIS ES       | 2.68         | 62.35           | 43.66                         | 78.00                | 93.75         | 61.45          | 217          | 271              | 271          | 80.1%         | 100.0%           |
| ES                      | Annapolis | EASTPORT ES        | 3.00         | 84.44           | 61.01                         | 83.50                | 97.06         | 78.58          | 214          | 242              | 270          | 79.3%         | 89.6%            |
| ES                      | Annapolis | GEORGETOWN EAST ES | 15.07        | 79.88           | 91.43                         | 89.00                | 60.53         | 82.32          | 327          | 370              | 460          | 71.1%         | 80.4%            |
| ES                      | Annapolis | GERMANTOWN ES      | 18.00        | 60.77           | 48.81                         | 78.00                | 77.50         | 60.58          | 471          | 592              | 388          | 121.4%        | 152.6%           |
| ES                      | Annapolis | HILLSMERE ES       | 16.12        | 62.74           | 76.73                         | 78.00                | 57.50         | 67.94          | 381          | 412              | 476          | 80.0%         | 86.6%            |
| ES                      | Annapolis | MILLS-PAROLE ES    | 8.78         | 80.89           | 51.13                         | 100.00               | 75.00         | 73.29          | 410          | 523              | 401          | 102.2%        | 130.4%           |
| ES                      | Annapolis | ROLLING KNOLLS ES  | 14.74        | 64.84           | 62.47                         | 69.50                | 69.12         | 65.02          | 366          | 450              | 316          | 115.8%        | 142.4%           |
| ES                      | Annapolis | TYLER HEIGHTS ES   | 15.26        | 66.43           | 71.52                         | 83.50                | 95.00         | 72.52          | 333          | 452              | 382          | 87.2%         | 118.3%           |
| ES                      | Annapolis | WEST ANNAPOLIS ES  | 2.23         | 66.97           | 50.54                         | 83.50                | 78.57         | 64.85          | 233          | 228              | 262          | 88.9%         | 87.0%            |
| <b>ES Total/Average</b> |           |                    | <b>95.88</b> | <b>69.92</b>    | <b>61.92</b>                  | <b>82.56</b>         | <b>78.22</b>  | <b>69.62</b>   | <b>2,952</b> | <b>3,540</b>     | <b>3,226</b> | <b>91.5%</b>  | <b>109.7%</b>    |
| MS                      | Annapolis | ANNAPOLIS MS       | 39.83        | 63.68           | 76.78                         | 69.50                | 56.25         | 67.45          | 577          | 742              | 1,495        | 38.6%         | 49.6%            |
| MS                      | Annapolis | BATES MS           | 16.21        | 71.60           | 53.47                         | 91.50                | 75.00         | 68.49          | 550          | 546              | 833          | 66.0%         | 65.5%            |
| <b>MS Total/Average</b> |           |                    | <b>56.04</b> | <b>67.64</b>    | <b>65.12</b>                  | <b>80.50</b>         | <b>65.63</b>  | <b>67.97</b>   | <b>1,127</b> | <b>1,288</b>     | <b>2,328</b> | <b>48.4%</b>  | <b>55.3%</b>     |
| HS                      | Annapolis | ANNAPOLIS HS       | 54.00        | 74.96           | 68.29                         | 58.50                | 74.06         | 71.22          | 1,791        | 1,650            | 1,739        | 103.0%        | 94.9%            |
| <b>HS Total/Average</b> |           |                    | <b>54.00</b> | <b>74.96</b>    | <b>68.29</b>                  | <b>58.50</b>         | <b>74.06</b>  | <b>71.22</b>   | <b>1,791</b> | <b>1,650</b>     | <b>1,739</b> | <b>103.0%</b> | <b>94.9%</b>     |

**EXHIBIT 7-2  
ARUNDEL FEEDER ZONE SUMMARY**

| Type                    | Feeder  | SCHOOL           | ACREAGE       | CONDITION SCORE | EDUCATIONAL SUITABILITY SCORE | TECH READINESS SCORE | GROUNDS SCORE | COMBINED SCORE | ENROLLMENT   |                  | CAPACITY     | UTILIZATION   |                  |
|-------------------------|---------|------------------|---------------|-----------------|-------------------------------|----------------------|---------------|----------------|--------------|------------------|--------------|---------------|------------------|
|                         |         |                  |               |                 |                               |                      |               |                | (Aug 2006)   | PROJECTED (2015) |              | (Aug 2006)    | PROJECTED (2015) |
| ES                      | Arundel | CROFTON ES       | 16.30         | 71.50           | 53.90                         | 48.30                | 74.38         | 64.19          | 676          | 659              | 503          | 134.4%        | 131.0%           |
| ES                      | Arundel | FOUR SEASONS ES  | 19.91         | 78.51           | 84.66                         | 75.00                | 90.79         | 81.23          | 670          | 785              | 638          | 105.0%        | 123.0%           |
| ES                      | Arundel | GAMBRILLS ES     | 14.57         | 100.00          | 100.00                        | 100.00               | 100.00        | 100.00         | N/A          | N/A              | 712          | N/A           | N/A              |
| ES                      | Arundel | ODENTON ES       | 12.95         | 74.95           | 72.11                         | 83.00                | 65.00         | 73.91          | 414          | 476              | 429          | 96.5%         | 111.0%           |
| ES                      | Arundel | PINEY ORCHARD ES | 21.11         | 100.00          | 83.70                         | 100.00               | 100.00        | 95.11          | 617          | 602              | 559          | 110.4%        | 107.7%           |
| ES                      | Arundel | SEVEN OAKS ES    | 20.00         | 100.00          | 100.00                        | 100.00               | 100.00        | 100.00         | N/A          | N/A              | 713          | N/A           | N/A              |
| ES                      | Arundel | WAUGH CHAPEL ES  | 20.20         | 63.58           | 77.53                         | 72.00                | 78.95         | 70.14          | 359          | 427              | 442          | 81.2%         | 96.6%            |
| <b>ES Total/Average</b> |         |                  | <b>125.04</b> | <b>84.08</b>    | <b>81.70</b>                  | <b>82.61</b>         | <b>87.02</b>  | <b>83.51</b>   | <b>2,736</b> | <b>2,949</b>     | <b>3,996</b> | <b>68.5%</b>  | <b>73.8%</b>     |
| MS                      | Arundel | ARUNDEL MS       | 62.21         | 69.60           | 75.80                         | 55.50                | 50.00         | 68.09          | 1,029        | 1,019            | 1,071        | 96.1%         | 95.1%            |
| <b>MS Total/Average</b> |         |                  | <b>62.21</b>  | <b>69.60</b>    | <b>75.80</b>                  | <b>55.50</b>         | <b>50.00</b>  | <b>68.09</b>   | <b>1,029</b> | <b>1,019</b>     | <b>1,071</b> | <b>96.1%</b>  | <b>95.1%</b>     |
| HS                      | Arundel | ARUNDEL HS       | 62.21         | 68.09           | 67.52                         | 58.50                | 59.88         | 66.14          | 2,074        | 1,833            | 2,025        | 102.4%        | 90.5%            |
| <b>HS Total/Average</b> |         |                  | <b>62.21</b>  | <b>68.09</b>    | <b>67.52</b>                  | <b>58.50</b>         | <b>59.88</b>  | <b>66.14</b>   | <b>2,074</b> | <b>1,833</b>     | <b>2,025</b> | <b>102.4%</b> | <b>90.5%</b>     |

**EXHIBIT 7-3  
BROADNECK FEEDER ZONE SUMMARY**

| Type                    | Feeder    | SCHOOL             | ACREAGE       | CONDITION SCORE | EDUCATIONAL SUITABILITY SCORE | TECH READINESS SCORE | GROUNDS SCORE | COMBINED SCORE | ENROLLMENT   |                  | CAPACITY     | UTILIZATION   |                  |
|-------------------------|-----------|--------------------|---------------|-----------------|-------------------------------|----------------------|---------------|----------------|--------------|------------------|--------------|---------------|------------------|
|                         |           |                    |               |                 |                               |                      |               |                | (Aug 2006)   | PROJECTED (2015) |              | (Aug 2006)    | PROJECTED (2015) |
| ES                      | Broadneck | ARNOLD ES          | 15.08         | 59.72           | 72.37                         | 72.00                | 72.06         | 65.98          | 395          | 428              | 389          | 101.5%        | 110.0%           |
| ES                      | Broadneck | BELVEDERE ES       | 14.50         | 89.02           | 76.98                         | 100.00               | 100.00        | 87.60          | 459          | 521              | 511          | 89.8%         | 102.0%           |
| ES                      | Broadneck | BROADNECK ES       | 29.17         | 75.10           | 74.59                         | 75.30                | 65.63         | 74.02          | 634          | 768              | 596          | 106.4%        | 128.9%           |
| ES                      | Broadneck | CAPE ST. CLAIRE ES | 29.29         | 78.73           | 89.99                         | 83.00                | 98.42         | 84.51          | 656          | 671              | 650          | 100.9%        | 103.2%           |
| ES                      | Broadneck | WINDSOR FARM ES    | 20.00         | 70.63           | 74.56                         | 100.00               | 63.97         | 74.08          | 519          | 571              | 527          | 98.5%         | 108.3%           |
| <b>ES Total/Average</b> |           |                    | <b>108.04</b> | <b>74.64</b>    | <b>77.70</b>                  | <b>86.06</b>         | <b>80.02</b>  | <b>77.24</b>   | <b>2,663</b> | <b>2,959</b>     | <b>2,673</b> | <b>99.6%</b>  | <b>110.7%</b>    |
| MS                      | Broadneck | MAGOTHY RIVER MS   | 24.07         | 72.10           | 85.21                         | 64.00                | 80.26         | 76.04          | 748          | 739              | 1,092        | 68.5%         | 67.7%            |
| MS                      | Broadneck | SEVERN RIVER MS    | 24.08         | 67.61           | 82.77                         | 64.00                | 80.56         | 73.09          | 791          | 783              | 988          | 80.1%         | 79.3%            |
| <b>MS Total/Average</b> |           |                    | <b>24.08</b>  | <b>69.85</b>    | <b>83.99</b>                  | <b>64.00</b>         | <b>80.41</b>  | <b>74.57</b>   | <b>1,539</b> | <b>1,522</b>     | <b>2,080</b> | <b>74.0%</b>  | <b>73.2%</b>     |
| HS                      | Broadneck | BROADNECK HS       | 84.60         | 83.76           | 77.39                         | 86.00                | 81.64         | 81.86          | 2,247        | 1,983            | 2,039        | 110.2%        | 97.3%            |
| <b>HS Total/Average</b> |           |                    | <b>84.60</b>  | <b>83.76</b>    | <b>77.39</b>                  | <b>86.00</b>         | <b>81.64</b>  | <b>81.86</b>   | <b>2,247</b> | <b>1,983</b>     | <b>2,039</b> | <b>110.2%</b> | <b>97.3%</b>     |

**EXHIBIT 7-4  
CHESAPEAKE FEEDER ZONE SUMMARY**

| Type                    | Feeder     | SCHOOL            | ACREAGE       | CONDITION SCORE | EDUCATIONAL SUITABILITY SCORE | TECH READINESS SCORE | GROUNDS SCORE | COMBINED SCORE | ENROLLMENT   |                  | CAPACITY     | UTILIZATION  |                  |
|-------------------------|------------|-------------------|---------------|-----------------|-------------------------------|----------------------|---------------|----------------|--------------|------------------|--------------|--------------|------------------|
|                         |            |                   |               |                 |                               |                      |               |                | (Aug 2006)   | PROJECTED (2015) |              | (Aug 2006)   | PROJECTED (2015) |
| ES                      | Chesapeake | BODKIN ES         | 20.20         | 72.50           | 87.01                         | 64.30                | 90.00         | 77.78          | 593          | 671              | 593          | 100.0%       | 113.2%           |
| ES                      | Chesapeake | FORT SMALLWOOD ES | 58.53         | 74.75           | 70.97                         | 89.00                | 75.00         | 75.06          | 376          | 391              | 489          | 76.9%        | 80.0%            |
| ES                      | Chesapeake | JACOBSVILLE ES    | 26.92         | 100.00          | 81.81                         | 89.00                | 100.00        | 93.44          | 504          | 508              | 604          | 83.4%        | 84.1%            |
| ES                      | Chesapeake | LAKE SHORE ES     | 16.35         | 100.00          | 100.00                        | 100.00               | 100.00        | 100.00         | 321          | 393              | 408          | 78.7%        | 96.3%            |
| ES                      | Chesapeake | PASADENA ES       | 14.00         | 100.00          | 100.00                        | 100.00               | 100.00        | 100.00         | 303          | 303              | 484          | 62.6%        | 62.6%            |
| <b>ES Total/Average</b> |            |                   | <b>136.00</b> | <b>89.45</b>    | <b>87.96</b>                  | <b>88.46</b>         | <b>93.00</b>  | <b>89.26</b>   | <b>2,097</b> | <b>2,266</b>     | <b>2,578</b> | <b>81.3%</b> | <b>87.9%</b>     |
| MS                      | Chesapeake | CHESAPEAKE BAY MS | 40.40         | 75.68           | 85.92                         | 75.00                | 68.06         | 77.92          | 1,368        | 1,352            | 2,239        | 61.1%        | 60.4%            |
| <b>MS Total/Average</b> |            |                   | <b>40.40</b>  | <b>75.68</b>    | <b>85.92</b>                  | <b>75.00</b>         | <b>68.06</b>  | <b>77.92</b>   | <b>1,368</b> | <b>1,352</b>     | <b>2,239</b> | <b>61.1%</b> | <b>60.4%</b>     |
| HS                      | Chesapeake | CHESAPEAKE HS     | 80.81         | 74.42           | 74.66                         | 86.00                | 67.08         | 74.92          | 1,908        | 1,682            | 2,398        | 79.6%        | 70.1%            |
| <b>HS Total/Average</b> |            |                   | <b>80.81</b>  | <b>74.42</b>    | <b>74.66</b>                  | <b>86.00</b>         | <b>67.08</b>  | <b>74.92</b>   | <b>1,908</b> | <b>1,682</b>     | <b>2,398</b> | <b>79.6%</b> | <b>70.1%</b>     |

**EXHIBIT 7-5  
GLEN BURNIE FEEDER ZONE SUMMARY**

| Type                    | Feeder      | SCHOOL               | ACREAGE       | CONDITION SCORE | EDUCATIONAL SUITABILITY SCORE | TECH READINESS SCORE | GROUNDS SCORE | COMBINED SCORE | ENROLLMENT   |                  | CAPACITY     | UTILIZATION  |                  |
|-------------------------|-------------|----------------------|---------------|-----------------|-------------------------------|----------------------|---------------|----------------|--------------|------------------|--------------|--------------|------------------|
|                         |             |                      |               |                 |                               |                      |               |                | (Aug 2006)   | PROJECTED (2015) |              | (Aug 2006)   | PROJECTED (2015) |
| ES                      | Glen Burnie | FREETOWN ES          | 15.09         | 100.00          | 100.00                        | 100.00               | 100.00        | 100.00         | 388          | 473              | 618          | 62.8%        | 76.5%            |
| ES                      | Glen Burnie | GLENDALE ES          | 14.44         | 100.00          | 100.00                        | 100.00               | 100.00        | 100.00         | 452          | 534              | 492          | 91.9%        | 108.5%           |
| ES                      | Glen Burnie | MARLEY ES            | 10.57         | 100.00          | 100.00                        | 100.00               | 100.00        | 100.00         | 478          | 500              | 555          | 86.1%        | 90.1%            |
| ES                      | Glen Burnie | OAKWOOD ES           | 13.14         | 73.12           | 81.25                         | 89.00                | 69.74         | 76.81          | 213          | 329              | 283          | 75.3%        | 116.3%           |
| ES                      | Glen Burnie | POINT PLEASANT ES    | 10.75         | 60.94           | 48.64                         | 56.30                | 75.00         | 58.20          | 501          | 577              | 566          | 88.5%        | 101.9%           |
| ES                      | Glen Burnie | QUARTERFIELD ES      | 22.25         | 63.25           | 70.06                         | 66.50                | 82.89         | 67.58          | 400          | 383              | 468          | 85.5%        | 81.8%            |
| ES                      | Glen Burnie | RICHARD HENRY LEE ES | 4.66          | 73.18           | 55.70                         | 61.00                | 75.00         | 66.90          | 460          | 508              | 522          | 88.1%        | 97.3%            |
| ES                      | Glen Burnie | WOODSIDE ES          | 13.95         | 67.74           | 73.30                         | 89.00                | 77.50         | 72.51          | 284          | 348              | 336          | 84.5%        | 103.6%           |
| <b>ES Total/Average</b> |             |                      | <b>104.85</b> | <b>79.78</b>    | <b>78.62</b>                  | <b>82.73</b>         | <b>85.02</b>  | <b>80.25</b>   | <b>3,176</b> | <b>3,652</b>     | <b>3,840</b> | <b>82.7%</b> | <b>95.1%</b>     |
| MS                      | Glen Burnie | CORKRAN MS           | 31.11         | 65.87           | 71.90                         | 56.30                | 90.28         | 69.16          | 725          | 717              | 985          | 73.6%        | 72.8%            |
| MS                      | Glen Burnie | MARLEY MS            | 40.88         | 100.00          | 100.00                        | 100.00               | 100.00        | 100.00         | 811          | 805              | 1,104        | 73.5%        | 72.9%            |
| <b>MS Total/Average</b> |             |                      | <b>71.99</b>  | <b>82.94</b>    | <b>85.95</b>                  | <b>78.15</b>         | <b>95.14</b>  | <b>84.58</b>   | <b>1,536</b> | <b>1,522</b>     | <b>2,089</b> | <b>73.5%</b> | <b>72.9%</b>     |
| HS                      | Glen Burnie | GLEN BURNIE HS       | 39.10         | 65.85           | 65.89                         | 64.00                | 71.25         | 66.22          | 2,149        | 1,900            | 2,335        | 92.0%        | 81.4%            |
| <b>HS Total/Average</b> |             |                      | <b>39.10</b>  | <b>65.85</b>    | <b>65.89</b>                  | <b>64.00</b>         | <b>71.25</b>  | <b>66.22</b>   | <b>2,149</b> | <b>1,900</b>     | <b>2,335</b> | <b>92.0%</b> | <b>81.4%</b>     |

**EXHIBIT 7-6  
MEADE FEEDER ZONE SUMMARY**

| Type                    | Feeder | SCHOOL           | ACREAGE       | CONDITION SCORE | EDUCATIONAL SUITABILITY SCORE | TECH READINESS SCORE | GROUNDS SCORE | COMBINED SCORE | ENROLLMENT   |                  | CAPACITY     | UTILIZATION  |                  |
|-------------------------|--------|------------------|---------------|-----------------|-------------------------------|----------------------|---------------|----------------|--------------|------------------|--------------|--------------|------------------|
|                         |        |                  |               |                 |                               |                      |               |                | (Aug 2006)   | PROJECTED (2015) |              | (Aug 2006)   | PROJECTED (2015) |
| ES                      | Meade  | BROCK BRIDGE ES  | 55.00         | 75.09           | 64.72                         | 75.30                | 100.00        | 74.49          | 595          | 697              | 537          | 110.8%       | 129.8%           |
| ES                      | Meade  | HARMAN ES        | 18.81         | 100.00          | 100.00                        | 100.00               | 100.00        | N/A            | 435          | 452              | 676          | 64.3%        | 66.9%            |
| ES                      | Meade  | JESSUP ES        | 31.13         | 67.35           | 68.02                         | 72.50                | 82.81         | 69.61          | 491          | 503              | 477          | 102.9%       | 105.5%           |
| ES                      | Meade  | MANOR VIEW ES    | 17.58         | 75.80           | 82.66                         | 70.30                | 75.66         | 77.29          | 417          | 691              | 549          | 76.0%        | 125.9%           |
| ES                      | Meade  | MARYLAND CITY ES | 13.86         | 63.27           | 81.02                         | 61.00                | 83.82         | 70.42          | 284          | 342              | 392          | 72.4%        | 87.2%            |
| ES                      | Meade  | MEADE HEIGHTS ES | 5.02          | 90.15           | 82.95                         | 89.00                | 79.41         | 86.80          | 720          | 775              | 514          | 140.1%       | 150.8%           |
| ES                      | Meade  | PERSHING HILL ES | 8.32          | 69.10           | 48.10                         | 64.30                | 73.44         | 62.76          | 269          | 202              | 297          | 90.6%        | 68.0%            |
| ES                      | Meade  | VAN BOKKELEN ES  | 39.54         | 77.86           | 85.75                         | 72.00                | 73.68         | 79.23          | 368          | 384              | 644          | 57.1%        | 59.6%            |
| ES                      | Meade  | WEST MEADE ES    | 9.16          | 64.59           | 57.80                         | 53.00                | 75.00         | 62.43          | 343          | 378              | 177          | 193.8%       | 213.6%           |
| <b>ES Total/Average</b> |        |                  | <b>198.42</b> | <b>75.91</b>    | <b>74.56</b>                  | <b>73.04</b>         | <b>82.65</b>  | <b>72.88</b>   | <b>3,922</b> | <b>4,424</b>     | <b>4,263</b> | <b>92.0%</b> | <b>103.8%</b>    |
| MS                      | Meade  | MACARTHUR MS     | 40.30         | 69.37           | 81.95                         | 89.00                | 67.86         | 74.95          | 1,096        | 1,086            | 1,424        | 77.0%        | 76.3%            |
| MS                      | Meade  | MEADE MS         | 27.40         | 91.09           | 84.04                         | 89.00                | 95.00         | 89.15          | 788          | 783              | 996          | 79.1%        | 78.6%            |
| <b>MS Total/Average</b> |        |                  | <b>67.70</b>  | <b>80.23</b>    | <b>82.99</b>                  | <b>89.00</b>         | <b>81.43</b>  | <b>82.05</b>   | <b>1,884</b> | <b>1,869</b>     | <b>2,420</b> | <b>77.9%</b> | <b>77.2%</b>     |
| HS                      | Meade  | MEADE HS         | 27.50         | 67.86           | 78.35                         | 58.50                | 58.44         | 69.13          | 1,751        | 1,543            | 2,208        | 79.3%        | 69.9%            |
| <b>HS Total/Average</b> |        |                  | <b>27.50</b>  | <b>67.86</b>    | <b>78.35</b>                  | <b>58.50</b>         | <b>58.44</b>  | <b>69.13</b>   | <b>1,751</b> | <b>1,543</b>     | <b>2,208</b> | <b>79.3%</b> | <b>69.9%</b>     |

