

**SECTION 6**  
**FACILITIES MASTER PLAN**



# FACILITY NEEDS ANALYSIS

The primary purpose of this Educational Facility Master Plan is to identify the present and future facility needs of Carroll County Public Schools. This plan addresses the need to provide capacity for projected student enrollments, the need to maintain and repair existing school buildings, and the need to provide a learning environment that meets the current instructional program of the school system. The following analysis will examine each of these factors to identify the facility needs for the 2025 to 2034 period.

## Capacity Analysis

In order to make sure that there is sufficient space provided within school facilities to accommodate student enrollments, a capacity analysis is performed annually after the enrollment projections are completed. This analysis is based on the Board of Education’s Policy on Adequate Facilities. The standards included in this policy are:

|                        |  |
|------------------------|--|
| Adequate               | Up to 100% of capacity   |
| Approaching inadequate | 101% - 105% of capacity (Elementary)<br>101% - 110% of capacity (Secondary*) |
| Inadequate             | Greater than 105% (Elementary)<br>Greater than 110% (Secondary*)             |

\*Functional Capacity is utilized when evaluating Middle School utilization percentages

## System Wide Capacity Needs

Total enrollment slightly increased by 36 students in 2024, to 26,141 students. The enrollment projections anticipate that total enrollment will increase by approximately 6% over the next decade and will reach 27,752 in 2033.

Comparing the 10-year projected total enrollment (12,424 elementary, 6,573 middle, and 8,490 high) with projected school capacities (13,312 elementary, 6,690 middle, and 9,653 high), there will be enough systemwide capacity to accommodate projected enrollments.

## Elementary School Capacity Needs

Based on the current projections, overall elementary utilization is projected to go from 95% to 93% in five years and remain at 93% in 2034. Although the overall utilization percentages indicate that there is enough capacity countywide to handle projected elementary enrollments, it is possible some areas will have a local capacity concern. In order to evaluate what areas of the County may have capacity concerns, elementary schools were grouped into five geographic clusters of schools. Utilizations for the 1<sup>st</sup>, 5<sup>th</sup> year, and 10<sup>th</sup> years of the projection period were examined to determine areas of concern. Based on this analysis, there are no regions projected to be inadequate.

| ELEMENTARY SCHOOL<br>GEOGRAPHIC CLUSTER | UTILIZATION (1 YR, 5 YR, 10 YR) |      |      |
|---|---------------------------------|------|------|
|   | 2025                            | 2029 | 2034 |
| Northeast Area                          | 89%                             | 90%  | 90%  |
| Northwest Area                          | 93%                             | 94%  | 93%  |
| Westminster Area                        | 100%                            | 96%  | 95%  |
| Southeast Area                          | 102%                            | 97%  | 98%  |
| Southwest Area                          | 84%                             | 85%  | 85%  |

At the individual school level, the projections indicate that the following schools will be over 105% during the projection period: Cranberry Station ES, Freedom ES, Linton Springs ES, Sandymount ES, William Winchester ES, and Winfield ES. According to the County Concurrency Management and Adequate Public Facilities standards, Freedom Elementary and Sandymount Elementary will be considered Inadequate (over 120%) during the projection period.

The enrollment projection methodology uses historical enrollment trends to project future enrollment. Therefore, projections are more reliable when there is a consistent rate of growth. In order to identify areas where the growth rate is changing, a comparison of historical and projected permit activity is done for each elementary school. The table below compares the number of building permits issued for each school district over the past four years with the number of projected building permits for each school district for the next four years. Based on this analysis there are no elementary schools with an expected major increase in permits over the next few years.

