THE FURTHER I GO, THE BEHINDER I GET…

FROM RIF'S AND REF'S TO PROBLEM ADDRESSED

BILL HARBOUR

PLANNING AND REDISTRICTING COORDINATOR

SAFETY SECURITY AND ATTENDANCE DEPT

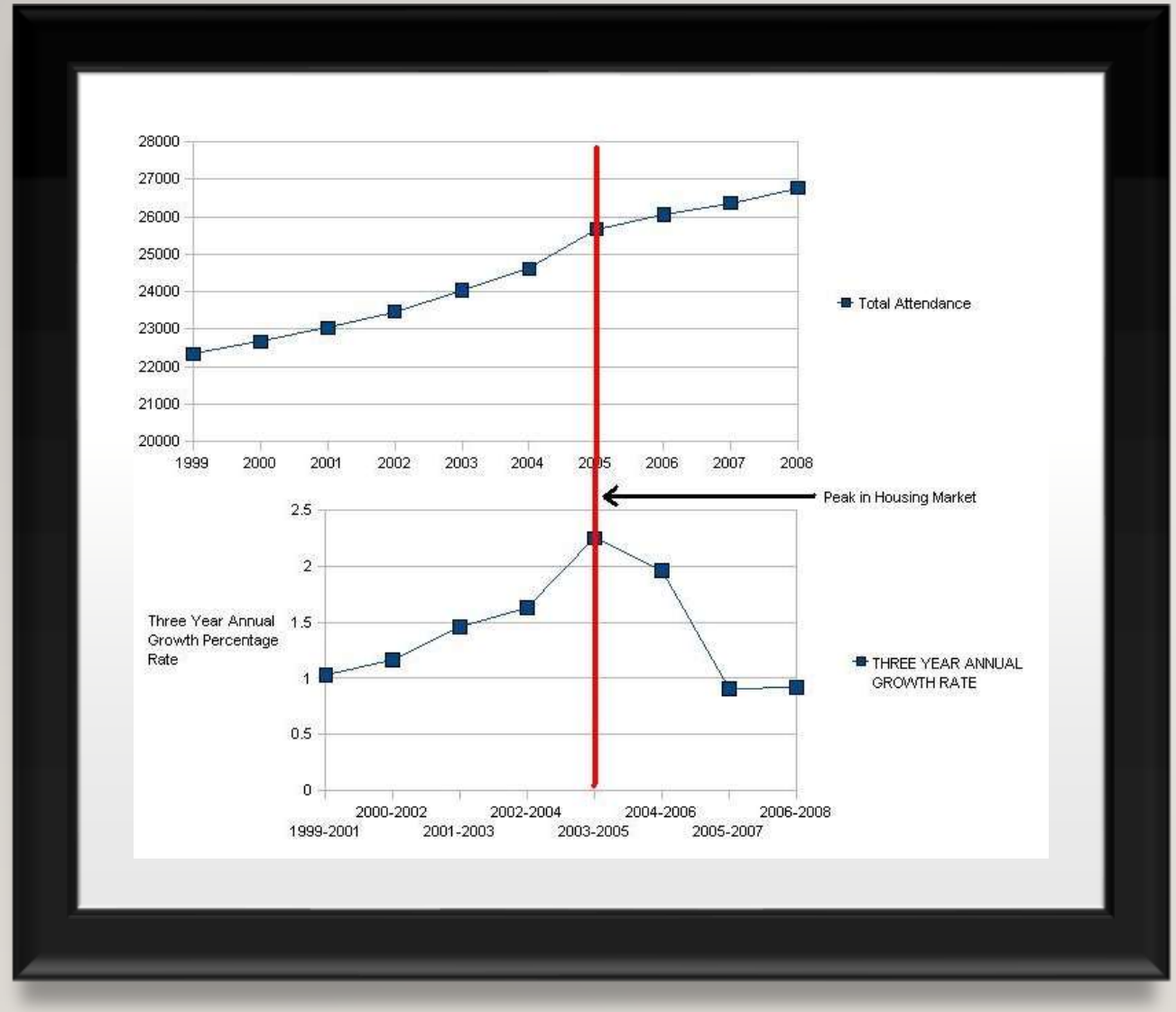
BALDWIN COUNTY BOARD OF EDUCATION

MY BACKGROUND

- BS in Marine Biology
- Prior to GIS, worked extensively in the environmental field-emergency response (Incident Commander). Got into GIS via mapping groundwater pollution.
- 21 Years in USCG as a Marine Science Technician (MST1).
- Started GIS programs at Bishop State Community College, Baldwin County Commission, USCG Marine Safety Office Mobile, and Baldwin County Board of Education.
- GIS Manager for over 25 years

ABOUT BCBE (BALDWIN COUNTY BOARD OF EDUCATION)

- 3rd largest school system in the state.
- 31,000 PreK-12.
- 41 schools, 2 technical high schools, a virtual school and an alternative school.
- 3,800 employees (over 4,000 counting subs).
- No open enrollment…children must attend the school in the area in which they reside.
- 7 High Schools and feeder patterns.
- Around 4,800 new K-12 students in the last 10 years…



BUST

- Historical Context
  - Housing market peaked in January of 2006…affected K and lowered growth rate

BCBE SYSTEM WIDE	RPT_PERIOD	GR0	5 Years Earlier Nat Unmply Rate	5 Years Earlier PERIOD
	O-18	2,244	7	O-13
	O-17	2,233	8	O-12
	O-16	2,218	9	O-11
	O-15	2,168	9	O-10
	O-14	2,266	**10**	O-09
	O-13	**2,357**	7	O-08
	O-12	2,233	5	O-07
	O-11	2,194	4	O-06

RIFFS AND REFS

- Dire Outlook…
  - Yr2015 – 130 portables, overcrowded schools
  - Failed 8mill referendum (even lost some existing millage)
  - Potential expiration of 1cent sales tax (loss of 40 million a year!)
  - Schools were built for smaller capacities – little consideration of long-range growth
  - Looking at reduction in force and cancellation of activites such as band and football

- Cut expenditures to address growth
  - Sold Macbooks