**EXHIBIT 7-7  
NORTH COUNTY FEEDER ZONE SUMMARY**

| Type                     | Feeder       | SCHOOL             | ACREAGE      | CONDITION SCORE | EDUCATIONAL SUITABILITY SCORE | TECH READINESS SCORE | GROUNDS SCORE | COMBINED SCORE | ENROLLMENT   |                  | CAPACITY     | UTILIZATION  |                  |
|--------------------------|--------------|--------------------|--------------|-----------------|-------------------------------|----------------------|---------------|----------------|--------------|------------------|--------------|--------------|------------------|
|                          |              |                    |              |                 |                               |                      |               |                | (Aug 2006)   | PROJECTED (2015) |              | (Aug 2006)   | PROJECTED (2015) |
| EEC                      | North County | FERNDALE EEC       | 2.39         | 100.00          | 100.00                        | 100.00               | 100.00        | 100.00         | 66           | 108              | 174          | 37.9%        | 62.1%            |
| <b>EEC Total/Average</b> |              |                    | <b>2.39</b>  | <b>100.00</b>   | <b>100.00</b>                 | <b>100.00</b>        | <b>100.00</b> | <b>100.00</b>  | <b>66</b>    | <b>108</b>       | <b>174</b>   | <b>37.9%</b> | <b>62.1%</b>     |
| ES                       | North County | BELLE GROVE ES     | 7.45         | 59.25           | 31.59                         | 83.00                | 71.25         | 54.53          | 160          | 190              | 206          | 77.7%        | 92.2%            |
| ES                       | North County | BROOKLYN PARK ES   | 12.22        | 64.21           | 91.43                         | 92.30                | 70.00         | 75.77          | 344          | 393              | 411          | 83.7%        | 95.6%            |
| ES                       | North County | GEORGE CROMWELL ES | 16.54        | 64.81           | 65.84                         | 72.00                | 90.00         | 68.36          | 287          | 376              | 322          | 89.1%        | 116.8%           |
| ES                       | North County | HILLTOP ES         | 9.48         | 75.20           | 72.31                         | 53.30                | 88.13         | 73.43          | 569          | 647              | 564          | 100.9%       | 114.7%           |
| ES                       | North County | LINTHICUM ES       | 8.04         | 75.00           | 92.97                         | 70.30                | 73.75         | 79.79          | 376          | 346              | 455          | 82.6%        | 76.0%            |
| ES                       | North County | NORTH GLEN ES      | 15.00        | 64.76           | 79.65                         | 83.00                | 77.50         | 72.33          | 224          | 248              | 271          | 82.7%        | 91.5%            |
| ES                       | North County | OVERLOOK ES        | 11.60        | 66.61           | 74.40                         | 61.00                | 89.47         | 70.67          | 224          | 182              | 294          | 76.2%        | 61.9%            |
| ES                       | North County | PARK ES            | 6.00         | 94.95           | 83.01                         | 100.00               | 100.00        | 92.38          | 416          | 423              | 493          | 84.4%        | 85.8%            |
| <b>ES Total/Average</b>  |              |                    | <b>86.33</b> | <b>70.60</b>    | <b>73.90</b>                  | <b>76.86</b>         | <b>82.51</b>  | <b>73.41</b>   | <b>2,600</b> | <b>2,805</b>     | <b>3,016</b> | <b>86.2%</b> | <b>93.0%</b>     |
| MS                       | North County | BROOKLYN PARK MS   | 44.15        | 94.69           | 88.08                         | 94.50                | 97.37         | 92.96          | 561          | 556              | 623          | 90.0%        | 89.2%            |
| MS                       | North County | LINDALE MS         | 44.15        | 88.04           | 79.77                         | 80.50                | 58.33         | 81.84          | 922          | 913              | 1,370        | 67.3%        | 66.6%            |
| <b>MS Total/Average</b>  |              |                    | <b>88.30</b> | <b>91.37</b>    | <b>83.93</b>                  | <b>87.50</b>         | <b>77.85</b>  | <b>87.40</b>   | <b>1,483</b> | <b>1,469</b>     | <b>1,993</b> | <b>74.4%</b> | <b>73.7%</b>     |
| HS                       | North County | NORTH COUNTY HS    | 30.00        | 74.66           | 81.38                         | 94.50                | 76.88         | 78.88          | 2,108        | 1,860            | 2,246        | 93.9%        | 82.8%            |
| <b>HS Total/Average</b>  |              |                    | <b>30.00</b> | <b>74.66</b>    | <b>81.38</b>                  | <b>94.50</b>         | <b>76.88</b>  | <b>78.88</b>   | <b>2,108</b> | <b>1,860</b>     | <b>2,246</b> | <b>93.9%</b> | <b>82.8%</b>     |

**EXHIBIT 7-8  
NORTHEAST FEEDER ZONE SUMMARY**

| Type                    | Feeder    | SCHOOL           | ACREAGE      | CONDITION SCORE | EDUCATIONAL SUITABILITY SCORE | TECH READINESS SCORE | GROUNDS SCORE | COMBINED SCORE | ENROLLMENT   |                  | CAPACITY     | UTILIZATION  |                  |
|-------------------------|-----------|------------------|--------------|-----------------|-------------------------------|----------------------|---------------|----------------|--------------|------------------|--------------|--------------|------------------|
|                         |           |                  |              |                 |                               |                      |               |                | (Aug 2006)   | PROJECTED (2015) |              | (Aug 2006)   | PROJECTED (2015) |
| ES                      | Northeast | HIGH POINT ES    | 10.13        | 75.22           | 64.28                         | 72.80                | 73.53         | 71.53          | 570          | 674              | 541          | 105.4%       | 124.6%           |
| ES                      | Northeast | RIVIERA BEACH ES | 9.44         | 84.71           | 80.02                         | 78.00                | 67.19         | 80.88          | 259          | 270              | 321          | 80.7%        | 84.1%            |
| ES                      | NorthEast | SOLLEY ES        | 10.27        | 88.88           | 91.68                         | 89.00                | 60.00         | 86.85          | 526          | 616              | 587          | 89.6%        | 104.9%           |
| ES                      | Northeast | SUNSET ES        | 18.07        | 76.65           | 90.24                         | 75.30                | 82.50         | 81.18          | 463          | 527              | 468          | 98.9%        | 112.6%           |
| <b>ES Total/Average</b> |           |                  | <b>47.91</b> | <b>81.37</b>    | <b>81.56</b>                  | <b>78.78</b>         | <b>70.80</b>  | <b>80.11</b>   | <b>1,818</b> | <b>2,087</b>     | <b>1,917</b> | <b>94.8%</b> | <b>108.9%</b>    |
| MS                      | Northeast | GEORGE FOX MS    | 29.38        | 70.45           | 79.69                         | 64.00                | 68.33         | 72.37          | 850          | 873              | 974          | 87.3%        | 89.6%            |
| <b>MS Total/Average</b> |           |                  | <b>29.38</b> | <b>70.45</b>    | <b>79.69</b>                  | <b>64.00</b>         | <b>68.33</b>  | <b>72.37</b>   | <b>850</b>   | <b>873</b>       | <b>974</b>   | <b>87.3%</b> | <b>89.6%</b>     |
| HS                      | Northeast | NORTHEAST HS     | 35.00        | 68.17           | 56.86                         | 61.00                | 44.92         | 61.73          | 1,490        | 1,344            | 1,621        | 91.9%        | 82.9%            |
| <b>HS Total/Average</b> |           |                  | <b>35.00</b> | <b>68.17</b>    | <b>56.86</b>                  | <b>61.00</b>         | <b>44.92</b>  | <b>61.73</b>   | <b>1,490</b> | <b>1,344</b>     | <b>1,621</b> | <b>91.9%</b> | <b>82.9%</b>     |

**EXHIBIT 7-9  
OLD MILL FEEDER ZONE SUMMARY**

| Type                    | Feeder   | SCHOOL              | ACREAGE       | CONDITION SCORE | EDUCATIONAL SUITABILITY SCORE | TECH READINESS SCORE | GROUNDS SCORE | COMBINED SCORE | ENROLLMENT   |                  | CAPACITY     | UTILIZATION   |                  |
|-------------------------|----------|---------------------|---------------|-----------------|-------------------------------|----------------------|---------------|----------------|--------------|------------------|--------------|---------------|------------------|
|                         |          |                     |               |                 |                               |                      |               |                | (Aug 2006)   | PROJECTED (2015) |              | (Aug 2006)    | PROJECTED (2015) |
| ES                      | Old Mill | GLEN BURNIE PARK ES | 22.19         | 74.08           | 64.78                         | 61.00                | 91.18         | 71.69          | 376          | 264              | 389          | 96.7%         | 67.9%            |
| ES                      | Old Mill | MILLERSVILLE ES     | 15.15         | 66.36           | 82.71                         | 55.50                | 72.37         | 70.78          | 371          | 412              | 409          | 90.7%         | 100.7%           |
| ES                      | Old Mill | RIDGEWAY ES         | 15.69         | 97.58           | 81.55                         | 100.00               | 98.53         | 93.11          | 543          | 588              | 524          | 103.6%        | 112.2%           |
| ES                      | Old Mill | RIPPLING WOODS ES   | 20.00         | 72.25           | 77.07                         | 78.00                | 73.75         | 74.42          | 673          | 808              | 609          | 110.5%        | 132.7%           |
| ES                      | Old Mill | SEVERN ES           | 12.49         | 81.64           | 71.78                         | 100.00               | 91.18         | 81.47          | 407          | 483              | 434          | 93.8%         | 111.3%           |
| ES                      | Old Mill | SOUTH SHORE ES      | 14.34         | 94.01           | 80.76                         | 100.00               | 98.75         | 91.11          | 235          | 245              | 216          | 108.8%        | 113.4%           |
| ES                      | Old Mill | SOUTHGATE ES        | 15.97         | 69.14           | 45.52                         | 50.80                | 93.75         | 62.68          | 512          | 501              | 479          | 106.9%        | 104.6%           |
| <b>ES Total/Average</b> |          |                     | <b>115.83</b> | <b>79.30</b>    | <b>72.02</b>                  | <b>77.90</b>         | <b>88.50</b>  | <b>77.90</b>   | <b>3,117</b> | <b>3,301</b>     | <b>3,060</b> | <b>101.9%</b> | <b>107.9%</b>    |
| MS                      | Old Mill | OLD MILL NORTH MS   | 34.00         | 62.08           | 68.95                         | 80.50                | 58.33         | 65.61          | 1,033        | 1,031            | 1,060        | 97.5%         | 97.3%            |
| MS                      | Old Mill | OLD MILL SOUTH MS   | 34.00         | 63.53           | 75.74                         | 80.50                | 48.33         | 67.37          | 767          | 758              | 1,089        | 70.4%         | 69.6%            |
| <b>MS Total/Average</b> |          |                     | <b>34.00</b>  | <b>62.80</b>    | <b>72.35</b>                  | <b>80.50</b>         | <b>53.33</b>  | <b>66.49</b>   | <b>1,800</b> | <b>1,789</b>     | <b>2,149</b> | <b>83.8%</b>  | <b>83.2%</b>     |
| HS                      | Old Mill | OLD MILL HS         | 70.79         | 64.86           | 62.98                         | 58.50                | 61.95         | 63.37          | 2,703        | 2,417            | 2,376        | 113.8%        | 101.7%           |
| <b>HS Total/Average</b> |          |                     | <b>70.79</b>  | <b>64.86</b>    | <b>62.98</b>                  | <b>58.50</b>         | <b>61.95</b>  | <b>63.37</b>   | <b>2,703</b> | <b>2,417</b>     | <b>2,376</b> | <b>113.8%</b> | <b>101.7%</b>    |

**EXHIBIT 7-10  
SEVERNA PARK FEEDER ZONE SUMMARY**

| Type                    | Feeder       | SCHOOL              | ACREAGE      | CONDITION SCORE | EDUCATIONAL SUITABILITY SCORE | TECH READINESS SCORE | GROUNDS SCORE | COMBINED SCORE | ENROLLMENT   |                  | CAPACITY     | UTILIZATION   |                  |
|-------------------------|--------------|---------------------|--------------|-----------------|-------------------------------|----------------------|---------------|----------------|--------------|------------------|--------------|---------------|------------------|
|                         |              |                     |              |                 |                               |                      |               |                | (Aug 2006)   | PROJECTED (2015) |              | (Aug 2006)    | PROJECTED (2015) |
| ES                      | Severna Park | BENFIELD ES         | 17.76        | 71.17           | 47.21                         | 89.00                | 75.00         | 66.15          | 420          | 486              | 353          | 119.0%        | 137.7%           |
| ES                      | Severna Park | FOLGER MCKINSEY ES  | 15.32        | 66.41           | 51.72                         | 50.00                | 86.25         | 62.35          | 549          | 620              | 458          | 119.9%        | 135.4%           |
| ES                      | Severna Park | JONES ES            | 8.69         | 87.35           | 95.35                         | 89.00                | 100.00        | 91.18          | 296          | 334              | 308          | 96.1%         | 108.4%           |
| ES                      | Severna Park | OAK HILL ES         | 17.23        | 72.10           | 89.92                         | 64.30                | 92.50         | 78.71          | 395          | 418              | 550          | 71.8%         | 76.0%            |
| ES                      | Severna Park | SEVERNA PARK ES     | 8.74         | 74.54           | 71.14                         | 72.00                | 100.00        | 75.81          | 250          | 258              | 344          | 72.7%         | 75.0%            |
| ES                      | Severna Park | SHIPLEY'S CHOICE ES | 19.89        | 75.42           | 90.07                         | 89.00                | 88.75         | 82.50          | 434          | 383              | 432          | 100.5%        | 88.7%            |
| <b>ES Total/Average</b> |              |                     | <b>87.63</b> | <b>74.50</b>    | <b>74.23</b>                  | <b>75.55</b>         | <b>90.42</b>  | <b>76.12</b>   | <b>2,344</b> | <b>2,499</b>     | <b>2,445</b> | <b>95.9%</b>  | <b>102.2%</b>    |
| MS                      | Severna Park | SEVERNA PARK MS     | 38.60        | 100.00          | 100.00                        | 100.00               | 100.00        | 100.00         | 1,410        | 1,395            | 1,478        | 95.4%         | 94.4%            |
| <b>MS Total/Average</b> |              |                     | <b>38.60</b> | <b>100.00</b>   | <b>100.00</b>                 | <b>100.00</b>        | <b>100.00</b> | <b>100.00</b>  | <b>1,410</b> | <b>1,395</b>     | <b>1,478</b> | <b>95.4%</b>  | <b>94.4%</b>     |
| HS                      | Severna Park | SEVERNA PARK HS     | 41.40        | 60.87           | 61.75                         | 64.00                | 75.00         | 62.86          | 1,839        | 1,622            | 1,805        | 101.9%        | 89.9%            |
| <b>HS Total/Average</b> |              |                     | <b>41.40</b> | <b>60.87</b>    | <b>61.75</b>                  | <b>64.00</b>         | <b>75.00</b>  | <b>62.86</b>   | <b>1,839</b> | <b>1,622</b>     | <b>1,805</b> | <b>101.9%</b> | <b>89.9%</b>     |

**EXHIBIT 7-11  
SOUTH RIVER FEEDER ZONE SUMMARY**

| Type                    | Feeder      | SCHOOL             | ACREAGE      | CONDITION SCORE | EDUCATIONAL SUITABILITY SCORE | TECH READINESS SCORE | GROUNDS SCORE | COMBINED SCORE | ENROLLMENT   |                  | CAPACITY     | UTILIZATION  |                  |
|-------------------------|-------------|--------------------|--------------|-----------------|-------------------------------|----------------------|---------------|----------------|--------------|------------------|--------------|--------------|------------------|
|                         |             |                    |              |                 |                               |                      |               |                | (Aug 2006)   | PROJECTED (2015) |              | (Aug 2006)   | PROJECTED (2015) |
| ES                      | South River | CENTRAL ES         | 24.05        | 76.46           | 79.70                         | 70.30                | 79.69         | 77.14          | 588          | 671              | 547          | 107.5%       | 122.7%           |
| ES                      | South River | CROFTON MEADOWS ES | 15.00        | 81.78           | 71.94                         | 100.00               | 89.38         | 81.41          | 398          | 367              | 481          | 82.7%        | 76.3%            |
| ES                      | South River | CROFTON WOODS ES   | 14.47        | 76.59           | 83.09                         | 78.00                | 75.66         | 78.59          | 494          | 571              | 527          | 93.7%        | 108.3%           |
| ES                      | South River | DAVIDSONVILLE ES   | 18.67        | 100.00          | 100.00                        | 100.00               | 100.00        | 100.00         | 611          | 577              | 595          | 102.7%       | 97.0%            |
| ES                      | South River | EDGEWATER ES       | 14.36        | 59.29           | 90.22                         | 72.00                | 73.75         | 71.29          | 364          | 384              | 435          | 83.7%        | 88.3%            |
| ES                      | South River | MAYO ES            | 7.27         | 100.00          | 100.00                        | 100.00               | 100.00        | 100.00         | 325          | 374              | 352          | 92.3%        | 106.3%           |
| <b>ES Total/Average</b> |             |                    | <b>93.82</b> | <b>82.35</b>    | <b>87.49</b>                  | <b>86.72</b>         | <b>86.41</b>  | <b>84.74</b>   | <b>2,780</b> | <b>2,944</b>     | <b>2,937</b> | <b>94.7%</b> | <b>100.2%</b>    |
| MS                      | South River | CENTRAL MS         | 40.00        | 78.48           | 70.89                         | 83.50                | 81.58         | 77.02          | 935          | 927              | 1,187        | 78.8%        | 78.1%            |
| MS                      | South River | CROFTON MS         | 31.11        | 72.23           | 76.73                         | 67.00                | 84.38         | 74.27          | 910          | 899              | 1,019        | 89.3%        | 88.2%            |
| <b>MS Total/Average</b> |             |                    | <b>71.11</b> | <b>75.36</b>    | <b>73.81</b>                  | <b>75.25</b>         | <b>82.98</b>  | <b>75.64</b>   | <b>1,845</b> | <b>1,826</b>     | <b>2,206</b> | <b>83.6%</b> | <b>82.8%</b>     |
| HS                      | South River | SOUTH RIVER HS     | 60.19        | 68.73           | 74.34                         | 58.50                | 81.88         | 70.70          | 2,044        | 1,807            | 2,133        | 95.8%        | 84.7%            |
| <b>HS Total/Average</b> |             |                    | <b>60.19</b> | <b>68.73</b>    | <b>74.34</b>                  | <b>58.50</b>         | <b>81.88</b>  | <b>70.70</b>   | <b>2,044</b> | <b>1,807</b>     | <b>2,133</b> | <b>95.8%</b> | <b>84.7%</b>     |