  - Cut Central Office expenditures
  - Eliminated duplicate software
  - Refinanced existing bonds
  - Freed up 15 million per year for construction
  - PAY AS YOU GO

RIFFS AND REFS

- PAY AS YOU GO
  - Used the 15 million to build wings and expansions onto existing buildings
  - Partnered with County Commission to stabilize the 1 cent sales tax
  - Continued to utilize the 15 million to front load a 60 million 4 year loan with a local bank for new construction
  - In 2021 the 60 million will be paid off with no long-term debt – ready for the next phase of PAY AS YOU GO…

PLANNING AT BCBE

- Past…
  - Lack of planning – didn't encompass or use student population projections
  - Resulted in portables and overcrowded classrooms
  - Cafeterias, gyms and common areas weren't sized to handle the extra students. Cafeteria overcrowding resulted in more lunch periods that extended longer into the day
  - Rockwell Elementary – Used GIS to redistrict in 2009 moving around 170 students. In 4 years they gained those back and more

PLANNING AT BCBE

- Now…
  - Strategic planning incorporates student projections into financial decision
    - CFO is a major consumer of projection data
  - Sizing schools is done with long range projections in mind…
    - Sizing schools is a compromise between anticipated growth and finances on hand
    - Enough property is purchased to be able to accommodate growth well into the future
    - Infrastructure (cafeteria, gym, etc) is oversized to accommodate any new wings or additions that would be required to keep up with growth
  - Superintendent and senior staff understands the value the data that driven planning brings to the overall decision-making process
  - Superintendent and senior staff are proactive rather than reactive looking out 10 years or more
    - Use all the tools available including new construction, rezoning (redistricting), virtual school component, reconfiguration

PLANNING AT BCBE

- Players
  - Superintendent
  - Assistant Superintendents (one for HS-MS, one for ES)
    - Senior Staff
      - HR Director
      - Business-Finance Director
      - Dean of Curriculum
      - Safety, Security and Attendance Director
      - Facilities and Maintenance Director
    - Consultant Jon Gray, Strategy Public Relations

PLANNING AT BCBE

- What do I see as my role?
  - To bring data and projections as free of bias as I can humanly make them
  - Try and dig deeper to understand what economic and demographic changes may be influencing changes in student attendance
  - Impart an understanding of the forces within the community that influence student attendance to everyone within the System
  - Remain agnostic to the decision-making process
    - I have a small piece of the big picture
    - The Superintendent and Board all have to deal with politics

PLANNING AT BCBE

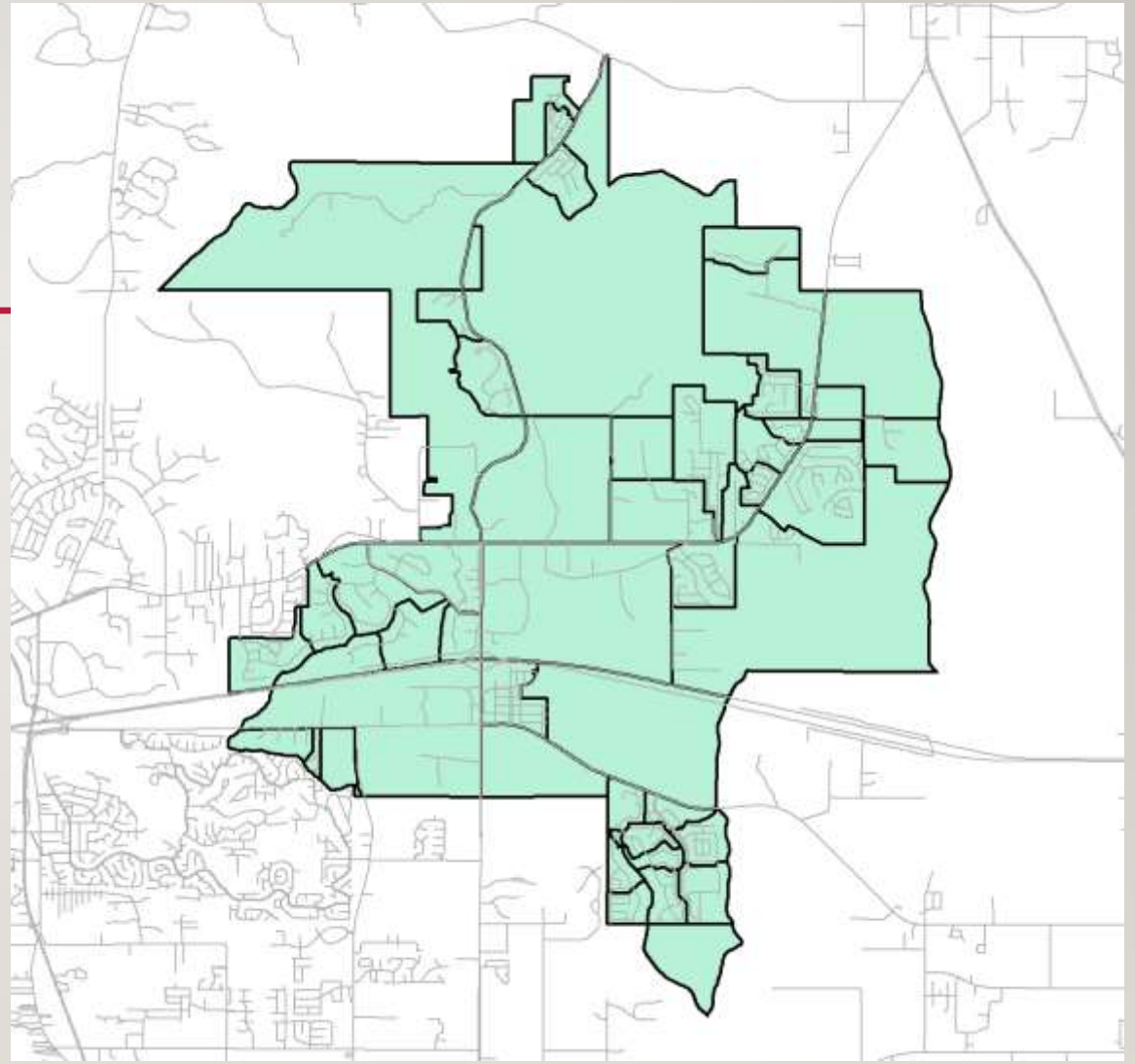
- Recent planning successes…
  - Creation of a new high school feeder pattern…Elberta HS
  - Eastern Shore Reconfiguration
    - Main problem…had to move neighborhoods between HS feeder patterns
    - Reconfigured Fairhope ES and IS into two K-6 schools and created a new attendance zone for Fairhope IS
    - Move two neighborhoods from the Fairhope HS feeder pattern into the Daphne HS feeder pattern (one of those neighborhoods will attend the new school below)
      - Grandfathered certain children allowing them to continue to attend school in FHS feeder schools
    - Created a new elementary school attendance zone out (with construction of new school) out of Daphne East ES school zone
    - Moved three neighborhoods from the Spanish Fort HS feeder pattern into the Daphne HS feeder pattern (two of those neighborhoods will attend school in the new school above)
    - Donation of land in the Stonebridge development for new ES school and Technical HS…will relieve overcrowding at Rockwell School
  - Successful separation of Gulf Shores City Schools and consequent creation of a new HS feeder pattern…Orange Beach HS (Orange Beach HS under construction)
  - Two new Special Tax Districts…Spanish Fort and Fairhope