**EXHIBIT 7-12  
SOUTHERN FEEDER ZONE SUMMARY**

| Type                    | Feeder   | SCHOOL        | ACREAGE      | CONDITION SCORE | EDUCATIONAL SUITABILITY SCORE | TECH READINESS SCORE | GROUNDS SCORE | COMBINED SCORE | ENROLLMENT   |                  | CAPACITY     | UTILIZATION  |                  |
|-------------------------|----------|---------------|--------------|-----------------|-------------------------------|----------------------|---------------|----------------|--------------|------------------|--------------|--------------|------------------|
|                         |          |               |              |                 |                               |                      |               |                | (Aug 2006)   | PROJECTED (2015) |              | (Aug 2006)   | PROJECTED (2015) |
| ES                      | Southern | DEALE ES      | 17.07        | 82.66           | 83.40                         | 100.00               | 100.00        | 86.35          | 269          | 280              | 330          | 81.5%        | 84.8%            |
| ES                      | Southern | LOTHIAN ES    | 17.06        | 62.11           | 58.33                         | 64.00                | 75.00         | 62.46          | 500          | 667              | 499          | 100.2%       | 133.7%           |
| ES                      | Southern | SHADY SIDE ES | 17.05        | 79.69           | 93.58                         | 83.00                | 62.50         | 82.47          | 468          | 552              | 458          | 102.2%       | 120.5%           |
| ES                      | Southern | TRACEY'S ES   | 14.20        | 100.00          | 100.00                        | 100.00               | 100.00        | 100.00         | 269          | 264              | 395          | 68.1%        | 66.8%            |
| <b>ES Total/Average</b> |          |               | <b>65.38</b> | <b>81.12</b>    | <b>83.83</b>                  | <b>86.75</b>         | <b>84.38</b>  | <b>82.82</b>   | <b>1,506</b> | <b>1,763</b>     | <b>1,682</b> | <b>89.5%</b> | <b>104.8%</b>    |
| MS                      | Southern | SOUTHERN MS   | 32.21        | 84.98           | 82.38                         | 83.80                | 75.00         | 83.08          | 820          | 817              | 1,091        | 75.2%        | 74.9%            |
| <b>MS Total/Average</b> |          |               | <b>32.21</b> | <b>84.98</b>    | <b>82.38</b>                  | <b>83.80</b>         | <b>75.00</b>  | <b>83.08</b>   | <b>820</b>   | <b>817</b>       | <b>1,091</b> | <b>75.2%</b> | <b>74.9%</b>     |
| HS                      | Southern | SOUTHERN HS   | 59.92        | 65.96           | 66.17                         | 58.50                | 87.19         | 67.40          | 1,240        | 1,093            | 1,355        | 91.5%        | 80.7%            |
| <b>HS Total/Average</b> |          |               | <b>59.92</b> | <b>65.96</b>    | <b>66.17</b>                  | <b>58.50</b>         | <b>87.19</b>  | <b>67.40</b>   | <b>1,240</b> | <b>1,093</b>     | <b>1,355</b> | <b>91.5%</b> | <b>80.7%</b>     |



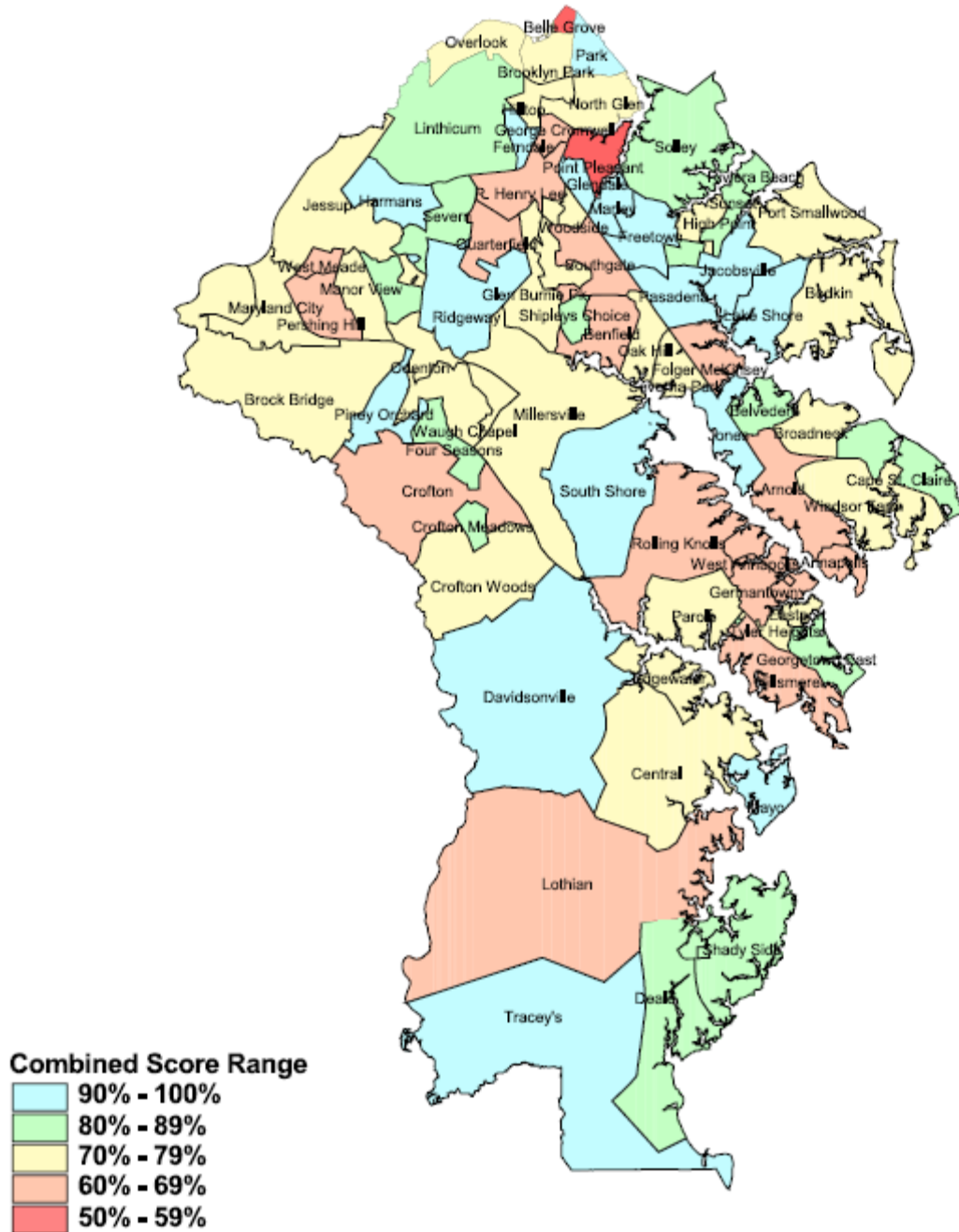
**EXHIBIT 7-13  
COUNTY-WIDE FACILITIES SUMMARY**

| Type                             | Feeder      | SCHOOL            | ACREAGE       | CONDITION SCORE | EDUCATIONAL SUITABILITY SCORE | TECH READINESS SCORE | GROUNDS SCORE | COMBINED SCORE | ENROLLMENT |                  | CAPACITY   | UTILIZATION  |                  |
|----------------------------------|-------------|-------------------|---------------|-----------------|-------------------------------|----------------------|---------------|----------------|------------|------------------|------------|--------------|------------------|
|                                  |             |                   |               |                 |                               |                      |               |                | (Aug 2006) | PROJECTED (2015) |            | (Aug 2006)   | PROJECTED (2015) |
| CW                               | County Wide | ARLINGTON ECHO    | 24.00         | 85.00           | NE                            | NE                   | 100.00        | N/A            | N/A        | N/A              | N/A        | N/A          | N/A              |
| CW                               | County Wide | CARRIE WHEEDON    | 9.03          | 51.40           | 92.97                         | 85.90                | 35.94         | 65.77          | N/A        | N/A              | N/A        | N/A          | N/A              |
| CW                               | County Wide | CAT - NORTH       | 55.36         | 77.20           | 57.12                         | 78.00                | 58.33         | 69.37          | N/A        | N/A              | N/A        | N/A          | N/A              |
| CW                               | County Wide | CAT - SOUTH       | 25.04         | 75.30           | 53.23                         | 83.50                | 98.33         | 71.80          | N/A        | N/A              | N/A        | N/A          | N/A              |
| CW                               | County Wide | CENTRAL SPECIAL   | 25.04         | 82.50           | 48.61                         | 72.50                | 75.00         | 70.58          | 167        | 167              | 140        | 119.3%       | 119.3%           |
| CW                               | County Wide | J. ALBERT ADAMS   | 9.91          | 67.94           | 76.93                         | 89.00                | 68.75         | 72.82          | 32         | 32               | 150        | 21.3%        | 21.3%            |
| CW                               | County Wide | MARLEY GLEN       | 10.57         | 72.60           | 66.65                         | 89.00                | 81.88         | 73.39          | 127        | 130              | 130        | 97.7%        | 100.0%           |
| CW                               | County Wide | MARY E. MOSS      | N/A           | N/A             | 33.38                         | 80.50                | N/A           | N/A            | 34         | 60               | 100        | 34.0%        | 60.0%            |
| CW                               | County Wide | PHOENIX ANNAPOLIS | 18.00         | 62.68           | 48.77                         | 56.18                | 62.50         | 57.84          | 107        | 120              | 120        | 89.2%        | 100.0%           |
| CW                               | County Wide | RUTH P. EASON     | 10.00         | 84.34           | 60.55                         | 89.00                | 72.50         | 76.48          | 164        | 164              | 200        | 82.0%        | 82.0%            |
| <b>County Wide Total/Average</b> |             |                   | <b>186.95</b> | <b>73.22</b>    | <b>59.80</b>                  | <b>80.40</b>         | <b>72.58</b>  | <b>69.76</b>   | <b>631</b> | <b>673</b>       | <b>840</b> | <b>75.1%</b> | <b>80.1%</b>     |

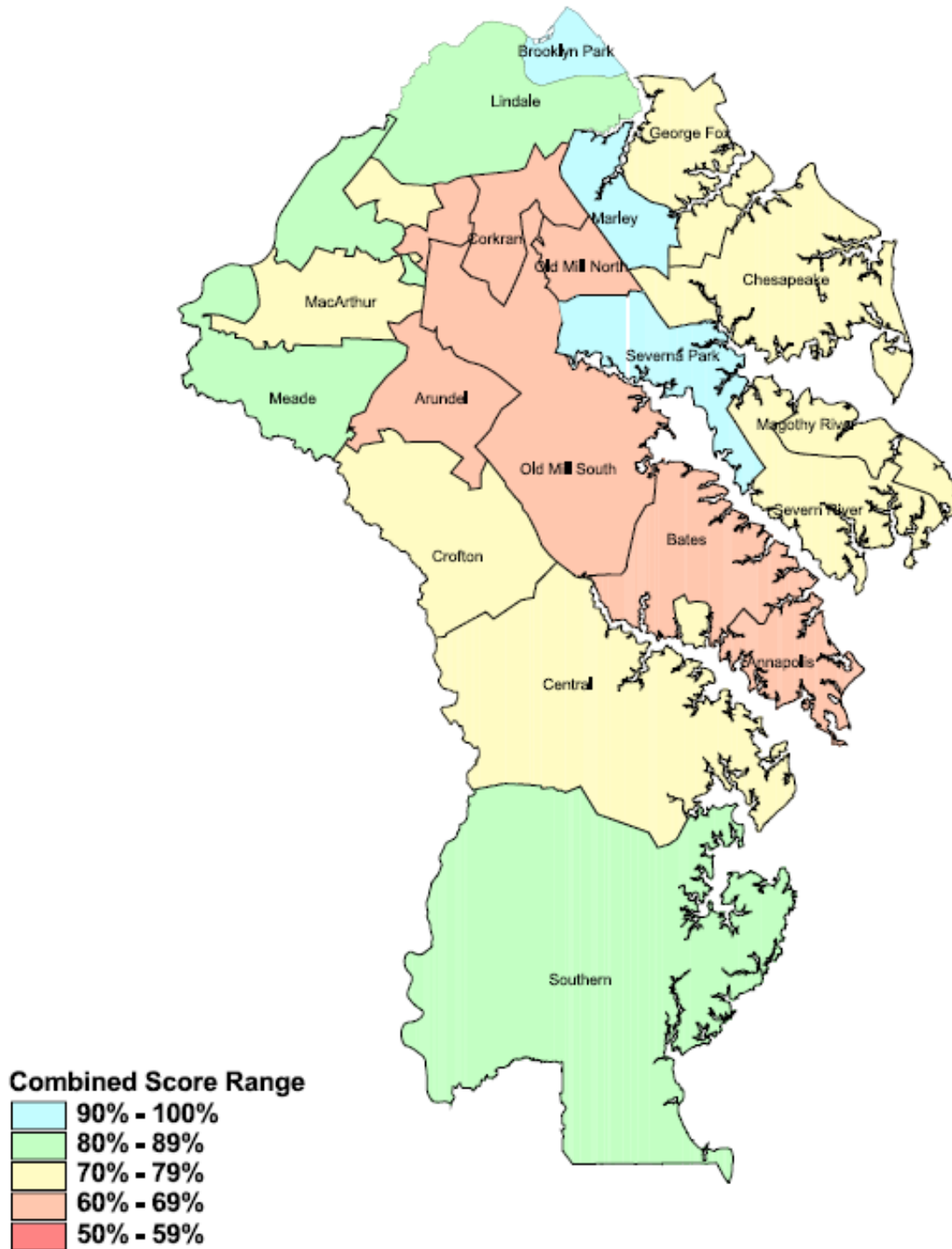
## **7.2 Combined Scores Summary**

Exhibits 7-14 through 7-16 on the following pages show in graphic form the combined score summary, by range, for each school. This provides a quick view of where the condition needs are the greatest. Those facilities that score above 90 (blue) are in excellent condition and no recommendations will be necessary for improvement. Conversely, those facilities that score below 60 (red) will likely be prioritized for repairs early in the master plan in order to prevent continued deterioration

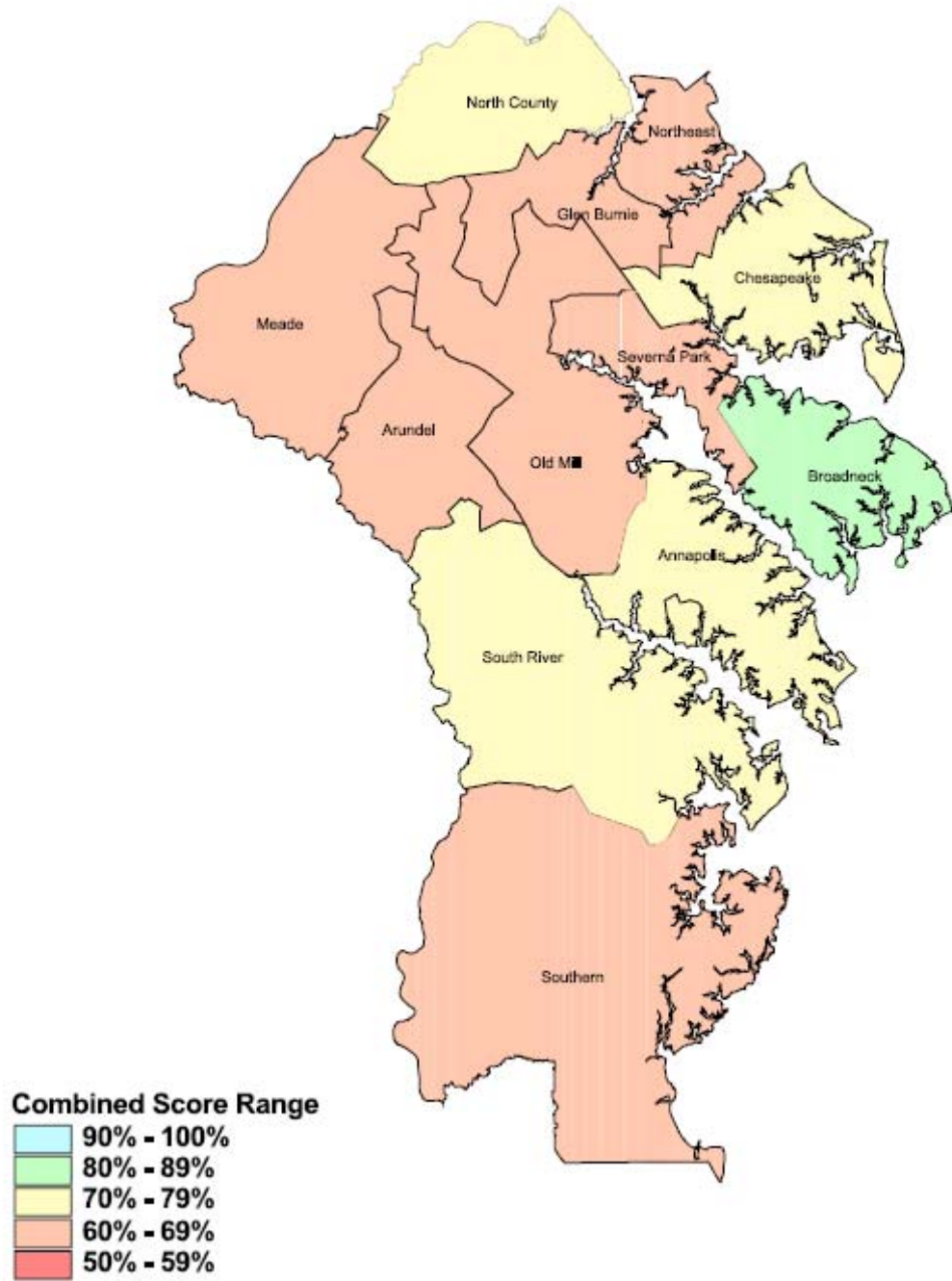
EXHIBIT 7-14  
ELEMENTARY SCHOOL GRAPHIC CONDITION SCORE SUMMARY



**EXHIBIT 7-15  
MIDDLE SCHOOL GRAPHIC CONDITION SCORE SUMMARY**



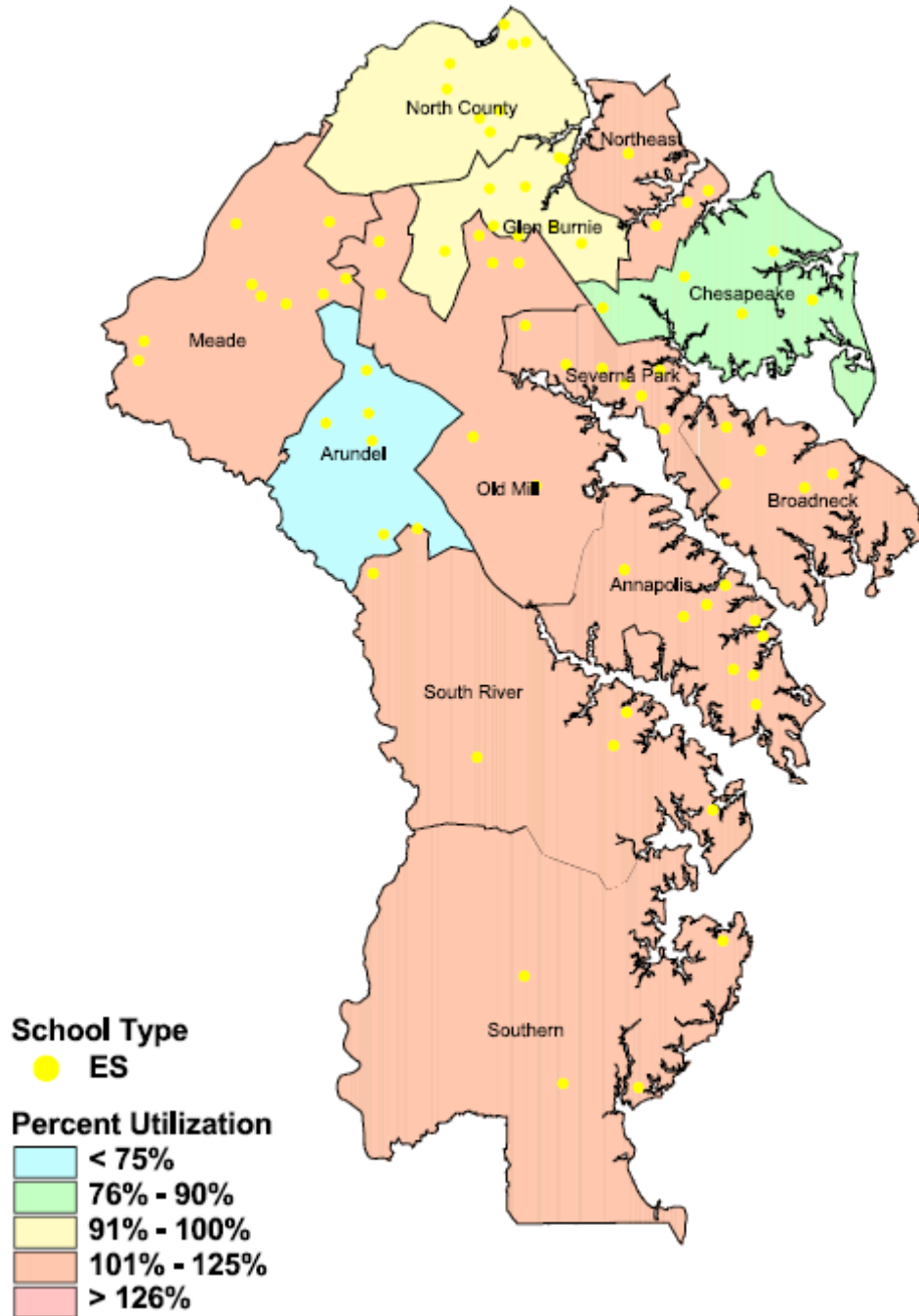
**EXHIBIT 7-16**  
**HIGH SCHOOL GRAPHIC CONDITION SCORE SUMMARY**