PLANNING AT BCBE

- Came on board August 2006
- Went with Davis Demographics School Site Extension for ArcGIS
  - Aids in redistricting and student population projections
  - Breaks up County into smaller study areas that facilitates redistricting
    - Based on neighborhoods and physical features, or 100 children per study area. Each ES has its own study areas.
  - SchoolSite factors birth rates, mobility, and housing data for each study area.

PLANNING AT BCBE

- Meat and Potatoes
  - Study Areas
    - Rockwell School



PLANNING AT BCBE

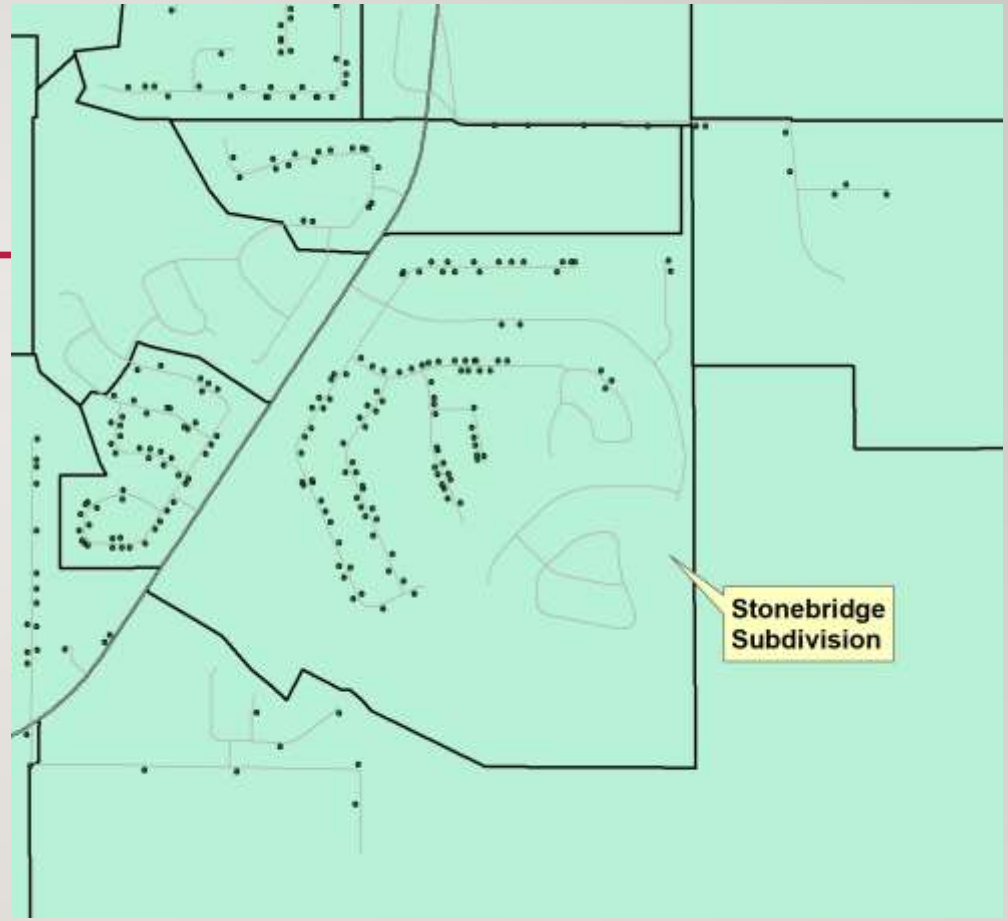
- It all starts with E911…
  - Must have accurate E911 physical address for all students
  - Without an accurate address, redistricting and projections would not be possible
  - E911 is the keeper of all things addressing
  - Registrars work with parents to get a student address
  - All addresses are added to the system by me
    - Makes sure formatting is correct, address isn't a duplicate and that it will map
  - We help E911by reporting errors with addresses

PLANNING AT BCBE

- HOUSING DATA
- How do we determine the number of children that will come from new housing?
  - Students are counted by address by subdivision
  - County parcel data has incomplete property addresses
- We use student yield factors (SYF) to project students from new (and existing) housing
  - Students grouped into three categories
    - Grades K-6
    - Grades 7-8
    - Grades 9-12
  - We compute SYF's for Single Family Detached (SFD), Multiple Family Attached (MFA), Apartments (APT) and Mobile Homes (MBL)
  - County SYF averages for SFD
    - GRK-6 = 0.39
    - GR7-8 = 0.11
    - GR9-12 = 0.17
    - Total GRK-12 = 0.67
      - For a sub with 1,000 SFD we'd expect, on average, 390 GRK-6, 110 GR7-8 and 170 GR9-12