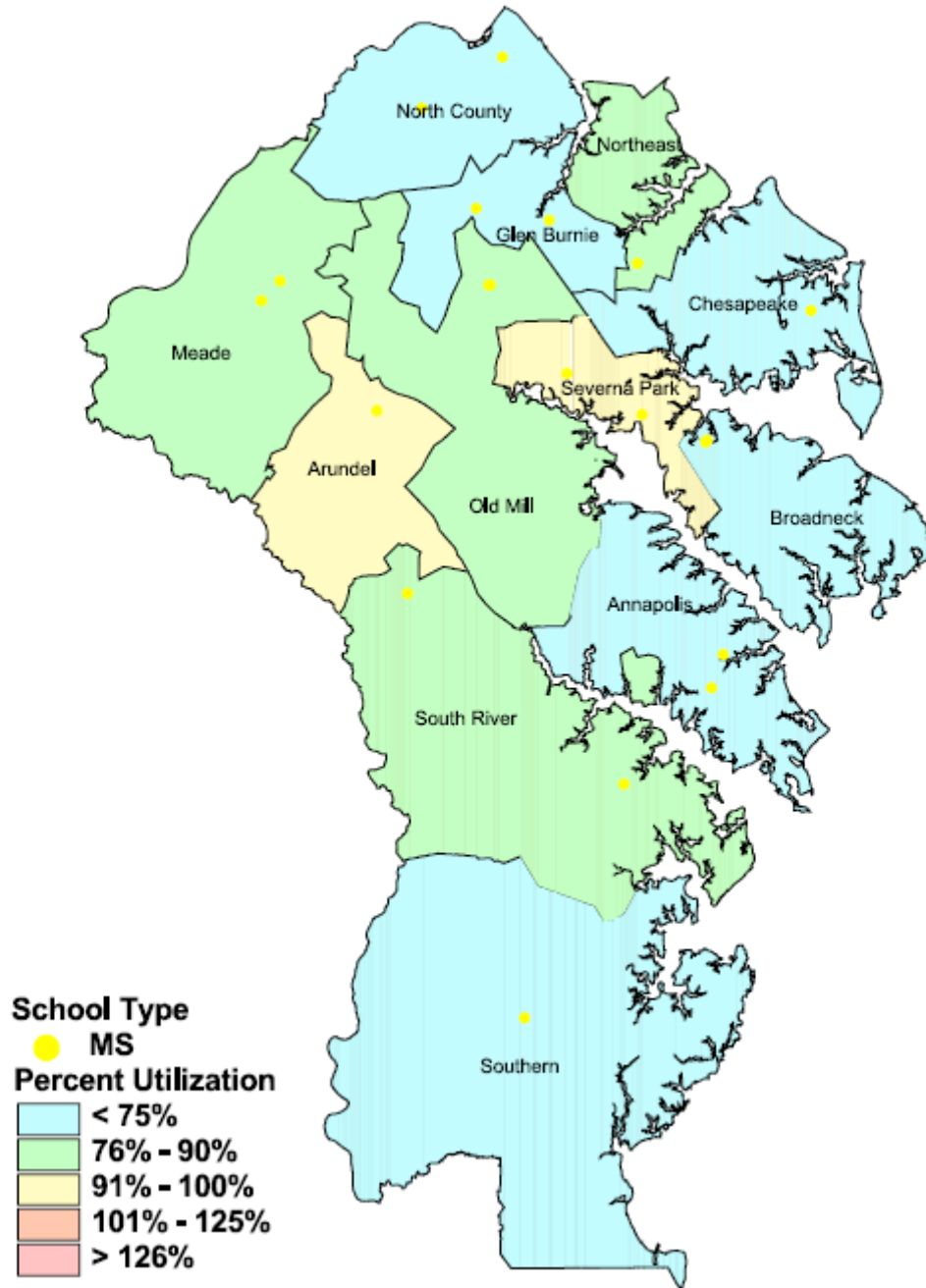
### **7.3 Utilization Summary**

Exhibits 7-17 through 7-19 on the following pages provide a graphic representation of the projected utilization for elementary, middle, and high schools. This is based on the instructional space model for capacity and the highest expected enrollment projections over the next ten years. This provides an overall view of where the overcrowded conditions are likely to occur and will be the basis for recommendations regarding new facilities, additions, and/or boundary changes.

**EXHIBIT 7-17  
ELEMENTARY SCHOOL PROJECTED UTILIZATION  
(2015-2016 SCHOOL YEAR)**

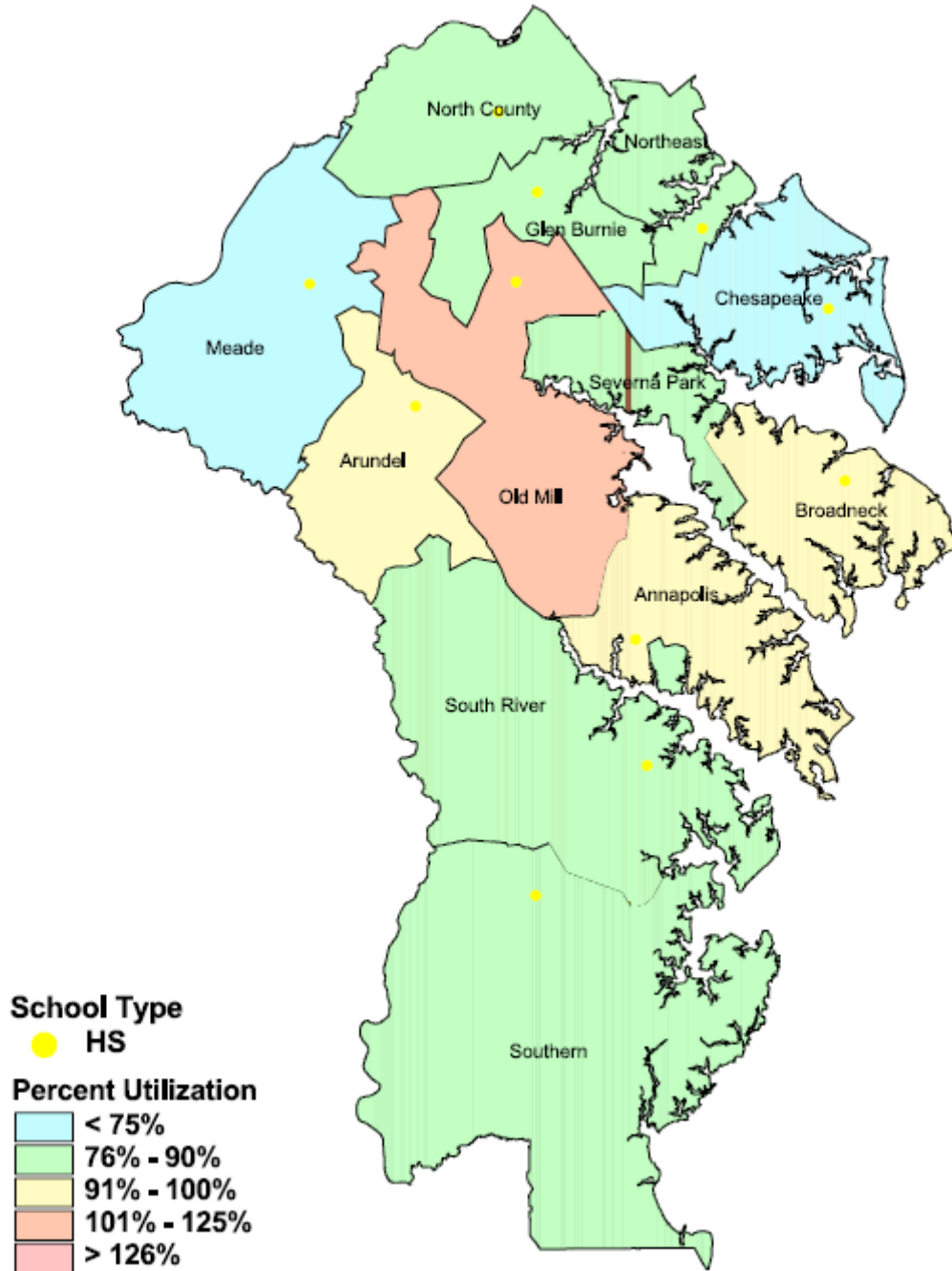


**EXHIBIT 7-18  
MIDDLE SCHOOL PROJECTED UTILIZATION  
(2015-2016 SCHOOL YEAR)**





**EXHIBIT 7-19  
HIGH SCHOOL PROJECTED UTILIZATION  
(2015-2016 SCHOOL YEAR)**



#### **7.4 Facility Options**

Utilizing the data provided previously in this chapter, it is necessary to outline the possible options for addressing the identified needs before determining the conclusions and recommendations. Exhibits 7-20 through 7-32 below provide this analysis. The data is organized by high school feeder zone and provides the issue(s) identified for each school within the zone and the possible options to consider in order to address those issues.

The criteria for determining that an issue exists include:

- Condition, suitability or combined score of less than 75
- Projected utilization of more than 100% or less than 80%
- When site size was less than 10 acres for an elementary school or less than 15 at a secondary school it was examined to determine if the size of the site would be an issue for determining if additions and/or other changes were appropriate. The geography of the site, possible wetlands, access points, etc. were considered, as well when determining the level of the issue.

**EXHIBIT 7-20  
FACILITY OPTIONS – ANNAPOLIS ZONE**

| <b>SCHOOL</b>                     | <b>ISSUE(S)*</b>   | <b>OPTIONS</b>  |
|-----------------------------------|--|---|
| <b><i>Elementary Schools:</i></b> |  |   |
| Annapolis                         | <ul style="list-style-type: none"> <li>• Condition</li> <li>• Suitability</li> <li>• Historical Significance</li> <li>• Site size</li> </ul> | <ul style="list-style-type: none"> <li>• Renovations</li> <li>• Repurpose</li> </ul>  |
| Eastport                          | <ul style="list-style-type: none"> <li>• Suitability</li> <li>• Site size</li> </ul>   | <ul style="list-style-type: none"> <li>• Renovations</li> </ul>   |
| Georgetown East                   | <ul style="list-style-type: none"> <li>• Excess space</li> </ul>   | <ul style="list-style-type: none"> <li>• Boundary adjustment with Tyler Heights</li> <li>• Convert portion to targeted program</li> </ul>   |
| Germantown                        | <ul style="list-style-type: none"> <li>• Condition</li> <li>• Suitability</li> <li>• Overcrowded</li> </ul>                                  | <ul style="list-style-type: none"> <li>• Renovations and addition</li> <li>• Replacement</li> <li>• Replacement with 2 smaller facilities, 1 targeted program facility</li> <li>• 5<sup>th</sup> grade to MS</li> </ul> |
| Hillsmere                         | <ul style="list-style-type: none"> <li>• Condition</li> </ul>  | <ul style="list-style-type: none"> <li>• Renovations</li> </ul>   |
| Mills – Parole                    | <ul style="list-style-type: none"> <li>• Suitability</li> <li>• Overcrowded</li> <li>• Site size</li> </ul>                                  | <ul style="list-style-type: none"> <li>• Addition</li> <li>• 5<sup>th</sup> grade to MS</li> <li>• Renovation</li> </ul>  |
| Rolling Knolls                    | <ul style="list-style-type: none"> <li>• Condition</li> <li>• Suitability</li> <li>• Overcrowded</li> </ul>                                  | <ul style="list-style-type: none"> <li>• Renovations and addition</li> <li>• 5<sup>th</sup> grade to MS</li> </ul>  |
| Tyler Heights                     | <ul style="list-style-type: none"> <li>• Condition</li> <li>• Suitability</li> <li>• Overcrowded</li> </ul>                                  | <ul style="list-style-type: none"> <li>• Renovations and addition</li> <li>• Boundary Adjustment with Georgetown East</li> <li>• 5<sup>th</sup> grade to MS</li> </ul>  |
| West Annapolis                    | <ul style="list-style-type: none"> <li>• Condition</li> <li>• Suitability</li> <li>• Site size</li> </ul>                                    | <ul style="list-style-type: none"> <li>• Renovations</li> </ul>   |
|                                   |  |   |

**EXHIBIT 7-20 (CONTINUED)**  
**FACILITY OPTIONS – ANNAPOLIS ZONE**

| School                 | Issue(s)*  | Options   |
|------------------------|--|---|
| <b>Middle Schools:</b> |  |   |
| Annapolis              | <ul style="list-style-type: none"> <li>Condition</li> <li>Excess space</li> </ul>                      | <ul style="list-style-type: none"> <li>Renovations</li> <li>Convert portion to targeted program facility</li> <li>Inclusion of 5<sup>th</sup> grade</li> <li>Use as “swing space” during renovations</li> </ul> |
| Bates                  | <ul style="list-style-type: none"> <li>Condition</li> <li>Suitability</li> <li>Excess space</li> </ul> | <ul style="list-style-type: none"> <li>Renovations</li> <li>Convert portion to targeted program facility</li> <li>Inclusion of 5<sup>th</sup> grade</li> </ul>  |
| <b>High School:</b>    |  |   |
| Annapolis              | <ul style="list-style-type: none"> <li>Suitability</li> </ul>  | <ul style="list-style-type: none"> <li>Renovations</li> </ul>   |

\*Lack of adequate targeted program space and the accompanying need is considered an issue for all schools

**EXHIBIT 7-21**  
**FACILITY OPTIONS – ARUNDEL ZONE**

| SCHOOL                     | ISSUE(S)*   | OPTIONS   |
|----------------------------|---|---|
| <b>Elementary Schools:</b> |   |   |
| Crofton                    | <ul style="list-style-type: none"> <li>Condition</li> <li>Suitability</li> <li>Overcrowded</li> </ul> | <ul style="list-style-type: none"> <li>Renovations</li> <li>Boundary adjustment**</li> </ul>  |
| Four Seasons               | <ul style="list-style-type: none"> <li>Overcrowded</li> </ul>   | <ul style="list-style-type: none"> <li>New Gambrills School</li> <li>Boundary Adjustment**</li> </ul>   |
| Gambrills                  | <ul style="list-style-type: none"> <li>None – new school</li> </ul>                                   |   |
| Odenton                    | <ul style="list-style-type: none"> <li>Suitability</li> <li>Condition</li> <li>Overcrowded</li> </ul> | <ul style="list-style-type: none"> <li>New Gambrills School</li> <li>Boundary Adjustment**</li> <li>Renovation</li> <li>Program Adjustment</li> </ul> |
| Piney Orchard              | <ul style="list-style-type: none"> <li>Overcrowded</li> </ul>   | <ul style="list-style-type: none"> <li>New Gambrills School</li> <li>Boundary Adjustment**</li> </ul>   |
| Seven Oaks                 | <ul style="list-style-type: none"> <li>None (new school)</li> </ul>                                   |   |
| Waugh Chapel               | <ul style="list-style-type: none"> <li>Condition</li> </ul>   | <ul style="list-style-type: none"> <li>Renovations</li> <li>Boundary Adjustment**</li> </ul>  |

**EXHIBIT 7-21 (CONTINUED)**  
**FACILITY OPTIONS – ARUNDEL ZONE**

| <b>SCHOOL</b>         | <b>ISSUE(S)*</b>   | <b>OPTIONS</b>  |
|-----------------------|--|---|
| <b>Middle School:</b> |  |   |
| Arundel               | <ul style="list-style-type: none"> <li>• Condition</li> </ul>                        | <ul style="list-style-type: none"> <li>• Renovations</li> </ul>                         |
| <b>High School:</b>   |  |   |
| Arundel               | <ul style="list-style-type: none"> <li>• Condition</li> <li>• Suitability</li> </ul> | <ul style="list-style-type: none"> <li>• Renovations and new addition (2009)</li> </ul> |

\*Lack of adequate targeted program space and the accompanying need is considered an issue for all schools

\*\*Elementary schools in this zone are candidates for internal re-districting (domino effect and construction of new Gambrills School)

**EXHIBIT 7-22**  
**FACILITY OPTIONS – BROADNECK ZONE**

| <b>SCHOOL</b>              | <b>ISSUE(S)*</b>  | <b>OPTIONS</b>   |
|----------------------------|---|--|
| <b>Elementary Schools:</b> |   |  |
| Arnold                     | <ul style="list-style-type: none"> <li>• Condition</li> <li>• Suitability</li> <li>• Overcrowded</li> </ul> | <ul style="list-style-type: none"> <li>• Renovation and addition</li> <li>• Replacement</li> <li>• Possible movement of 5<sup>th</sup> grade to MS</li> </ul>        |
| Belvedere                  | <ul style="list-style-type: none"> <li>• Overcrowded</li> </ul>   | <ul style="list-style-type: none"> <li>• Possible movement of 5<sup>th</sup> grade to MS</li> </ul>  |
| Broadneck                  | <ul style="list-style-type: none"> <li>• Suitability</li> <li>• Overcrowded</li> </ul>                      | <ul style="list-style-type: none"> <li>• Boundary adjustment</li> <li>• Renovation</li> <li>• Possible movement of 5<sup>th</sup> grade to MS</li> </ul>             |
| Cape St. Claire            | <ul style="list-style-type: none"> <li>• Overcrowded</li> </ul>   | <ul style="list-style-type: none"> <li>• Possible movement of 5<sup>th</sup> grade to MS</li> </ul>  |
| Windsor Farm               | <ul style="list-style-type: none"> <li>• Condition</li> <li>• Suitability</li> <li>• Overcrowded</li> </ul> | <ul style="list-style-type: none"> <li>• Addition</li> <li>• Renovation</li> <li>• Possible movement of 5<sup>th</sup> grade to MS</li> </ul>                        |
| <b>Middle Schools:</b>     |   |  |
| Magothy River              | <ul style="list-style-type: none"> <li>• Condition</li> <li>• Excess space</li> </ul>                       | <ul style="list-style-type: none"> <li>• Convert portion to targeted program facility</li> <li>• Renovation</li> <li>• Inclusion of 5<sup>th</sup> grade</li> </ul>  |
| Severn River               | <ul style="list-style-type: none"> <li>• Condition</li> <li>• Excess space</li> </ul>                       | <ul style="list-style-type: none"> <li>• Renovations</li> <li>• Convert portion to targeted program facility</li> <li>• Inclusion of 5<sup>th</sup> grade</li> </ul> |
| <b>High School:</b>        |   |  |
| Broadneck                  | <ul style="list-style-type: none"> <li>• None</li> </ul>  |  |

\*Lack of adequate targeted program space and the accompanying need is considered an issue for all schools

**EXHIBIT 7-23  
FACILITY OPTIONS – CHESAPEAKE ZONE**

| <b>SCHOOL</b>              | <b>ISSUE(S)*</b>   | <b>OPTIONS</b>   |
|----------------------------|--|--|
| <b>Elementary Schools:</b> |  |  |
| Bodkin                     | <ul style="list-style-type: none"> <li>• Condition</li> <li>• Overcrowded</li> </ul>                         | <ul style="list-style-type: none"> <li>• Boundary adjustment**</li> <li>• Renovation</li> <li>• Addition</li> </ul>                    |
| Fort Smallwood             | <ul style="list-style-type: none"> <li>• Condition</li> <li>• Suitability</li> </ul>                         | <ul style="list-style-type: none"> <li>• Boundary adjustment**</li> <li>• Renovation</li> </ul>  |
| Jacobsville                | <ul style="list-style-type: none"> <li>• None</li> </ul>   | <ul style="list-style-type: none"> <li>• Boundary adjustment**</li> </ul>  |
| Lake Shore                 | <ul style="list-style-type: none"> <li>• None (new in 2009)</li> </ul>                                       | <ul style="list-style-type: none"> <li>• Boundary adjustment**</li> </ul>  |
| Pasadena                   | <ul style="list-style-type: none"> <li>• None (new in 2009)</li> <li>• Excess space</li> </ul>               | <ul style="list-style-type: none"> <li>• Boundary adjustment with Folger McKinsey (Severna Park Zone)</li> </ul>                       |
| <b>Middle School:</b>      |  |  |
| Chesapeake Bay             | <ul style="list-style-type: none"> <li>• School size</li> <li>• Excess space</li> </ul>                      | <ul style="list-style-type: none"> <li>• Renovations to create 2 school model</li> <li>• Possible targeted program facility</li> </ul> |
| <b>High School:</b>        |  |  |
| Chesapeake                 | <ul style="list-style-type: none"> <li>• Condition</li> <li>• Suitability</li> <li>• Excess space</li> </ul> | <ul style="list-style-type: none"> <li>• Possible targeted program facility</li> <li>• Renovation</li> </ul>                           |

\*Lack of adequate targeted program space and the accompanying need is considered an issue for all schools

\*\*Elementary schools in this zone are candidates for internal re-districting (domino effect), Jacobsville re-districting to include students from Solley (Northeast zone)

**EXHIBIT 7-24  
FACILITY OPTIONS – GLEN BURNIE ZONE**

| <b>SCHOOL</b>              | <b>ISSUE(S)*</b>   | <b>OPTIONS</b>   |
|----------------------------|--|--|
| <b>Elementary Schools:</b> |  |  |
| Freetown                   | <ul style="list-style-type: none"> <li>• Excess space (new in 2009)</li> </ul>       | <ul style="list-style-type: none"> <li>• Possible targeted program use</li> </ul>                                |
| Glendale                   | <ul style="list-style-type: none"> <li>• Overcrowded</li> </ul>                      | <ul style="list-style-type: none"> <li>• Addition</li> <li>• Boundary adjustment with Marley</li> </ul>          |
| Marley                     | <ul style="list-style-type: none"> <li>• None</li> </ul>                             |  |
| Oakwood                    | <ul style="list-style-type: none"> <li>• Condition</li> <li>• Overcrowded</li> </ul> | <ul style="list-style-type: none"> <li>• Addition</li> <li>• Renovation</li> <li>• Program Adjustment</li> </ul> |

**EXHIBIT 7-24 (CONTINUED)  
FACILITY OPTIONS – GLEN BURNIE ZONE**

| <b>School</b>          | <b>Issue(s)*</b>   | <b>Options</b>   |
|------------------------|--|--|
| Point Pleasant         | <ul style="list-style-type: none"> <li>• Condition</li> <li>• Suitability</li> <li>• Overcrowded</li> </ul>  | <ul style="list-style-type: none"> <li>• Renovations and addition</li> <li>• Replacement</li> <li>• Boundary adjustment with Ridgeway (Old Mill Zone)</li> </ul> |
| Quarterfield           | <ul style="list-style-type: none"> <li>• Condition</li> <li>• Suitability</li> </ul>                         | <ul style="list-style-type: none"> <li>• Renovations</li> <li>• Replacement</li> </ul>   |
| Richard Henry Lee      | <ul style="list-style-type: none"> <li>• Condition</li> <li>• Suitability</li> <li>• Site size</li> </ul>    | <ul style="list-style-type: none"> <li>• Renovations</li> </ul>  |
| Woodside               | <ul style="list-style-type: none"> <li>• Condition</li> <li>• Suitability</li> <li>• Overcrowded</li> </ul>  | <ul style="list-style-type: none"> <li>• Renovations and addition</li> </ul>   |
| <b>Middle Schools:</b> |  |  |
| Corkran                | <ul style="list-style-type: none"> <li>• Condition</li> <li>• Excess space</li> <li>• Suitability</li> </ul> | <ul style="list-style-type: none"> <li>• Renovations</li> <li>• Convert portion to targeted program facility</li> </ul>  |
| Marley                 | <ul style="list-style-type: none"> <li>• Excess space (new in 2006)</li> </ul>                               | <ul style="list-style-type: none"> <li>• Convert portion to targeted program facility</li> </ul>   |
| <b>High School:</b>    |  |  |
| Glen Burnie            | <ul style="list-style-type: none"> <li>• Condition</li> <li>• Suitability</li> </ul>                         | <ul style="list-style-type: none"> <li>• Renovations</li> <li>• Replacement</li> <li>• Use of portion of existing facility for targeted programs</li> </ul>      |

\*Lack of adequate targeted program space and the accompanying need is considered an issue for all schools

**EXHIBIT 7-25  
FACILITY OPTIONS – MEADE ZONE**

| <b>School</b>              | <b>Issue(s)*</b>   | <b>Options</b>   |
|----------------------------|--|--|
| <b>Elementary Schools:</b> |  |  |
| Brock Bridge               | <ul style="list-style-type: none"> <li>• Suitability</li> <li>• Overcrowded</li> </ul> | <ul style="list-style-type: none"> <li>• Renovations and addition</li> <li>• Boundary adjustment with Maryland City</li> </ul> |
| Harman                     | <ul style="list-style-type: none"> <li>• Excess space (new in 2007)</li> </ul>         | <ul style="list-style-type: none"> <li>• Boundary adjustment**</li> <li>• Possible targeted program use</li> </ul>             |

**EXHIBIT 7-25 (CONTINUED)  
FACILITY OPTIONS – MEADE ZONE**

| <b>School</b>          | <b>Issue(s)*</b>  | <b>Options</b>  |
|------------------------|---|---|
| Jessup                 | <ul style="list-style-type: none"> <li>• Condition</li> <li>• Suitability</li> <li>• Overcrowded</li> </ul>                       | <ul style="list-style-type: none"> <li>• Renovations and addition</li> <li>• Replacement</li> <li>• New school in area as building moratorium is lifted</li> <li>• Boundary adjustment**</li> </ul> |
| Manor View***          | <ul style="list-style-type: none"> <li>• Overcrowded</li> </ul>   | <ul style="list-style-type: none"> <li>• Addition</li> </ul>  |
| Maryland City          | <ul style="list-style-type: none"> <li>• Condition</li> </ul>   | <ul style="list-style-type: none"> <li>• Renovations and addition (to accept students from other schools)</li> <li>• Boundary adjustment with Brock Bridge</li> </ul>                               |
| Meade Heights          | <ul style="list-style-type: none"> <li>• Overcrowded</li> <li>• Site size</li> </ul>  | <ul style="list-style-type: none"> <li>• Boundary adjustment**</li> </ul>   |
| Pershing Hill***       | <ul style="list-style-type: none"> <li>• Condition</li> <li>• Suitability</li> <li>• Excess space</li> <li>• Site size</li> </ul> | <ul style="list-style-type: none"> <li>• Renovations</li> <li>• Replacement</li> <li>• Possible targeted program use</li> </ul>   |
| Van Bokkelen           | <ul style="list-style-type: none"> <li>• Excess space</li> </ul>  | <ul style="list-style-type: none"> <li>• Boundary adjustment</li> <li>• Possible targeted program use</li> </ul>  |
| West Meade***          | <ul style="list-style-type: none"> <li>• Condition</li> <li>• Suitability</li> <li>• Overcrowded</li> <li>• Site size</li> </ul>  | <ul style="list-style-type: none"> <li>• Renovations and addition</li> <li>• Replacement</li> </ul>   |
| <b>Middle Schools:</b> |   |   |
| Meade                  | <ul style="list-style-type: none"> <li>• Excess space</li> </ul>  |   |
| McArthur***            | <ul style="list-style-type: none"> <li>• Condition</li> <li>• Excess space</li> </ul>   | <ul style="list-style-type: none"> <li>• Renovations</li> <li>• Inclusion of students from Severn Elementary School (Old Mill zone)</li> </ul>  |
| <b>High School:</b>    |   |   |
| Meade                  | <ul style="list-style-type: none"> <li>• Condition</li> <li>• Excess space</li> </ul>   | <ul style="list-style-type: none"> <li>• Renovations</li> <li>• Possible targeted program use</li> </ul>  |

\*Lack of adequate targeted program space and the accompanying need is considered an issue for all schools

\*\*Elementary schools in this zone are candidates for internal re-districting (domino effect)

\*\*\*Located within the Fort Meade secured boundary



EXHIBIT 7-26  
FACILITY OPTIONS – NORTH COUNTY ZONE

| School                     | Issue(s)*  | Options   |
|----------------------------|--|---|
| <b>Elementary Schools:</b> |  |   |
| Ferndale ECC               | <ul style="list-style-type: none"> <li>Excess space (new in 2007)</li> </ul>                           | <ul style="list-style-type: none"> <li>Boundary adjustment **</li> </ul>  |
| Belle Grove                | <ul style="list-style-type: none"> <li>Condition</li> <li>Suitability</li> <li>Site size</li> </ul>    | <ul style="list-style-type: none"> <li>Replacement</li> <li>Renovations</li> <li>Possible use as targeted program facility</li> </ul> |
| Brooklyn Park              | <ul style="list-style-type: none"> <li>Condition</li> </ul>  | <ul style="list-style-type: none"> <li>Renovations</li> </ul>   |
| George Cromwell            | <ul style="list-style-type: none"> <li>Condition</li> <li>Suitability</li> <li>Overcrowded</li> </ul>  | <ul style="list-style-type: none"> <li>Renovations and Additions</li> <li>Boundary adjustment**</li> </ul>                            |
| Hilltop                    | <ul style="list-style-type: none"> <li>Suitability</li> <li>Overcrowded</li> <li>Site size</li> </ul>  | <ul style="list-style-type: none"> <li>Boundary adjustment with Linthicum</li> <li>Renovations</li> </ul>                             |
| Linthicum                  | <ul style="list-style-type: none"> <li>Excess space</li> <li>Site size</li> </ul>                      | <ul style="list-style-type: none"> <li>Boundary adjustment with Hilltop</li> </ul>  |
| North Glen                 | <ul style="list-style-type: none"> <li>Condition</li> </ul>  | <ul style="list-style-type: none"> <li>Renovations</li> <li>Boundary adjustment**</li> </ul>  |
| Overlook                   | <ul style="list-style-type: none"> <li>Condition</li> <li>Suitability</li> <li>Excess space</li> </ul> | <ul style="list-style-type: none"> <li>Renovations</li> <li>Boundary adjustment**</li> <li>Possible targeted program use</li> </ul>   |
| Park                       | <ul style="list-style-type: none"> <li>Site size</li> </ul>  |   |
| <b>Middle Schools:</b>     |  |   |
| Brooklyn Park              | <ul style="list-style-type: none"> <li>None</li> </ul>   |   |
| Lindale                    | <ul style="list-style-type: none"> <li>Excess Space</li> </ul>   | <ul style="list-style-type: none"> <li>Possible targeted program use</li> <li>Possible “swing space” use</li> </ul>                   |
| <b>High School:</b>        |  |   |
| North County               | <ul style="list-style-type: none"> <li>None</li> </ul>   |   |

\*Lack of adequate targeted program space and the accompanying need is considered an issue for all schools

\*\*This boundary adjustment involves the reversal of the re-districting of Hilltop kindergarten to Ferndale (not yet implemented) and the re-districting of North Glen kindergarten to Ferndale

**EXHIBIT 7-27  
FACILITY OPTIONS – NORTHEAST ZONE**

| School                     | Issue(s)*  | Options  |
|----------------------------|--|--|
| <b>Elementary Schools:</b> |  |  |
| High Point                 | <ul style="list-style-type: none"> <li>• Suitability</li> <li>• Overcrowded</li> </ul> | <ul style="list-style-type: none"> <li>• Renovation and addition</li> <li>• Boundary adjustment**</li> </ul> |
| Riviera Beach              | <ul style="list-style-type: none"> <li>• Site size</li> </ul>                          | <ul style="list-style-type: none"> <li>• Addition</li> <li>• Boundary adjustment**</li> </ul>                |
| Solley                     | <ul style="list-style-type: none"> <li>• Overcrowded</li> </ul>                        | <ul style="list-style-type: none"> <li>• Addition</li> <li>• Boundary adjustment**</li> </ul>                |
| Sunset                     | <ul style="list-style-type: none"> <li>• Overcrowded</li> </ul>                        | <ul style="list-style-type: none"> <li>• Addition</li> <li>• Boundary adjustment**</li> </ul>                |
| <b>Middle School:</b>      |  |  |
| George Fox                 | <ul style="list-style-type: none"> <li>• Condition</li> </ul>                          | <ul style="list-style-type: none"> <li>• Renovations</li> </ul>  |
| <b>High School:</b>        |  |  |
| Northeast                  | <ul style="list-style-type: none"> <li>• Condition</li> <li>• Suitability</li> </ul>   | <ul style="list-style-type: none"> <li>• Renovations</li> <li>• Possible special program use</li> </ul>      |

\*Lack of adequate targeted program space and the accompanying need is considered an issue for all schools

\*\*Elementary school boundary adjustment in this zone involves multiple changes including High Point to Sunset, Sunset to Riviera Beach and Solley to Jacobsville (Chesapeake zone)

**EXHIBIT 7-28  
FACILITY OPTIONS – OLD MILL ZONE**

| School                     | Issue(s)*  | Options  |
|----------------------------|--|--|
| <b>Elementary Schools:</b> |  |  |
| Glen Burnie Park           | <ul style="list-style-type: none"> <li>• Condition</li> <li>• Suitability</li> <li>• Excess space</li> </ul> | <ul style="list-style-type: none"> <li>• Renovations</li> <li>• Boundary adjustment with Rippling Woods</li> <li>• Return Kindergarten students currently at Oakwood (Glen Burnie zone)</li> </ul> |
| Millersville               | <ul style="list-style-type: none"> <li>• Condition</li> <li>• Overcrowded</li> </ul>                         | <ul style="list-style-type: none"> <li>• Renovations and addition</li> <li>• Program adjustment</li> </ul>   |
| Ridgeway                   | <ul style="list-style-type: none"> <li>• Overcrowded</li> </ul>  | <ul style="list-style-type: none"> <li>• Addition</li> <li>• Boundary adjustment with Quarterfield (Glen Burnie zone)</li> </ul>   |

**EXHIBIT 7-28 (CONTINUED)**  
**FACILITY OPTIONS – OLD MILL ZONE**

| <b>School</b>          | <b>Issue(s)*</b>   | <b>Options</b>   |
|------------------------|--|--|
| Rippling Woods         | <ul style="list-style-type: none"> <li>• Condition</li> <li>• Overcrowded</li> </ul>   | <ul style="list-style-type: none"> <li>• Boundary adjustment with Glen Burnie Park</li> <li>• Renovations</li> </ul>   |
| Severn                 | <ul style="list-style-type: none"> <li>• Suitability</li> <li>• Overcrowded</li> </ul>   | <ul style="list-style-type: none"> <li>• Addition</li> <li>• Possible re-alignment to Meade attendance zone</li> <li>• Renovations</li> </ul>                    |
| South Shore            | <ul style="list-style-type: none"> <li>• Overcrowded</li> <li>• Wetlands</li> </ul>  | <ul style="list-style-type: none"> <li>• Addition</li> </ul>   |
| Southgate              | <ul style="list-style-type: none"> <li>• Condition</li> <li>• Suitability</li> <li>• Overcrowded</li> </ul>                        | <ul style="list-style-type: none"> <li>• Renovations and addition</li> <li>• Replacement</li> </ul>  |
| <b>Middle Schools:</b> |  |  |
| Old Mill North         | <ul style="list-style-type: none"> <li>• Condition</li> <li>• Suitability</li> <li>• School size</li> </ul>                        | <ul style="list-style-type: none"> <li>• Replace on same site</li> <li>• Replace on new site</li> <li>• Elementary boundary adjustment to reduce size</li> </ul> |
| Old Mill South         | <ul style="list-style-type: none"> <li>• Condition</li> <li>• School size</li> <li>• Excess Space</li> </ul>                       | <ul style="list-style-type: none"> <li>• Replace on same site</li> <li>• Replace on new site</li> <li>• Elementary boundary adjustment to reduce size</li> </ul> |
| <b>High School:</b>    |  |  |
| Old Mill               | <ul style="list-style-type: none"> <li>• Condition</li> <li>• Suitability</li> <li>• School Size</li> <li>• Overcrowded</li> </ul> | <ul style="list-style-type: none"> <li>• Renovations</li> <li>• Replacement</li> <li>• Elementary boundary adjustment to reduce size</li> </ul>                  |

\*Lack of adequate targeted program space and the accompanying need is considered an issue for all schools

**EXHIBIT 7-29  
FACILITY OPTIONS – SEVERNA PARK ZONE**

| School                     | Issue(s)*   | Options  |
|----------------------------|---|--|
| <b>Elementary Schools:</b> |   |  |
| Benfield                   | <ul style="list-style-type: none"> <li>Condition</li> <li>Suitability</li> <li>Overcrowded</li> </ul>                     | <ul style="list-style-type: none"> <li>Renovations and addition</li> <li>Boundary adjustment with Oak Hill</li> </ul>  |
| Folger McKinsey            | <ul style="list-style-type: none"> <li>Condition</li> <li>Suitability</li> <li>Overcrowded</li> </ul>                     | <ul style="list-style-type: none"> <li>Renovations and addition</li> <li>Replacement</li> <li>Boundary adjustment with Pasadena (Chesapeake zone)</li> </ul> |
| Jones                      | <ul style="list-style-type: none"> <li>Overcrowded</li> <li>Site size</li> </ul>  | <ul style="list-style-type: none"> <li>Program re-alignment</li> <li>Boundary adjustment with Severna Park</li> </ul>  |
| Oak Hill                   | <ul style="list-style-type: none"> <li>Excess space</li> <li>Condition</li> </ul>   | <ul style="list-style-type: none"> <li>Program re-alignment</li> <li>Boundary adjustment with Benfield</li> <li>Renovations</li> </ul>                       |
| Severna Park               | <ul style="list-style-type: none"> <li>Condition</li> <li>Suitability</li> <li>Excess space</li> <li>Site size</li> </ul> | <ul style="list-style-type: none"> <li>Program re-alignment</li> <li>Boundary adjustment with Jones</li> <li>Renovations</li> </ul>                          |
| Shipley's Choice           | <ul style="list-style-type: none"> <li>None</li> </ul>  |  |
| <b>Middle School:</b>      |   |  |
| Severna Park               | <ul style="list-style-type: none"> <li>None (new school in 2010)</li> </ul>   |  |
| <b>High School:</b>        |   |  |
| Severna Park               | <ul style="list-style-type: none"> <li>Condition</li> <li>Suitability</li> </ul>  | <ul style="list-style-type: none"> <li>Renovations</li> <li>Replacement</li> </ul>   |

\*Lack of adequate targeted program space and the accompanying need is considered an issue for all schools

**EXHIBIT 7-30  
FACILITY OPTIONS – SOUTH RIVER ZONE**

| School                     | Issue(s)*   | Options  |
|----------------------------|---|--|
| <b>Elementary Schools:</b> |   |  |
| Central                    | <ul style="list-style-type: none"> <li>Overcrowded</li> </ul>                       | <ul style="list-style-type: none"> <li>Boundary adjustment with Edgewater</li> </ul>         |
| Crofton Meadows            | <ul style="list-style-type: none"> <li>Suitability</li> <li>Excess space</li> </ul> | <ul style="list-style-type: none"> <li>Boundary adjustment**</li> <li>Renovations</li> </ul> |
| Crofton Woods              | <ul style="list-style-type: none"> <li>Overcrowded</li> </ul>                       | <ul style="list-style-type: none"> <li>Boundary adjustment**</li> <li>Addition</li> </ul>    |
| Davidsonville              | <ul style="list-style-type: none"> <li>None</li> </ul>                              |  |

**EXHIBIT 7-30(CONTINUED)  
FACILITY OPTIONS – SOUTH RIVER ZONE**

| School                 | Issue(s)*   | Options   |
|------------------------|---|---|
| Edgewater              | <ul style="list-style-type: none"> <li>Condition</li> </ul>                         | <ul style="list-style-type: none"> <li>Renovation and Addition</li> <li>Boundary adjustment with Central</li> </ul> |
| Mayo                   | <ul style="list-style-type: none"> <li>Overcrowded</li> <li>Site size</li> </ul>    | <ul style="list-style-type: none"> <li>Monitor</li> </ul>   |
| <b>Middle Schools:</b> |   |   |
| Central                | <ul style="list-style-type: none"> <li>Suitability</li> <li>Excess space</li> </ul> | <ul style="list-style-type: none"> <li>Possible targeted program use</li> <li>Renovations</li> </ul>                |
| Crofton                | <ul style="list-style-type: none"> <li>Condition</li> </ul>                         | <ul style="list-style-type: none"> <li>Renovations</li> </ul>   |
| <b>High School:</b>    |   |   |
| South River            | <ul style="list-style-type: none"> <li>Condition</li> <li>Suitability</li> </ul>    | <ul style="list-style-type: none"> <li>Renovations</li> </ul>   |

\*Lack of adequate targeted program space and the accompanying need is considered an issue for all schools

\*\*Crofton Meadows and Crofton Woods boundary adjustment with new Gambrills Elementary, some students re-aligned to Arundel feeder zone (domino effect)

**EXHIBIT 7-31  
FACILITY OPTIONS – SOUTHERN ZONE**

| School                     | Issue(s)*   | Options   |
|----------------------------|---|---|
| <b>Elementary Schools:</b> |   |   |
| Deale                      | <ul style="list-style-type: none"> <li>None</li> </ul>  |   |
| Lothian                    | <ul style="list-style-type: none"> <li>Condition</li> <li>Suitability</li> <li>Overcrowded</li> </ul> | <ul style="list-style-type: none"> <li>Renovations and addition</li> <li>Replacement</li> <li>Boundary adjustment with Traceys</li> </ul> |
| Shady Side                 | <ul style="list-style-type: none"> <li>Overcrowded</li> </ul>   | <ul style="list-style-type: none"> <li>Addition</li> <li>Boundary adjustment with Deale</li> </ul>  |
| Traceys                    | <ul style="list-style-type: none"> <li>Excess space (new school 2008)</li> </ul>                      | <ul style="list-style-type: none"> <li>Boundary adjustment with Lothian</li> </ul>  |
| <b>Middle School:</b>      |   |   |
| Southern                   | <ul style="list-style-type: none"> <li>Excess space</li> </ul>  | <ul style="list-style-type: none"> <li>Possible targeted program use</li> <li>Possible "swing space" use</li> </ul>                       |
| <b>High School:</b>        |   |   |
| Southern                   | <ul style="list-style-type: none"> <li>Condition</li> <li>Suitability</li> </ul>                      | <ul style="list-style-type: none"> <li>Renovations</li> </ul>   |

\*Lack of adequate targeted program space and the accompanying need is considered an issue for all schools

**EXHIBIT 7-32  
FACILITY OPTIONS – COUNTY-WIDE FACILITIES**

| <b>School</b>     | <b>Issue(s)*</b>  | <b>Options</b>   |
|-------------------|---|--|
| Arlington Echo    | <ul style="list-style-type: none"> <li>• None</li> </ul>  |  |
| Carrie Wheedon    | <ul style="list-style-type: none"> <li>• Condition</li> </ul>   | <ul style="list-style-type: none"> <li>• Renovation</li> </ul>                     |
| CAT – North       | <ul style="list-style-type: none"> <li>• Suitability</li> </ul>   | <ul style="list-style-type: none"> <li>• Renovation</li> </ul>                     |
| CAT – South       | <ul style="list-style-type: none"> <li>• Suitability</li> </ul>   | <ul style="list-style-type: none"> <li>• Renovation</li> </ul>                     |
| Central Special   | <ul style="list-style-type: none"> <li>• Overcrowded</li> <li>• Suitability</li> </ul>                                  | <ul style="list-style-type: none"> <li>• Addition</li> <li>• Renovation</li> </ul> |
| J. Albert Adams   | <ul style="list-style-type: none"> <li>• Condition</li> </ul>   | <ul style="list-style-type: none"> <li>• Renovation</li> </ul>                     |
| Marley Glen       | <ul style="list-style-type: none"> <li>• Condition</li> <li>• Suitability</li> </ul>                                    | <ul style="list-style-type: none"> <li>• Renovation</li> </ul>                     |
| Mary Moss         | <ul style="list-style-type: none"> <li>• Suitability</li> </ul>   | <ul style="list-style-type: none"> <li>• Replacement</li> </ul>                    |
| Phoenix Annapolis | <ul style="list-style-type: none"> <li>• Condition</li> <li>• Suitability</li> <li>• Historical Significance</li> </ul> | <ul style="list-style-type: none"> <li>• Renovation</li> </ul>                     |
| Ruth P. Eason     | <ul style="list-style-type: none"> <li>• Suitability</li> </ul>   | <ul style="list-style-type: none"> <li>• Renovation</li> </ul>                     |

---

## **8.0 RECOMMENDATIONS/CONCLUSIONS**

The recommendations and conclusions contained in this chapter are based on the data contained in the previous chapters and will be divided into the following two sections:

- The ten-year master plan recommendations for school facility improvements, additions and new construction.