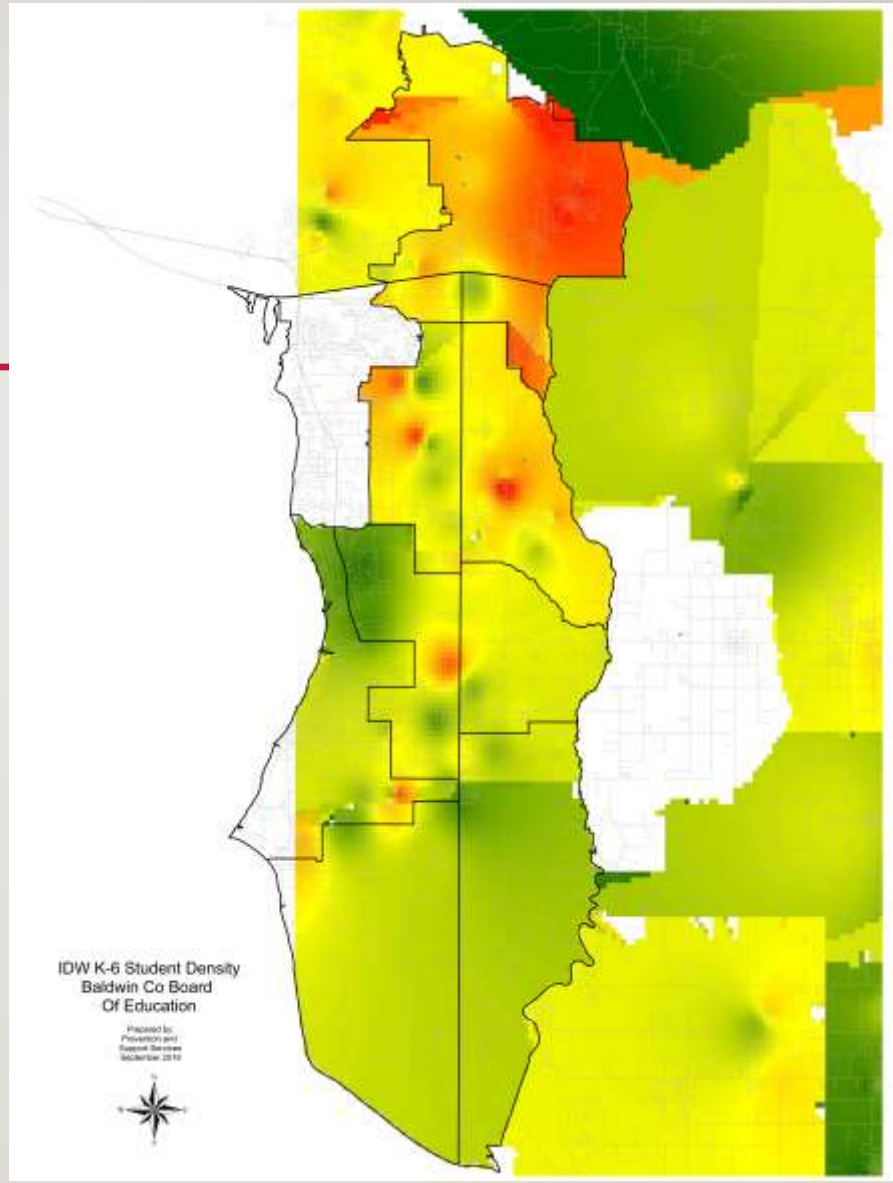
PLANNING AT BCBE

- HOUSING DATA
- How do you get SYF's for new housing??
  - You count students and houses!
  - Stonebridge
    - 173 occupied homes (Market Graphics data)
    - 111 GRK-6 = 0.64 SYF
    - 37 GR7-8 = 0.21 SYF
    - 33 GR9-12 = 0.19 SYF
    - Total GRK-12 = 1.04 SYF
      - 1 student per house!