This section will include recommendations for providing adequate instructional facilities over the next ten year period. Included will be condition improvements, additions and new facilities. Budget estimates and a priority timeline will also be provided.

- Additional recommendations that will be necessary to implement the ten-year plan.

This section will include the types of recommendations that will be necessary in order to implement the ten-year plan. Recommendations will address a variety of facility issues including the need to re-draw attendance boundaries on a regular basis, possible locations for placement of targeted programs, development of standards for the use of portable classrooms, and the implementation of the security recommendations.

### **8.1 Ten-year Master Plan**

#### **8.1.1 Current Condition/Capacity**

Exhibits 8-1 through 8-13 below provide a summary of the condition matrix along with the recommended solutions by priority. The recommended solution for identified condition and/or capacity deficiencies are noted at the right side of the exhibits.

The priorities were determined based on the following standards:

#### **Phase 1: years 2-4**

Combined score of less than 65  
Exceeds capacity by more than 30%

#### **Phase 2: years 5-7**

Combined score of less than 70  
Exceeds capacity by more than 20%

Phase 3: years 8-10

Combined score of less than 75  
Exceeds capacity by more than 10%

When a school is included in both categories, the higher priority was used. Therefore, schools that have a combined score of less than 75 will be scheduled for improvements with the priority depending primarily on the combined score. Schools that have a projected utilization of greater than 110 percent will show the overcrowding being addressed either through an addition, a boundary change, a new school in the area, a grade reconfiguration, or a combination of solutions. The decision to replace rather than renovate is based on the combination of a combined score of less than 65 and a condition and/or suitability score of less than 60.



**EXHIBIT 8-1  
ANNAPOLIS FEEDER ZONE SUMMARY**

| Type                    | Feeder    | SCHOOL             | COMBINED SCORE | ENROLLMENT   |                  | CAPACITY     | UTILIZATION   |                  | RECOMMENDATIONS AND PRIORITIES |            |                       |                                       |                    |   |   |
|-------------------------|-----------|--------------------|----------------|--------------|------------------|--------------|---------------|------------------|--------------------------------|------------|-----------------------|---------------------------------------|--------------------|---|---|
|                         |           |                    |                | (Aug 2006)   | PROJECTED (2015) |              | (Aug 2006)    | PROJECTED (2015) | REPLACE                        | RENOVATE   | ADDITION FOR CAPACITY | BOUNDARY CHANGE/GRADE RECONFIGURATION | NEW SCHOOL IN AREA |   |   |
| ES                      | Annapolis | ANNAPOLIS ES       | 61.45          | 217          | 271              | 271          | 80.1%         | 100.0%           |                                | 1          | 6,097,000             |                                       | x                  | B |   |
| ES                      | Annapolis | EASTPORT ES        | 78.58          | 214          | 242              | 270          | 79.3%         | 89.6%            |                                |            |                       |                                       |                    |   |   |
| ES                      | Annapolis | GEORGETOWN EAST ES | 82.32          | 327          | 370              | 460          | 71.1%         | 80.4%            |                                |            |                       |                                       | x                  | B |   |
| ES                      | Annapolis | GERMANTOWN ES      | 60.58          | 471          | 592              | 388          | 121.4%        | 152.6%           | 1                              | 22,728,000 |                       |                                       |                    |   | x |
| ES                      | Annapolis | HILLSMERE ES       | 67.94          | 381          | 412              | 476          | 80.0%         | 86.6%            |                                | 2          | 7,833,000             |                                       |                    |   |   |
| ES                      | Annapolis | MILLS-PAROLE ES    | 73.29          | 410          | 523              | 401          | 102.2%        | 130.4%           |                                | 1          | 7,672,000             | 1                                     | 205,000            | x | G |
| ES                      | Annapolis | ROLLING KNOLLS ES  | 65.02          | 366          | 450              | 316          | 115.8%        | 142.4%           |                                | 2          | 6,366,000             | 2                                     | 5,637,000          | x | G |
| ES                      | Annapolis | TYLER HEIGHTS ES   | 72.52          | 333          | 452              | 382          | 87.2%         | 118.3%           |                                | 3          | 7,499,000             |                                       |                    | x | G |
| ES                      | Annapolis | WEST ANNAPOLIS ES  | 64.85          | 233          | 228              | 262          | 88.9%         | 87.0%            |                                | 1          | 4,727,000             |                                       |                    |   |   |
| <b>ES Total/Average</b> |           |                    | <b>69.62</b>   | <b>2,952</b> | <b>3,540</b>     | <b>3,226</b> | <b>91.5%</b>  | <b>109.7%</b>    |                                |            |                       |                                       |                    |   |   |
| MS                      | Annapolis | ANNAPOLIS MS       | 67.45          | 577          | 742              | 1,495        | 38.6%         | 49.6%            |                                | 2          | 34,036,000            |                                       |                    |   |   |
| MS                      | Annapolis | BATES MS           | 68.49          | 550          | 546              | 833          | 66.0%         | 65.5%            |                                | 2          | 21,606,000            |                                       |                    |   |   |
| <b>MS Total/Average</b> |           |                    | <b>67.97</b>   | <b>1,127</b> | <b>1,288</b>     | <b>2,328</b> | <b>48.4%</b>  | <b>55.3%</b>     |                                |            |                       |                                       |                    |   |   |
| HS                      | Annapolis | ANNAPOLIS HS       | 71.22          | 1,791        | 1,650            | 1,739        | 103.0%        | 94.9%            |                                | 3          | 37,512,000            |                                       |                    |   |   |
| <b>HS Total/Average</b> |           |                    | <b>71.22</b>   | <b>1,791</b> | <b>1,650</b>     | <b>1,739</b> | <b>103.0%</b> | <b>94.9%</b>     |                                |            |                       |                                       |                    |   |   |

**EXHIBIT 8-2  
ARUNDEL FEEDER ZONE SUMMARY**

| Type                    | Feeder  | SCHOOL           | COMBINED SCORE | ENROLLMENT   |                  | CAPACITY     | UTILIZATION   |                  | RECOMMENDATIONS AND PRIORITIES |          |                       |                                       |                    |   |   |
|-------------------------|---------|------------------|----------------|--------------|------------------|--------------|---------------|------------------|--------------------------------|----------|-----------------------|---------------------------------------|--------------------|---|---|
|                         |         |                  |                | (Aug 2006)   | PROJECTED (2015) |              | (Aug 2006)    | PROJECTED (2015) | REPLACE                        | RENOVATE | ADDITION FOR CAPACITY | BOUNDARY CHANGE/GRADE RECONFIGURATION | NEW SCHOOL IN AREA |   |   |
| ES                      | Arundel | CROFTON ES       | 64.19          | 676          | 659              | 503          | 134.4%        | 131.0%           |                                | 1        | 9,084,000             |                                       | x                  | B | x |
| ES                      | Arundel | FOUR SEASONS ES  | 81.23          | 670          | 785              | 638          | 105.0%        | 123.0%           |                                |          |                       |                                       | x                  | B | x |
| ES                      | Arundel | GAMBRILLS ES     | 100.00         | N/A          | N/A              | 712          | N/A           | N/A              |                                |          |                       |                                       |                    |   |   |
| ES                      | Arundel | ODENTON ES       | 73.91          | 414          | 476              | 429          | 96.5%         | 111.0%           |                                | 3        | 10,182,000            |                                       | x                  | B | x |
| ES                      | Arundel | PINEY ORCHARD ES | 95.11          | 617          | 602              | 559          | 110.4%        | 107.7%           |                                |          |                       |                                       | x                  | B | x |
| ES                      | Arundel | SEVEN OAKS ES    | 100.00         | N/A          | N/A              | 713          | N/A           | N/A              |                                |          |                       |                                       |                    |   | x |
| ES                      | Arundel | WAUGH CHAPEL ES  | 70.14          | 359          | 427              | 442          | 81.2%         | 96.6%            |                                | 3        | 8,334,000             |                                       | x                  | B |   |
| <b>ES Total/Average</b> |         |                  | <b>83.51</b>   | <b>2,736</b> | <b>2,949</b>     | <b>3,996</b> | <b>68.5%</b>  | <b>73.8%</b>     |                                |          |                       |                                       |                    |   |   |
| MS                      | Arundel | ARUNDEL MS       | 68.09          | 1,029        | 1,019            | 1,071        | 96.1%         | 95.1%            |                                | 2        | 20,190,000            |                                       |                    |   |   |
| <b>MS Total/Average</b> |         |                  | <b>68.09</b>   | <b>1,029</b> | <b>1,019</b>     | <b>1,071</b> | <b>96.1%</b>  | <b>95.1%</b>     |                                |          |                       |                                       |                    |   |   |
| HS                      | Arundel | ARUNDEL HS       | 66.14          | 2,074        | 1,833            | 2,025        | 102.4%        | 90.5%            |                                | 2        | 43,973,000            |                                       |                    |   |   |
| <b>HS Total/Average</b> |         |                  | <b>66.14</b>   | <b>2,074</b> | <b>1,833</b>     | <b>2,025</b> | <b>102.4%</b> | <b>90.5%</b>     |                                |          |                       |                                       |                    |   |   |

**EXHIBIT 8-3  
BROADNECK FEEDER ZONE SUMMARY**

| Type                    | Feeder    | SCHOOL             | COMBINED SCORE | ENROLLMENT   |                  | CAPACITY     | UTILIZATION   |                  | RECOMMENDATIONS AND PRIORITIES |            |                       |                                       |                    |   |  |
|-------------------------|-----------|--------------------|----------------|--------------|------------------|--------------|---------------|------------------|--------------------------------|------------|-----------------------|---------------------------------------|--------------------|---|--|
|                         |           |                    |                | (Aug 2006)   | PROJECTED (2015) |              | (Aug 2006)    | PROJECTED (2015) | REPLACE                        | RENOVATE   | ADDITION FOR CAPACITY | BOUNDARY CHANGE/GRADE RECONFIGURATION | NEW SCHOOL IN AREA |   |  |
| ES                      | Broadneck | ARNOLD ES          | 65.98          | 395          | 428              | 389          | 101.5%        | 110.0%           | 2                              | 25,127,000 |                       |                                       | x                  | G |  |
| ES                      | Broadneck | BELVEDERE ES       | 87.60          | 459          | 521              | 511          | 89.8%         | 102.0%           |                                |            |                       |                                       | x                  | G |  |
| ES                      | Broadneck | BROADNECK ES       | 74.02          | 634          | 768              | 596          | 106.4%        | 128.9%           |                                | 3          | 10,388,000            |                                       | x                  | G |  |
| ES                      | Broadneck | CAPE ST. CLAIRE ES | 84.51          | 656          | 671              | 650          | 100.9%        | 103.2%           |                                |            |                       |                                       | x                  | G |  |
| ES                      | Broadneck | WINDSOR FARM ES    | 74.08          | 519          | 571              | 527          | 98.5%         | 108.3%           |                                | 3          | 10,552,000            |                                       | x                  | G |  |
| <b>ES Total/Average</b> |           |                    | <b>77.24</b>   | <b>2,663</b> | <b>2,959</b>     | <b>2,673</b> | <b>99.6%</b>  | <b>110.7%</b>    |                                |            |                       |                                       |                    |   |  |
| MS                      | Broadneck | MAGOTHY RIVER MS   | 76.04          | 748          | 739              | 1,092        | 68.5%         | 67.7%            |                                |            |                       |                                       |                    |   |  |
| MS                      | Broadneck | SEVERN RIVER MS    | 73.09          | 791          | 783              | 988          | 80.1%         | 79.3%            |                                | 3          | 25,255,000            |                                       |                    |   |  |
| <b>MS Total/Average</b> |           |                    | <b>74.57</b>   | <b>1,539</b> | <b>1,522</b>     | <b>2,080</b> | <b>74.0%</b>  | <b>73.2%</b>     |                                |            |                       |                                       |                    |   |  |
| HS                      | Broadneck | BROADNECK HS       | 81.86          | 2,247        | 1,983            | 2,039        | 110.2%        | 97.3%            |                                |            |                       |                                       |                    |   |  |
| <b>HS Total/Average</b> |           |                    | <b>81.86</b>   | <b>2,247</b> | <b>1,983</b>     | <b>2,039</b> | <b>110.2%</b> | <b>97.3%</b>     |                                |            |                       |                                       |                    |   |  |

**EXHIBIT 8-4  
CHESAPEAKE FEEDER ZONE SUMMARY**

| Type                    | Feeder     | SCHOOL            | COMBINED SCORE | ENROLLMENT   |                  | CAPACITY     | UTILIZATION  |                  | RECOMMENDATIONS AND PRIORITIES |          |                       |                                       |                    |   |  |
|-------------------------|------------|-------------------|----------------|--------------|------------------|--------------|--------------|------------------|--------------------------------|----------|-----------------------|---------------------------------------|--------------------|---|--|
|                         |            |                   |                | (Aug 2006)   | PROJECTED (2015) |              | (Aug 2006)   | PROJECTED (2015) | REPLACE                        | RENOVATE | ADDITION FOR CAPACITY | BOUNDARY CHANGE/GRADE RECONFIGURATION | NEW SCHOOL IN AREA |   |  |
| ES                      | Chesapeake | BODKIN ES         | 77.78          | 593          | 671              | 593          | 100.0%       | 113.2%           |                                |          |                       |                                       | x                  | B |  |
| ES                      | Chesapeake | FORT SMALLWOOD ES | 75.06          | 376          | 391              | 489          | 76.9%        | 80.0%            |                                |          |                       |                                       | x                  | B |  |
| ES                      | Chesapeake | JACOBSVILLE ES    | 93.44          | 504          | 508              | 604          | 83.4%        | 84.1%            |                                |          |                       |                                       | x                  | B |  |
| ES                      | Chesapeake | LAKE SHORE ES     | 100.00         | 321          | 393              | 408          | 78.7%        | 96.3%            |                                |          |                       |                                       | x                  | B |  |
| ES                      | Chesapeake | PASADENA ES       | 100.00         | 303          | 303              | 484          | 62.6%        | 62.6%            |                                |          |                       |                                       | x                  | B |  |
| <b>ES Total/Average</b> |            |                   | <b>89.26</b>   | <b>2,097</b> | <b>2,266</b>     | <b>2,578</b> | <b>81.3%</b> | <b>87.9%</b>     |                                |          |                       |                                       |                    |   |  |
| MS                      | Chesapeake | CHESAPEAKE BAY MS | 77.92          | 1,368        | 1,352            | 2,239        | 61.1%        | 60.4%            |                                |          |                       |                                       |                    |   |  |
| <b>MS Total/Average</b> |            |                   | <b>77.92</b>   | <b>1,368</b> | <b>1,352</b>     | <b>2,239</b> | <b>61.1%</b> | <b>60.4%</b>     |                                |          |                       |                                       |                    |   |  |
| HS                      | Chesapeake | CHESAPEAKE HS     | 74.92          | 1,908        | 1,682            | 2,398        | 79.6%        | 70.1%            |                                | 3        | 45,206,000            |                                       |                    |   |  |
| <b>HS Total/Average</b> |            |                   | <b>74.92</b>   | <b>1,908</b> | <b>1,682</b>     | <b>2,398</b> | <b>79.6%</b> | <b>70.1%</b>     |                                |          |                       |                                       |                    |   |  |

**EXHIBIT 8-5  
GLEN BURNIE FEEDER ZONE SUMMARY**

| Type                    | Feeder      | SCHOOL               | COMBINED SCORE | ENROLLMENT   |                  | CAPACITY     | UTILIZATION  |                  | RECOMMENDATIONS AND PRIORITIES |             |                       |                                       |                    |   |  |  |
|-------------------------|-------------|----------------------|----------------|--------------|------------------|--------------|--------------|------------------|--------------------------------|-------------|-----------------------|---------------------------------------|--------------------|---|--|--|
|                         |             |                      |                | (Aug 2006)   | PROJECTED (2015) |              | (Aug 2006)   | PROJECTED (2015) | REPLACE                        | RENOVATE    | ADDITION FOR CAPACITY | BOUNDARY CHANGE/GRADE RECONFIGURATION | NEW SCHOOL IN AREA |   |  |  |
| ES                      | Glen Burnie | FREETOWN ES          | 100.00         | 388          | 473              | 618          | 62.8%        | 76.5%            |                                |             |                       |                                       |                    |   |  |  |
| ES                      | Glen Burnie | GLENDAL ES           | 100.00         | 452          | 534              | 492          | 91.9%        | 108.5%           |                                |             |                       |                                       | x                  | B |  |  |
| ES                      | Glen Burnie | MARLEY ES            | 100.00         | 478          | 500              | 555          | 86.1%        | 90.1%            |                                |             |                       |                                       |                    |   |  |  |
| ES                      | Glen Burnie | OAKWOOD ES           | 76.81          | 213          | 329              | 283          | 75.3%        | 116.3%           |                                |             | 3                     | 3,541,000                             |                    |   |  |  |
| ES                      | Glen Burnie | POINT PLEASANT ES    | 58.20          | 501          | 577              | 566          | 88.5%        | 101.9%           | 1                              | 25,088,000  |                       |                                       | x                  | B |  |  |
| ES                      | Glen Burnie | QUARTERFIELD ES      | 67.58          | 400          | 383              | 468          | 85.5%        | 81.8%            |                                |             | 2                     | 7,567,000                             |                    |   |  |  |
| ES                      | Glen Burnie | RICHARD HENRY LEE ES | 66.90          | 460          | 508              | 522          | 88.1%        | 97.3%            |                                |             | 2                     | 8,721,000                             |                    |   |  |  |
| ES                      | Glen Burnie | WOODSIDE ES          | 72.51          | 284          | 348              | 336          | 84.5%        | 103.6%           |                                |             | 3                     | 8,302,000                             |                    |   |  |  |
| <b>ES Total/Average</b> |             |                      | <b>80.25</b>   | <b>3,176</b> | <b>3,652</b>     | <b>3,840</b> | <b>82.7%</b> | <b>95.1%</b>     |                                |             |                       |                                       |                    |   |  |  |
| MS                      | Glen Burnie | CORKRAN MS           | 69.16          | 725          | 717              | 985          | 73.6%        | 72.8%            |                                |             | 2                     | 21,438,000                            |                    |   |  |  |
| MS                      | Glen Burnie | MARLEY MS            | 100.00         | 811          | 805              | 1,104        | 73.5%        | 72.9%            |                                |             |                       |                                       |                    |   |  |  |
| <b>MS Total/Average</b> |             |                      | <b>84.58</b>   | <b>1,536</b> | <b>1,522</b>     | <b>2,089</b> | <b>73.5%</b> | <b>72.9%</b>     |                                |             |                       |                                       |                    |   |  |  |
| HS                      | Glen Burnie | GLEN BURNIE HS       | 66.22          | 2,149        | 1,900            | 2,335        | 92.0%        | 81.4%            | *2                             | 127,376,000 |                       |                                       |                    |   |  |  |
| <b>HS Total/Average</b> |             |                      | <b>66.22</b>   | <b>2,149</b> | <b>1,900</b>     | <b>2,335</b> | <b>92.0%</b> | <b>81.4%</b>     |                                |             |                       |                                       |                    |   |  |  |

\*Due to the campus environment and the age of multiple buildings, the recommendation is to replace.