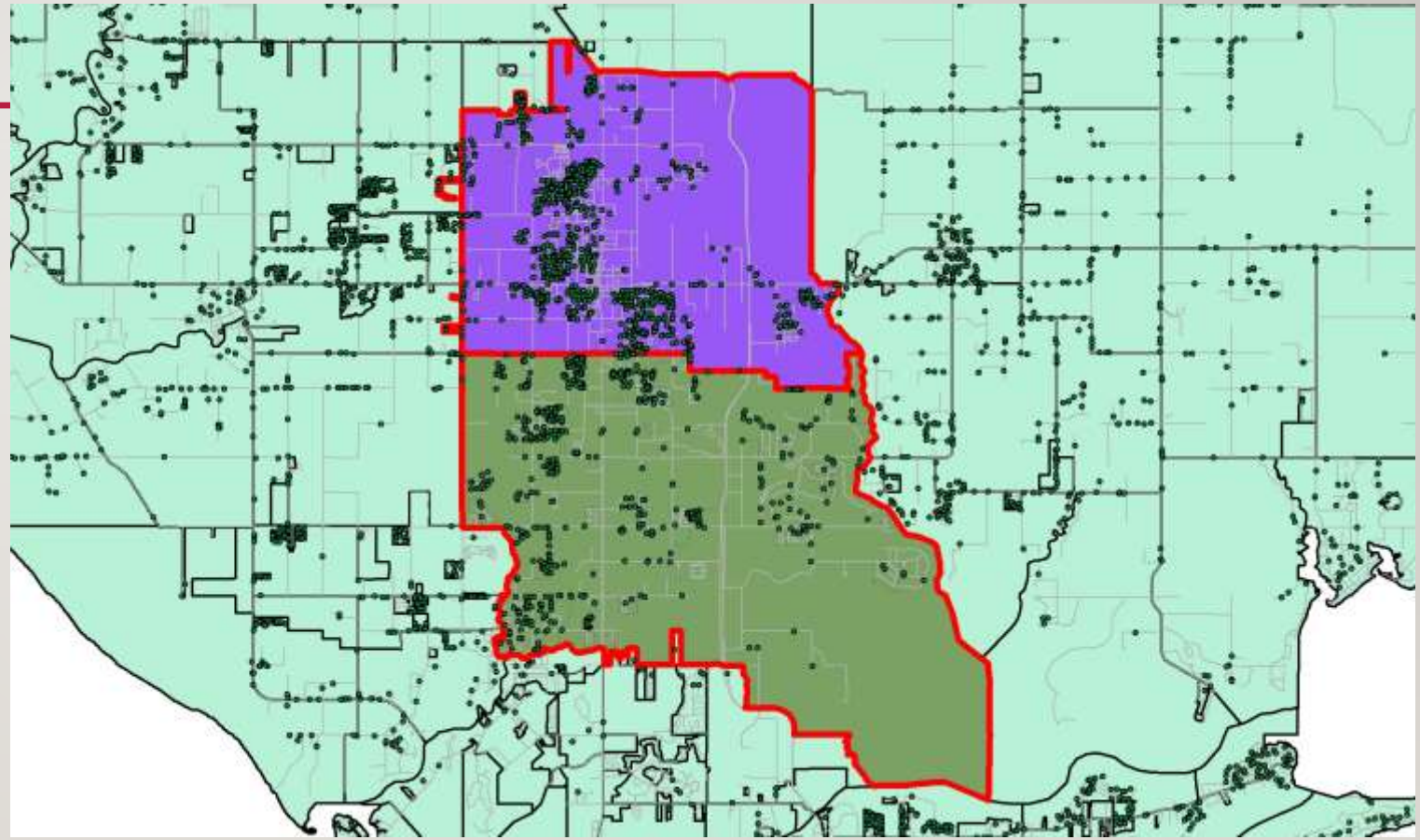
PLANNING AT BCBE

- It's where people want to live…
  - IDW K-6 Student Density Map Eastern Shore
    - Within 4 miles of I-10 and State Hwy 181 is highest student density
    - Within Rockwell is the highest of all with most subs over 1 GRK-12 student per house
    - The farther South, the less dense the subdivisions



PLANNING AT BCBE

- Redistricting…
  - Problem…redistrict two schools (GR PreK-3, GR4-6) that share an attendance zone into two distinct GR K-6 schools



PLANNING AT BCBE

- Redistricting…
  - Problem…redistrict two schools (GR PreK-3, GR4-6) that share an attendance zone into two distinct GR K-6 schools
    - SHOULD (as much as possible)
      - Balance Free-Reduced
      - Account for differential in residential growth (i.e., have some allowance for growth at each school…cafeteria, gym, areas to add extra classrooms)
      - Take into consideration other factors
        - Race, Special Needs, Gifted, English as Second Language
    - SHOULD NOT (as much as possible)
      - Move children that have been moved in previous 3 years
      - Divide neighborhoods

PLANNING AT BCBE

- Redistricting…
  - Problem…redistrict two schools (GR PreK-3, GR4-6) that share an attendance zone, into two distinct GR K-6 schools
    - Pro's
      - Won't have to move kids in or out of a feeder pattern
      - Should be welcomed by most of the communities involved
      - New school K-6 school being built to replace GR4-6 Intermediate School