**EXHIBIT 8-6  
MEADE FEEDER ZONE SUMMARY**

| Type                    | Feeder | SCHOOL           | COMBINED SCORE | ENROLLMENT   |                  | CAPACITY     | UTILIZATION  |                  | RECOMMENDATIONS AND PRIORITIES |            |                       |                                       |                    |         |   |   |   |
|-------------------------|--------|------------------|----------------|--------------|------------------|--------------|--------------|------------------|--------------------------------|------------|-----------------------|---------------------------------------|--------------------|---------|---|---|---|
|                         |        |                  |                | (Aug 2006)   | PROJECTED (2015) |              | (Aug 2006)   | PROJECTED (2015) | REPLACE                        | RENOVATE   | ADDITION FOR CAPACITY | BOUNDARY CHANGE/GRADE RECONFIGURATION | NEW SCHOOL IN AREA |         |   |   |   |
| ES                      | Meade  | BROCK BRIDGE ES  | 74.49          | 595          | 697              | 537          | 110.8%       | 129.8%           |                                |            | 3                     | 9,751,000                             | 3                  | 120,000 | x | B |   |
| ES                      | Meade  | HARMAN ES        | N/A            | 435          | 452              | 676          | 64.3%        | 66.9%            |                                |            |                       |                                       |                    |         |   |   | x |
| ES                      | Meade  | JESSUP ES        | 69.61          | 491          | 503              | 477          | 102.9%       | 105.5%           |                                |            | 2                     | 12,026,000                            |                    |         | x | B | x |
| ES                      | Meade  | MANOR VIEW ES    | 77.29          | 417          | 691              | 549          | 76.0%        | 125.9%           |                                |            |                       |                                       | 2                  | 311,000 |   |   |   |
| ES                      | Meade  | MARYLAND CITY ES | 70.42          | 284          | 342              | 392          | 72.4%        | 87.2%            |                                |            | 3                     | 8,083,000                             |                    |         | x | B |   |
| ES                      | Meade  | MEADE HEIGHTS ES | 86.80          | 720          | 775              | 514          | 140.1%       | 150.8%           |                                |            |                       |                                       |                    |         | x | B | x |
| ES                      | Meade  | PERSHING HILL ES | 62.76          | 269          | 202              | 297          | 90.6%        | 68.0%            | 1                              | 17,260,000 |                       |                                       |                    |         |   |   |   |
| ES                      | Meade  | VAN BOKKELEN ES  | 79.23          | 368          | 384              | 644          | 57.1%        | 59.6%            |                                |            |                       |                                       |                    |         |   |   | x |
| ES                      | Meade  | WEST MEADE ES    | 62.43          | 343          | 378              | 177          | 193.8%       | 213.6%           | 1                              | 17,214,000 |                       |                                       |                    |         |   |   |   |
| <b>ES Total/Average</b> |        |                  | <b>72.88</b>   | <b>3,922</b> | <b>4,424</b>     | <b>4,263</b> | <b>92.0%</b> | <b>103.8%</b>    |                                |            |                       |                                       |                    |         |   |   |   |
| MS                      | Meade  | MACARTHUR MS     | 74.95          | 1,096        | 1,086            | 1,424        | 77.0%        | 76.3%            |                                |            | 3                     | 31,416,000                            |                    |         |   |   |   |
| MS                      | Meade  | MEADE MS         | 89.15          | 788          | 783              | 996          | 79.1%        | 78.6%            |                                |            |                       |                                       |                    |         |   |   |   |
| <b>MS Total/Average</b> |        |                  | <b>82.05</b>   | <b>1,884</b> | <b>1,869</b>     | <b>2,420</b> | <b>77.9%</b> | <b>77.2%</b>     |                                |            |                       |                                       |                    |         |   |   |   |
| HS                      | Meade  | MEADE HS         | 69.13          | 1,751        | 1,543            | 2,208        | 79.3%        | 69.9%            |                                |            | 2                     | 47,226,000                            |                    |         |   |   |   |
| <b>HS Total/Average</b> |        |                  | <b>69.13</b>   | <b>1,751</b> | <b>1,543</b>     | <b>2,208</b> | <b>79.3%</b> | <b>69.9%</b>     |                                |            |                       |                                       |                    |         |   |   |   |

**EXHIBIT 8-7  
NORTH COUNTY FEEDER ZONE SUMMARY**

| Type                     | Feeder       | SCHOOL             | COMBINED SCORE | ENROLLMENT   |                  | CAPACITY     | UTILIZATION  |                  | RECOMMENDATIONS AND PRIORITIES |            |                       |                                       |                    |   |  |
|--------------------------|--------------|--------------------|----------------|--------------|------------------|--------------|--------------|------------------|--------------------------------|------------|-----------------------|---------------------------------------|--------------------|---|--|
|                          |              |                    |                | (Aug 2006)   | PROJECTED (2015) |              | (Aug 2006)   | PROJECTED (2015) | REPLACE                        | RENOVATE   | ADDITION FOR CAPACITY | BOUNDARY CHANGE/GRADE RECONFIGURATION | NEW SCHOOL IN AREA |   |  |
| EEC                      | North County | FERNDALE EEC       | 100.00         | 66           | 108              | 174          | 37.9%        | 62.1%            |                                |            |                       |                                       |                    |   |  |
| <b>EEC Total/Average</b> |              |                    | <b>100.00</b>  | <b>66</b>    | <b>108</b>       | <b>174</b>   | <b>37.9%</b> | <b>62.1%</b>     |                                |            |                       |                                       |                    |   |  |
| ES                       | North County | BELLE GROVE ES     | 54.53          | 160          | 190              | 206          | 77.7%        | 92.2%            | 1                              | 16,954,000 |                       |                                       |                    |   |  |
| ES                       | North County | BROOKLYN PARK ES   | 75.77          | 344          | 393              | 411          | 83.7%        | 95.6%            |                                |            |                       |                                       |                    |   |  |
| ES                       | North County | GEORGE CROMWELL ES | 68.36          | 287          | 376              | 322          | 89.1%        | 116.8%           |                                | 2          | 6,325,000             |                                       | x                  | B |  |
| ES                       | North County | HILLTOP ES         | 73.43          | 569          | 647              | 564          | 100.9%       | 114.7%           |                                | 3          | 9,757,000             |                                       | x                  | B |  |
| ES                       | North County | LINTHICUM ES       | 79.79          | 376          | 346              | 455          | 82.6%        | 76.0%            |                                |            |                       |                                       |                    |   |  |
| ES                       | North County | NORTH GLEN ES      | 72.33          | 224          | 248              | 271          | 82.7%        | 91.5%            |                                | 3          | 6,499,000             |                                       |                    |   |  |
| ES                       | North County | OVERLOOK ES        | 70.67          | 224          | 182              | 294          | 76.2%        | 61.9%            |                                | 3          | 6,499,000             |                                       |                    |   |  |
| ES                       | North County | PARK ES            | 92.38          | 416          | 423              | 493          | 84.4%        | 85.8%            |                                |            |                       |                                       |                    |   |  |
| <b>ES Total/Average</b>  |              |                    | <b>73.41</b>   | <b>2,600</b> | <b>2,805</b>     | <b>3,016</b> | <b>86.2%</b> | <b>93.0%</b>     |                                |            |                       |                                       |                    |   |  |
| MS                       | North County | BROOKLYN PARK MS   | 92.96          | 561          | 556              | 623          | 90.0%        | 89.2%            |                                |            |                       |                                       |                    |   |  |
| MS                       | North County | LINDALE MS         | 81.84          | 922          | 913              | 1,370        | 67.3%        | 66.6%            |                                |            |                       |                                       |                    |   |  |
| <b>MS Total/Average</b>  |              |                    | <b>87.40</b>   | <b>1,483</b> | <b>1,469</b>     | <b>1,993</b> | <b>74.4%</b> | <b>73.7%</b>     |                                |            |                       |                                       |                    |   |  |
| HS                       | North County | NORTH COUNTY HS    | 78.88          | 2,108        | 1,860            | 2,246        | 93.9%        | 82.8%            |                                |            |                       |                                       |                    |   |  |
| <b>HS Total/Average</b>  |              |                    | <b>78.88</b>   | <b>2,108</b> | <b>1,860</b>     | <b>2,246</b> | <b>93.9%</b> | <b>82.8%</b>     |                                |            |                       |                                       |                    |   |  |

**EXHIBIT 8-8  
NORTHEAST FEEDER ZONE SUMMARY**

| Type                    | Feeder    | SCHOOL           | COMBINED SCORE | ENROLLMENT   |                  | CAPACITY     | UTILIZATION  |                  | RECOMMENDATIONS AND PRIORITIES |             |                       |                                       |                    |   |   |
|-------------------------|-----------|------------------|----------------|--------------|------------------|--------------|--------------|------------------|--------------------------------|-------------|-----------------------|---------------------------------------|--------------------|---|---|
|                         |           |                  |                | (Aug 2006)   | PROJECTED (2015) |              | (Aug 2006)   | PROJECTED (2015) | REPLACE                        | RENOVATE    | ADDITION FOR CAPACITY | BOUNDARY CHANGE/GRADE RECONFIGURATION | NEW SCHOOL IN AREA |   |   |
| ES                      | Northeast | HIGH POINT ES    | 71.53          | 570          | 674              | 541          | 105.4%       | 124.6%           |                                | 2           | 9,665,000             | 2                                     | 898,000            | x | B |
| ES                      | Northeast | RIVIERA BEACH ES | 80.88          | 259          | 270              | 321          | 80.7%        | 84.1%            |                                |             |                       |                                       |                    | x | B |
| ES                      | NorthEast | SOLLEY ES        | 86.85          | 526          | 616              | 587          | 89.6%        | 104.9%           |                                |             | 3                     | 3,357,000                             |                    | x | B |
| ES                      | Northeast | SUNSET ES        | 81.18          | 463          | 527              | 468          | 98.9%        | 112.6%           |                                |             | 3                     | 3,176,000                             |                    | x | B |
| <b>ES Total/Average</b> |           |                  | <b>80.11</b>   | <b>1,818</b> | <b>2,087</b>     | <b>1,917</b> | <b>94.8%</b> | <b>108.9%</b>    |                                |             |                       |                                       |                    |   |   |
| MS                      | Northeast | GEORGE FOX MS    | 72.37          | 850          | 873              | 974          | 87.3%        | 89.6%            |                                | 3           | 24,461,000            |                                       |                    |   |   |
| <b>MS Total/Average</b> |           |                  | <b>72.37</b>   | <b>850</b>   | <b>873</b>       | <b>974</b>   | <b>87.3%</b> | <b>89.6%</b>     |                                |             |                       |                                       |                    |   |   |
| HS                      | Northeast | NORTHEAST HS     | 61.73          | 1,490        | 1,344            | 1,621        | 91.9%        | 82.9%            | 1                              | 114,501,000 |                       |                                       |                    |   |   |
| <b>HS Total/Average</b> |           |                  | <b>61.73</b>   | <b>1,490</b> | <b>1,344</b>     | <b>1,621</b> | <b>91.9%</b> | <b>82.9%</b>     |                                |             |                       |                                       |                    |   |   |

**EXHIBIT 8-9  
OLD MILL FEEDER ZONE SUMMARY**

| Type                    | Feeder   | SCHOOL              | COMBINED SCORE | ENROLLMENT   |                  | CAPACITY     | UTILIZATION   |                  | RECOMMENDATIONS AND PRIORITIES |             |                       |                                       |                    |    |  |
|-------------------------|----------|---------------------|----------------|--------------|------------------|--------------|---------------|------------------|--------------------------------|-------------|-----------------------|---------------------------------------|--------------------|----|--|
|                         |          |                     |                | (Aug 2006)   | PROJECTED (2015) |              | (Aug 2006)    | PROJECTED (2015) | REPLACE                        | RENOVATE    | ADDITION FOR CAPACITY | BOUNDARY CHANGE/GRADE RECONFIGURATION | NEW SCHOOL IN AREA |    |  |
| ES                      | Old Mill | GLEN BURNIE PARK ES | 71.69          | 376          | 264              | 389          | 96.7%         | 67.9%            |                                | 3           | 6,218,000             |                                       |                    |    |  |
| ES                      | Old Mill | MILLERSVILLE ES     | 70.78          | 371          | 412              | 409          | 90.7%         | 100.7%           |                                | 3           | 7,264,000             |                                       |                    |    |  |
| ES                      | Old Mill | RIDGEWAY ES         | 93.11          | 543          | 588              | 524          | 103.6%        | 112.2%           |                                |             |                       |                                       | x                  | B  |  |
| ES                      | Old Mill | RIPPLING WOODS ES   | 74.42          | 673          | 808              | 609          | 110.5%        | 132.7%           |                                | 3           | 10,855,000            |                                       | x                  | B  |  |
| ES                      | Old Mill | SEVERN ES           | 81.47          | 407          | 483              | 434          | 93.8%         | 111.3%           |                                |             | 3                     | 5,090,000                             | x                  | *B |  |
| ES                      | Old Mill | SOUTH SHORE ES      | 91.11          | 235          | 245              | 216          | 108.8%        | 113.4%           |                                |             | 3                     | 7,730,000                             |                    |    |  |
| ES                      | Old Mill | SOUTHGATE ES        | 62.68          | 512          | 501              | 479          | 106.9%        | 104.6%           | 1                              | 22,365,000  |                       |                                       |                    |    |  |
| <b>ES Total/Average</b> |          |                     | <b>77.90</b>   | <b>3,117</b> | <b>3,301</b>     | <b>3,060</b> | <b>101.9%</b> | <b>107.9%</b>    |                                |             |                       |                                       |                    |    |  |
| MS                      | Old Mill | OLD MILL NORTH MS   | 65.61          | 1,033        | 1,031            | 1,060        | 97.5%         | 97.3%            | **2                            | 56,429,000  |                       |                                       |                    |    |  |
| MS                      | Old Mill | OLD MILL SOUTH MS   | 67.37          | 767          | 758              | 1,089        | 70.4%         | 69.6%            | **2                            | 56,417,000  |                       |                                       |                    |    |  |
| <b>MS Total/Average</b> |          |                     | <b>66.49</b>   | <b>1,800</b> | <b>1,789</b>     | <b>2,149</b> | <b>83.8%</b>  | <b>83.2%</b>     |                                |             |                       |                                       |                    |    |  |
| HS                      | Old Mill | OLD MILL HS         | 63.37          | 2,703        | 2,417            | 2,376        | 113.8%        | 101.7%           | **1                            | 117,638,000 |                       |                                       |                    |    |  |
| <b>HS Total/Average</b> |          |                     | <b>63.37</b>   | <b>2,703</b> | <b>2,417</b>     | <b>2,376</b> | <b>113.8%</b> | <b>101.7%</b>    |                                |             |                       |                                       |                    |    |  |

\*Adjust boundary to be included in the Meade Feeder Zone

\*\*Recommended for replacement based on impracticability of renovation due to construction type.

**EXHIBIT 8-10  
SEVERNA PARK FEEDER ZONE SUMMARY**

| Type                    | Feeder       | SCHOOL              | COMBINED SCORE | ENROLLMENT   |                  | CAPACITY     | UTILIZATION   |                  | RECOMMENDATIONS AND PRIORITIES |            |                       |                                       |                    |   |   |
|-------------------------|--------------|---------------------|----------------|--------------|------------------|--------------|---------------|------------------|--------------------------------|------------|-----------------------|---------------------------------------|--------------------|---|---|
|                         |              |                     |                | (Aug 2006)   | PROJECTED (2015) |              | (Aug 2006)    | PROJECTED (2015) | REPLACE                        | RENOVATE   | ADDITION FOR CAPACITY | BOUNDARY CHANGE/GRADE RECONFIGURATION | NEW SCHOOL IN AREA |   |   |
| ES                      | Severna Park | BENFIELD ES         | 66.15          | 420          | 486              | 353          | 119.0%        | 137.7%           |                                | 2          | 6,615,000             | 2                                     | 4,284,000          | x | B |
| ES                      | Severna Park | FOLGER MCKINSEY ES  | 62.35          | 549          | 620              | 458          | 119.9%        | 135.4%           | 1                              | 24,118,000 |                       |                                       |                    |   |   |
| ES                      | Severna Park | JONES ES            | 91.18          | 296          | 334              | 308          | 96.1%         | 108.4%           |                                |            |                       |                                       |                    |   |   |
| ES                      | Severna Park | OAK HILL ES         | 78.71          | 395          | 418              | 550          | 71.8%         | 76.0%            |                                |            |                       |                                       |                    |   |   |
| ES                      | Severna Park | SEVERNA PARK ES     | 75.81          | 250          | 258              | 344          | 72.7%         | 75.0%            |                                |            |                       |                                       |                    |   |   |
| ES                      | Severna Park | SHIPLEY'S CHOICE ES | 82.50          | 434          | 383              | 432          | 100.5%        | 88.7%            |                                |            |                       |                                       |                    |   |   |
| <b>ES Total/Average</b> |              |                     | <b>76.12</b>   | <b>2,344</b> | <b>2,499</b>     | <b>2,445</b> | <b>95.9%</b>  | <b>102.2%</b>    |                                |            |                       |                                       |                    |   |   |
| MS                      | Severna Park | SEVERNA PARK MS     | 100.00         | 1,410        | 1,395            | 1,478        | 95.4%         | 94.4%            |                                |            |                       |                                       |                    |   |   |
| <b>MS Total/Average</b> |              |                     | <b>100.00</b>  | <b>1,410</b> | <b>1,395</b>     | <b>1,478</b> | <b>95.4%</b>  | <b>94.4%</b>     |                                |            |                       |                                       |                    |   |   |
| HS                      | Severna Park | SEVERNA PARK HS     | 62.86          | 1,839        | 1,622            | 1,805        | 101.9%        | 89.9%            |                                | 1          | 46,729,000            |                                       |                    |   |   |
| <b>HS Total/Average</b> |              |                     | <b>62.86</b>   | <b>1,839</b> | <b>1,622</b>     | <b>1,805</b> | <b>101.9%</b> | <b>89.9%</b>     |                                |            |                       |                                       |                    |   |   |

**EXHIBIT 8-11  
SOUTH RIVER FEEDER ZONE SUMMARY**

| Type                    | Feeder      | SCHOOL             | COMBINED SCORE | ENROLLMENT   |                  | CAPACITY     | UTILIZATION  |                  | RECOMMENDATIONS AND PRIORITIES |          |                       |                                       |                    |   |   |
|-------------------------|-------------|--------------------|----------------|--------------|------------------|--------------|--------------|------------------|--------------------------------|----------|-----------------------|---------------------------------------|--------------------|---|---|
|                         |             |                    |                | (Aug 2006)   | PROJECTED (2015) |              | (Aug 2006)   | PROJECTED (2015) | REPLACE                        | RENOVATE | ADDITION FOR CAPACITY | BOUNDARY CHANGE/GRADE RECONFIGURATION | NEW SCHOOL IN AREA |   |   |
| ES                      | South River | CENTRAL ES         | 77.14          | 588          | 671              | 547          | 107.5%       | 122.7%           |                                |          |                       |                                       | x                  | B |   |
| ES                      | South River | CROFTON MEADOWS ES | 81.41          | 398          | 367              | 481          | 82.7%        | 76.3%            |                                |          |                       |                                       |                    |   | x |
| ES                      | South River | CROFTON WOODS ES   | 78.59          | 494          | 571              | 527          | 93.7%        | 108.3%           |                                |          |                       |                                       | x                  | B |   |
| ES                      | South River | DAVIDSONVILLE ES   | 100.00         | 611          | 577              | 595          | 102.7%       | 97.0%            |                                |          |                       |                                       |                    |   |   |
| ES                      | South River | EDGEWATER ES       | 71.29          | 364          | 384              | 435          | 83.7%        | 88.3%            |                                | 3        | 8,992,000             |                                       | x                  | B |   |
| ES                      | South River | MAYO ES            | 100.00         | 325          | 374              | 352          | 92.3%        | 106.3%           |                                |          |                       |                                       |                    |   |   |
| <b>ES Total/Average</b> |             |                    | <b>84.74</b>   | <b>2,780</b> | <b>2,944</b>     | <b>2,937</b> | <b>94.7%</b> | <b>100.2%</b>    |                                |          |                       |                                       |                    |   |   |
| MS                      | South River | CENTRAL MS         | 77.02          | 935          | 927              | 1,187        | 78.8%        | 78.1%            |                                |          |                       |                                       |                    |   |   |
| MS                      | South River | CROFTON MS         | 74.27          | 910          | 899              | 1,019        | 89.3%        | 88.2%            |                                | 3        | 15,532,000            |                                       |                    |   |   |
| <b>MS Total/Average</b> |             |                    | <b>75.64</b>   | <b>1,845</b> | <b>1,826</b>     | <b>2,206</b> | <b>83.6%</b> | <b>82.8%</b>     |                                |          |                       |                                       |                    |   |   |
| HS                      | South River | SOUTH RIVER HS     | 70.70          | 2,044        | 1,807            | 2,133        | 95.8%        | 84.7%            |                                | 3        | 45,772,000            |                                       |                    |   |   |
| <b>HS Total/Average</b> |             |                    | <b>70.70</b>   | <b>2,044</b> | <b>1,807</b>     | <b>2,133</b> | <b>95.8%</b> | <b>84.7%</b>     |                                |          |                       |                                       |                    |   |   |