PLANNING AT BCBE

ENROLLMENT--->	Proposed FOES		Proposed FIES		STATS---------->	Proposed FOES			Proposed FIES		
	Grade	Count	Grade	Count							
	0	122	0	100		Lunch	Count	%	Lunch	Count	%
	1	129	1	123		Free	740	75.4	Free	611	73.0
	2	130	2	120		Paid	171	17.4	Paid	151	18.0
	3	133	3	100		Reduced	70	7.1	Reduced	75	9.0
	4	105	4	122							
	5	136	5	112		ESL	Count		ESL	Count	
	6	161	6	112		No	781	79.6	No	610	72.9
	97	4	97	1		Yes	200	20.4	Yes	227	27.1
	98	5	98	7							
	99	56	99	40		Sped	Count		Sped	Count	
						No	853	87.0	No	730	87.2
	Total	981	Total	837		Yes	128	13.0	Yes	107	12.8
	ZV In	22	ZV In	21							
						Gifted	Count		Gifted	Count	
						No	930	94.8	No	798	95.3
						Yes	51	5.2	Yes	39	4.7
						Race	Count		Race	Count	
						American Indian/Alaskan Native	5	0.5	American Indian/Alaskan Native	1	0.1
						Asian	5	0.5	Asian	8	1.0
						Black/African American	163	16.6	Black/African American	121	14.5
						Hispanic	309	31.5	Hispanic	316	37.8
						MultiRace	104	10.6	MultiRace	81	9.7
						White	395	40.3	White	308	36.8
									Native Hawaiian or Other Pacific Islander	2	0.2
Total Current											
PreK-6 Both Schools		1,880									

PLANNING AT BCBE

- Board Requirements
  - Work closely with County and municipal planning authorities
    - Included City of Foley in initial exploratory meetings
    - Meet as often as necessary with City of Foley to have updated subdivision info
  - Primary Criteria
    - Geographic Proximity, Instructional Capacity and Projected Enrollment
  - Secondary Criteria
    - Traffic Patterns, Frequency of Neighborhood Rezoning, Special Programs

PLANNING AT BCBE

- Procedures
  - Share draft models with community through meeting(s) open to the public
    - Generally, first public meeting is held one year out from redistricting taking effect
    - Facilitator used to moderate discussions, record community input, and direct the meeting
    - Meetings
      - Provide information to the community regarding redistricting, criteria and timeline
      - Receive input from community on what are neighborhoods
      - Receive input on pending development
      - Receive input on other changes in residential characteristics
      - Receive input on historical issues regarding previous changes in school attendance zones
      - Receive input on traffic patterns, safety hazards, etc.

PLANNING AT BCBE

- Following the meeting
  - Consider
    - Residential development
    - Population growth trends
    - School construction
    - Transportation
    - Educational programs
    - Budget implications

PLANNING AT BCBE

- Following the meeting
  - Striving to
    - Maintain efficient/effective school sizes
    - Use existing school facilities efficiently
    - Equalize student enrollment/capacity ratios
    - Consider the safety of students traveling to/from school
    - Minimize time/distance between home/school
    - Support efficient/direct feeder patterns

PLANNING AT BCBE

- Following the meeting
  - Present preliminary plan to Board
  - Distribute the plan via schools, PTA, school councils and on the Web
  - Receive input at the first regular board meeting following the work session after the public meeting

PLANNING AT BCBE

- What can make it better?
  - Specific demographic information based on address rather than Census boundary
    - Age, Income, Race,
  - Birth information based on an address rather than zip code
    - ADPH will not give out address of mother
  - Better communication with developers
    - Specific phasing information (timing, number of houses, type of houses)
    - Planned new developments
    - Where they see development going in 5, 10, 20 years

QUESTIONS?

- Bill Harbour
  - Planning and Redistricting Coordinator
  - Baldwin County Board of Education
  - 251-580-1916
  - bharbour@bcbe.org