**EXHIBIT 8-12  
SOUTHERN FEEDER ZONE SUMMARY**

| Type                    | Feeder   | SCHOOL        | COMBINED SCORE | ENROLLMENT   |                  | CAPACITY     | UTILIZATION  |                  | RECOMMENDATIONS AND PRIORITIES |            |                       |                                       |                    |   |  |
|-------------------------|----------|---------------|----------------|--------------|------------------|--------------|--------------|------------------|--------------------------------|------------|-----------------------|---------------------------------------|--------------------|---|--|
|                         |          |               |                | (Aug 2006)   | PROJECTED (2015) |              | (Aug 2006)   | PROJECTED (2015) | REPLACE                        | RENOVATE   | ADDITION FOR CAPACITY | BOUNDARY CHANGE/GRADE RECONFIGURATION | NEW SCHOOL IN AREA |   |  |
| ES                      | Southern | DEALE ES      | 86.35          | 269          | 280              | 330          | 81.5%        | 84.8%            |                                |            |                       |                                       |                    |   |  |
| ES                      | Southern | LOTHIAN ES    | 62.46          | 500          | 667              | 499          | 100.2%       | 133.7%           | 1                              | 24,677,000 |                       |                                       |                    |   |  |
| ES                      | Southern | SHADY SIDE ES | 82.47          | 468          | 552              | 458          | 102.2%       | 120.5%           |                                |            | 2                     | 1,804,000                             | x                  | B |  |
| ES                      | Southern | TRACEY'S ES   | 100.00         | 269          | 264              | 395          | 68.1%        | 66.8%            |                                |            |                       |                                       |                    |   |  |
| <b>ES Total/Average</b> |          |               | <b>82.82</b>   | <b>1,506</b> | <b>1,763</b>     | <b>1,682</b> | <b>89.5%</b> | <b>104.8%</b>    |                                |            |                       |                                       |                    |   |  |
| MS                      | Southern | SOUTHERN MS   | 83.08          | 820          | 817              | 1,091        | 75.2%        | 74.9%            |                                |            |                       |                                       |                    |   |  |
| <b>MS Total/Average</b> |          |               | <b>83.08</b>   | <b>820</b>   | <b>817</b>       | <b>1,091</b> | <b>75.2%</b> | <b>74.9%</b>     |                                |            |                       |                                       |                    |   |  |
| HS                      | Southern | SOUTHERN HS   | 67.40          | 1,240        | 1,093            | 1,355        | 91.5%        | 80.7%            |                                | 2          | 33,568,000            |                                       |                    |   |  |
| <b>HS Total/Average</b> |          |               | <b>67.40</b>   | <b>1,240</b> | <b>1,093</b>     | <b>1,355</b> | <b>91.5%</b> | <b>80.7%</b>     |                                |            |                       |                                       |                    |   |  |

**EXHIBIT 8-13  
COUNTY-WIDE FACILITIES SUMMARY**

| Type                             | Feeder      | SCHOOL            | COMBINED SCORE | ENROLLMENT |                  | CAPACITY   | UTILIZATION  |                  | RECOMMENDATIONS AND PRIORITIES |          |                       |                                       |                    |  |  |
|----------------------------------|-------------|-------------------|----------------|------------|------------------|------------|--------------|------------------|--------------------------------|----------|-----------------------|---------------------------------------|--------------------|--|--|
|                                  |             |                   |                | (Aug 2006) | PROJECTED (2015) |            | (Aug 2006)   | PROJECTED (2015) | REPLACE                        | RENOVATE | ADDITION FOR CAPACITY | BOUNDARY CHANGE/GRADE RECONFIGURATION | NEW SCHOOL IN AREA |  |  |
| CW                               | County Wide | ARLINGTON ECHO    | N/A            | N/A        | N/A              | N/A        | N/A          | N/A              |                                |          |                       |                                       |                    |  |  |
| CW                               | County Wide | CARRIE WHEEDON    | 65.77          | N/A        | N/A              | N/A        | N/A          | N/A              |                                | 2        | 2,067,000             |                                       |                    |  |  |
| CW                               | County Wide | CAT - NORTH       | 69.37          | N/A        | N/A              | N/A        | N/A          | N/A              |                                | 2        | 20,194,000            |                                       |                    |  |  |
| CW                               | County Wide | CAT - SOUTH       | 71.80          | N/A        | N/A              | N/A        | N/A          | N/A              |                                | 3        | 13,472,000            |                                       |                    |  |  |
| CW                               | County Wide | CENTRAL SPECIAL   | 70.58          | 167        | 167              | 140        | 119.3%       | 119.3%           |                                | 3        | 7,497,000             | 3                                     | 11,620,000         |  |  |
| CW                               | County Wide | J. ALBERT ADAMS   | 72.82          | 32         | 32               | 150        | 21.3%        | 21.3%            |                                | 3        | 6,252,000             |                                       |                    |  |  |
| CW                               | County Wide | MARLEY GLEN       | 73.39          | 127        | 130              | 130        | 97.7%        | 100.0%           |                                | 3        | 7,473,000             |                                       |                    |  |  |
| CW                               | County Wide | MARY E. MOSS      | N/A            | 34         | 60               | 100        | 34.0%        | 60.0%            |                                |          |                       |                                       |                    |  |  |
| CW                               | County Wide | PHOENIX ANNAPOLIS | 57.84          | 107        | 120              | 120        | 89.2%        | 100.0%           |                                | *1       | 6,154,000             |                                       |                    |  |  |
| CW                               | County Wide | RUTH P. EASON     | 76.48          | 164        | 164              | 200        | 82.0%        | 82.0%            |                                |          |                       |                                       |                    |  |  |
| <b>County Wide Total/Average</b> |             |                   | <b>69.76</b>   | <b>631</b> | <b>673</b>       | <b>840</b> | <b>75.1%</b> | <b>80.1%</b>     |                                |          |                       |                                       |                    |  |  |

\*Recommendation to renovate due to historical significance.

---

### **8.1.3 Budget Estimates**

Budget estimates for facility improvements, additions and new construction are modeled on state of MD formula and based on the following assumptions:

- Building Cost = \$228.00/GSF
- Grounds Cost = \$34.20/Building GSF
- Suitability Cost = \$79.80/GSF
- Technology Cost = \$4.18/GSF
- Renovation Cost = Building Cost + Grounds Cost + Suitability Cost + Technology Cost
- Replacement Costs for Elementary schools assume one of the options below based on their 10 year enrollment projection
  - 400 students at 141GSF/Student @ \$228/GSF + \$34.20/Building GSF
  - 600 students at 123GSF/Student @ \$228/GSF + \$34.20/Building GSF
  - 700 students at 113GSF/Student @ \$228/GSF + \$34.20/Building GSF
- Replacement Costs for Middle Schools assume an enrollment of 1,140 Student at 141GSF/Student @ \$228/GSF. + \$34.20/Building GSF
- Replacement Costs for High Schools assume an enrollment of 2,000 students at 191GSF/Student @ \$228.00/GSF + \$34.20/Building GSF
- Additional Capacity Costs were calculated based on the difference between the prototype replacement models described above and the 10 year projected enrollment.
- Inflation was calculated at 5% per year
- Priority 1 project costs assume completion time of 4 years
- Priority 2 project costs assume completion time of 6 years
- Priority 3 project costs assume completion time of 9 years



Based on the above assumptions and priorities, Exhibits 8-14 through 8-17 show the cost estimates for each project by priority and the total projected cost of the recommended ten-year master plan.

**EXHIBIT 8-14  
COSTS BY PRIORITY – PRIORITY 1**

|  |                    |
|--|--------------------|
| <b>ELEMENTARY SCHOOLS</b>                              | <b>COST (\$)</b>   |
| ANNAPOLIS ES - Renovation                              | 6,097,000          |
| BELLE GROVE ES - Replace                               | 16,954,000         |
| CROFTON ES - Renovation                                | 9,084,000          |
| FOLGER MCKINSEY ES - Replace                           | 24,118,000         |
| GERMANTOWN ES - Replace                                | 22,728,000         |
| LOTHIAN ES - Replace                                   | 24,677,000         |
| MILLS-PAROLE ES - Renovation and Addition for Capacity | 7,877,000          |
| PERSHING HILL ES - Replace                             | 17,260,000         |
| POINT PLEASANT ES - Replace                            | 25,088,000         |
| SOUTHGATE ES - Replace                                 | 22,365,000         |
| WEST ANNAPOLIS ES - Renovation                         | 4,727,000          |
| WEST MEADE ES - Replace                                | 17,214,000         |
|  |                    |
| <b>HIGH SCHOOLS</b>                                    | <b>COST (\$)</b>   |
| NORTHEAST HS - Replace                                 | 114,501,000        |
| OLD MILL HS - Replace                                  | 117,638,000        |
| SEVERNA PARK HS - Renovation                           | 46,729,000         |
|  |                    |
| <b>COUNTY WIDE SCHOOLS</b>                             | <b>COST (\$)</b>   |
| PHOENIX ANNAPOLIS - Renovation                         | 6,154,000          |
| <b>TOTAL COST - PRIORITY 1</b>                         | <b>483,211,000</b> |

**EXHIBIT 8-15  
COSTS BY PRIORITY – PRIORITY 2**

| <b>ELEMENTARY SCHOOLS</b>                                | <b>COST (\$)</b>   |
|--|--------------------|
| ARNOLD ES - Replace                                      | 25,127,000         |
| BENFIELD ES - Renovation and Addition for Capacity       | 10,899,000         |
| GEORGE CROMWELL ES - Renovation                          | 6,325,000          |
| HIGH POINT ES - Renovation and Addition for Capacity     | 10,563,000         |
| HILLSMERE ES - Renovation                                | 7,833,000          |
| JESSUP ES - Renovation                                   | 12,026,000         |
| MANOR VIEW ES - Addition for Capacity                    | 311,000            |
| QUARTERFIELD ES - Renovation                             | 7,567,000          |
| RICHARD HENRY LEE ES - Renovation                        | 8,721,000          |
| ROLLING KNOLLS ES - Renovation and Addition for Capacity | 12,003,000         |
| SHADY SIDE ES - Addition for Capacity                    | 1,804,000          |
|  |                    |
| <b>MIDDLE SCHOOLS</b>                                    | <b>COST (\$)</b>   |
| ANNAPOLIS MS - Renovation                                | 34,036,000         |
| ARUNDEL MS - Renovation                                  | 20,190,000         |
| BATES MS - Renovation                                    | 21,606,000         |
| CORKRAN MS - Renovation                                  | 21,438,000         |
| MARLEY MS - Replace                                      | 127,376,000        |
| OLD MILL NORTH MS - Replace                              | 56,429,000         |
| OLD MILL SOUTH MS - Replace                              | 56,417,000         |
|  |                    |
| <b>HIGH SCHOOLS</b>                                      | <b>COST (\$)</b>   |
| ARUNDEL HS - Renovation                                  | 43,973,000         |
| MEADE HS - Renovation                                    | 47,226,000         |
| SOUTHERN HS - Renovation                                 | 33,568,000         |
|  |                    |
| <b>COUNTY WIDE SCHOOLS</b>                               | <b>COST (\$)</b>   |
| CARRIE WHEEDON - Renovation                              | 2,067,000          |
| CAT - NORTH - Renovation                                 | 20,194,000         |
| <b>TOTAL COST - PRIORITY 2</b>                           | <b>584,535,000</b> |

**EXHIBIT 8-16  
COSTS BY PRIORITY – PRIORITY 3**

| <b>ELEMENTARY SCHOOLS</b>                              | <b>COST (\$)</b>   |
|--|--------------------|
| BROADNECK ES - Renovation                              | 10,388,000         |
| BROCK BRIDGE ES - Renovation and Addition for Capacity | 9,871,000          |
| EDGEWATER ES - Renovation                              | 8,992,000          |
| GLEN BURNIE PARK ES - Renovation                       | 6,218,000          |
| HILLTOP ES - Renovation                                | 9,757,000          |
| MARYLAND CITY ES - Renovation                          | 8,083,000          |
| MILLERSVILLE ES - Renovation                           | 7,264,000          |
| NORTH GLEN ES - Renovation                             | 6,499,000          |
| OAKWOOD ES - Addition for Capacity                     | 3,541,000          |
| ODENTON ES - Renovation                                | 10,182,000         |
| OVERLOOK ES - Renovation                               | 6,499,000          |
| RIPPLING WOODS ES - Renovation                         | 10,855,000         |
| SEVERN ES - Addition for Capacity                      | 5,090,000          |
| SOLLEY ES - Addition for Capacity                      | 3,357,000          |
| SOUTH SHORE ES - Addition for Capacity                 | 7,730,000          |
| SUNSET ES - Addition for Capacity                      | 3,176,000          |
| TYLER HEIGHTS ES - Renovation                          | 7,499,000          |
| WAUGH CHAPEL ES - Renovation                           | 8,334,000          |
| WINDSOR FARM ES - Renovation                           | 10,552,000         |
| WOODSIDE ES - Renovation                               | 8,302,000          |
|  |                    |
| <b>MIDDLE SCHOOLS</b>                                  | <b>COST (\$)</b>   |
| CROFTON MS - Renovation                                | 15,532,000         |
| GEORGE FOX MS - Renovation                             | 24,461,000         |
| MACARTHUR MS - Renovation                              | 31,416,000         |
| SEVERN RIVER MS - Renovation                           | 25,255,000         |
|  |                    |
| <b>HIGH SCHOOLS</b>                                    | <b>COST (\$)</b>   |
| ANNAPOLIS HS - Renovation                              | 37,512,000         |
| CHESAPEAKE HS - Renovation                             | 45,206,000         |
| SOUTH RIVER HS - Renovation                            | 45,772,000         |
|  |                    |
| <b>COUNTY WIDE SCHOOLS</b>                             | <b>COST (\$)</b>   |
| CAT - SOUTH - Renovation                               | 13,472,000         |
| CENTRAL SPECIAL - Renovation and Addition for Capacity | 19,117,000         |
| J. ALBERT ADAMS - Renovation                           | 6,252,000          |
| MARLEY GLEN - Renovation                               | 7,473,000          |
| <b>TOTAL COST - PRIORITY 3</b>                         | <b>423,657,000</b> |

**EXHIBIT 8-17  
TOTAL PROJECTED BUDGET – 10 YEAR MASTER PLAN**

| <b>Type</b>  | <b>Priority 1</b>    | <b>Priority 2</b>    | <b>Priority 3</b>    | <b>Total</b>           |
|--------------|----------------------|----------------------|----------------------|------------------------|
| Elementary   | \$198,189,000        | \$103,179,000        | \$152,189,000        | \$453,557,000          |
| Middle       |                      | \$334,328,000        | \$96,664,000         | \$430,992,000          |
| High         | \$278,868,000        | \$124,767,000        | \$128,490,000        | \$532,125,000          |
| County Wide  | \$6,154,000          | \$22,261,000         | \$46,314,000         | \$74,729,000           |
| <b>Total</b> | <b>\$483,211,000</b> | <b>\$584,535,000</b> | <b>\$423,657,000</b> | <b>\$1,491,403,000</b> |

**8.2 Supporting Recommendations**

The following recommendations are intended to provide guidance with the implementation of the ten-year master plan.

**Recommendation 8.2.1: Re-Draw Attendance Boundaries to Address Imbalanced Utilization**

A key component of the facilities master plan is the efficient use of existing facilities. One of the primary components in accomplishing this objective is the need to update boundaries regularly in order to maximize the use of existing facilities. The critical aspect of this recommendation cannot be overstated as it needs to occur quickly and at regular intervals in order to implement the recommendations included in section 8.1 above. The improvement in the utilization of existing facilities is the quickest and most cost-effective means of addressing the facility issues addressed in this study. The cost savings realized can then be re-directed to the most critical facility improvements rather than to more space.

As this recommendation is implemented, it will be important to balance the need to utilize facilities efficiently along with meeting the needs of students. Policies can be developed and implemented that address both concerns and often include allowing

students to remain at a particular school once enrolled, not requiring a change when safety concerns exist, etc. It is critical that a boundary change policy include the requirement that boundaries be reviewed on a regular basis. It is the recommendation of the consultant team that a thorough review of all boundaries be conducted every three years in conjunction with the master plan phases.

### **Recommendation 8.2.2: Targeted Program Facilities**

The facility recommendations included in this report provide space for the addition of “targeted programs” as appropriate. These programs are critical to the success of the strategic facilities utilization master plan and the overall improvement of instructional programs throughout the District. The targeted programs to be added over the course of the 10-year plan include:

- Alternative Programs, particularly expansion of alternative offerings at the middle and high school levels. The programs will be wide ranged, encompassing vocational programs, arts programs and programs that target the needs of at-risk students. Alternative program facilities may be provided either as stand alone facilities or as “school within a school” programs.
- Special Education Facilities which will include both stand alone facilities, school within a school programs, and resource spaces within regular program facilities.
- Facilities to provide full-day kindergarten programs are being planned for all elementary schools but are included here because in some cases the space may be combined in nearby schools that have capacity.

The most likely schools for use as targeted program facilities include Belle Grove and Fort Smallwood Elementary Schools; Annapolis, Bates, Chesapeake Bay, Corkran, Lindale, and Southern Middle Schools; and Chesapeake High School.

**Recommendation 8.2.3: Develop Standards for the use of portable classrooms**

The district currently utilizes portable classrooms as a primary means of alleviating overcrowded conditions. While this practice is necessary and will remain a part of facility solutions when appropriate, the use of portables as a long term solution is counterproductive. When portables reach a point of housing more than 10 percent of the student body at a particular school, the strain on the core facilities (cafeteria, restrooms, circulation, etc.) causes deterioration at a more rapid pace and results in higher deferred maintenance costs. It is therefore recommended that the District establish a policy on the use of temporary facilities that will provide the criteria for need, establish limits on the total amount of temporary space at a particular facility, and establish criteria for the removal of temporary facilities.

**Recommendation 8.2.4: Continue to Update the Educational Specifications**

It is recommended that the District update the educational specifications to reflect the latest programs that have been implemented and/or are planned. The recommendations included in this report will require numerous new and remodeled facilities and the design teams will require program guidance from the District. In addition, the Anne Arundel Public School District has prided itself on providing a deep selection of programs for students. The facility improvements recommended will need to support these programs and updated educational specifications will help to provide the guidance necessary.

**Recommendation 8.2.5: Implementation of the Security Recommendations and their impact on district facilities**

The District contracted to have a safety and security audit done by an outside consultant. The report generally identified issues in two categories, operational and site or building condition. The building and site condition issues were used to generate work

orders, of which 95 percent have been completed. The remaining 5 percent of the issues in this category required capital funding which has been acquired. When the remaining condition issues are corrected, the Facilities Department should present a report to the Board identifying all the issues and how they were remediated.

The operational issues, such as keeping doors locked, were distributed to each school's administrator and action was taken to resolve the issue. These issues should be reviewed annually by each school administrator to determine that the resolutions are still being followed. Each school administrator should then make a report to the Superintendent identifying the status of each issue.

**Recommendation 8.2.6: Implement Grade Level Re-configuration in the Annapolis and Broadneck Feeder Zones**

The desire to offer alternative grade level configurations was expressed by a number of staff and community members. A grade 5-8 middle school configuration is one of the options discussed and has proven successful at numerous districts throughout the country. Implementation of this configuration in the Annapolis and Broadneck zones provides the District with the opportunity to offer this alternative while at the same time improving the utilization of facilities thereby reducing the overall facility improvement costs.

**Recommendation 8.2.7: Property Inventory**

The District's Facilities Department generally had a good property inventory with two exceptions. The Department did not have a room inventory which identified each room by number, the size of the room, and the room function. While the Department did have floor plans for most of the buildings, many of these were dated or inaccurate. As a result of this project, both of these items have been rectified. At the conclusion of this

project, the Department will receive accurate CAD drawings of all schools, and a room inventory.

The Facilities Department should assign the responsibility for maintaining the property inventory to a specific staff person. The inventory, including the room inventory and the CAD drawings should be updated on an on-going basis as projects are completed.

**Recommendation 8.2.8: District Office Facility Alternatives**

While a utilization analysis of District facilities was not included within the scope of this study, it appears that the overall amount of space is insufficient to meet the current needs and the location of facilities causes some un-needed travel. Focusing on the Riva Road Administrative Center, the Grant Street Facility, and the Fort Smallwood Maintenance Facility the following recommendations are included for consideration:

- Conduct an analysis of the utilization at the Riva Road facility and expand if warranted. This facility is centrally located, is near other governmental offices and includes enough land and parking to address the needs.
- Eliminate the use of the Green Street facility. This facility has limited accessibility, is likely not cost effective to operate and has limited parking. The staff housed at Green Street would be better served in the Riva Road facility.
- Examine the possibility of adding a maintenance facility in the Southern part of the County. The current facility at Fort Smallwood is limited in its ability to house all staff necessary and requires extended travel to many schools.