| SCHOOL             | HISTORICAL PERMITS ISSUED |            |            |            |             | PROJECTED PERMITS<br>FY25 - FY28 | Difference  |
|--------------------|---------------------------|------------|------------|------------|-------------|----------------------------------|-------------|
|                    | FY21                      | FY22       | FY23       | FY24       | 4 Yr. Total |                                  |             |
| Carrolltowne       | 0                         | 0          | 0          | 2          | 2           | 25                               | 23          |
| Cranberry Station  | 78                        | 55         | 40         | 20         | 193         | 10                               | -183        |
| Ebb Valley         | 14                        | 12         | 14         | 11         | 51          | 5                                | -46         |
| Eldersburg         | 3                         | 2          | 1          | 0          | 6           | 13                               | 7           |
| Elmer Wolfe        | 46                        | 54         | 56         | 19         | 175         | 5                                | -170        |
| Freedom            | 5                         | 2          | 3          | 3          | 13          | 94                               | 81          |
| Friendship Valley  | 3                         | 6          | 2          | 2          | 13          | 6                                | -7          |
| Hampstead          | 3                         | 14         | 1          | 2          | 20          | 38                               | 18          |
| Linton Springs     | 5                         | 5          | 14         | 6          | 30          | 47                               | 17          |
| Manchester         | 15                        | 13         | 6          | 9          | 43          | 86                               | 43          |
| Mechanicsville     | 12                        | 12         | 8          | 5          | 37          | 48                               | 11          |
| Mt. Airy*          | 47                        | 37         | 23         | 9          | 116         | 94                               | -22         |
| Piney Ridge        | 52                        | 68         | 36         | 8          | 164         | 63                               | -101        |
| Robert Moton       | 3                         | 5          | 0          | 1          | 9           | 13                               | 4           |
| Runnymede          | 46                        | 25         | 32         | 8          | 111         | 12                               | -99         |
| Sandymount         | 43                        | 12         | 15         | 8          | 78          | 15                               | -63         |
| Spring Garden      | 4                         | 6          | 1          | 0          | 11          | 3                                | -8          |
| Taneytown          | 152                       | 172        | 51         | 5          | 380         | 116                              | -264        |
| Westminster        | 37                        | 36         | 0          | 3          | 76          | 35                               | -41         |
| William Winchester | 5                         | 11         | 11         | 0          | 27          | 70                               | 43          |
| Winfield           | 14                        | 22         | 8          | 15         | 59          | 31                               | -28         |
| <b>TOTALS</b>      | <b>587</b>                | <b>569</b> | <b>322</b> | <b>136</b> | <b>1614</b> | <b>829</b>                       | <b>-785</b> |

Source: Carroll County Bureau of Development Review

## Middle School Capacity Needs

Based on the current projections, overall middle utilization increases from 94% to 96% in five years and to 98% in 2034. Although the overall utilization percentages indicate that there is enough capacity countywide to handle projected middle enrollments, it is possible some areas will have a local capacity concern. In order to evaluate what areas of the County may have specific capacity concerns, middle schools were grouped into four geographic clusters of schools. Utilizations for the 1<sup>st</sup>, 5<sup>th</sup> year, and 10<sup>th</sup> years of the projection period were examined to determine areas of concern. Based on this analysis, there are no regions projected to be inadequate.

| MIDDLE SCHOOL<br>GEOGRAPHIC CLUSTER | UTILIZATION (1 YR, 5 YR, 10 YR) |      |      |
|-------------------------------------|---------------------------------|------|------|
|                                     | 2025                            | 2029 | 2034 |
| Southern Area                       | 104%                            | 97%  | 98%  |
| Westminster Area                    | 91%                             | 96%  | 99%  |
| Northeast Area                      | 86%                             | 93%  | 95%  |
| Northwest Area                      | 88%                             | 94%  | 102% |

At the individual school level, the only middle school projected to be over 110% during the projection period is Sykesville Middle. According to the County Concurrency Management and Adequate Public Facilities standards, Sykesville Middle is also considered Approaching Inadequate (110% - 120%) in 2026 and 2027.

The enrollment projection methodology uses historical enrollment trends to project future enrollment. Therefore, projections are more reliable when there is a consistent rate of growth. In order to identify areas where the growth rate is changing, a comparison of historical and projected permit activity was done for each middle school. The table below compares the number of building permits issued for each school district for the past four years with the number of projected building permits for each school district for the next four years. Based on this analysis there are no middle schools with an expected major increase in permits over the next few years.

| SCHOOL           |            |            |            |            |             | PROJECTED PERMITS | Difference  |
|------------------|------------|------------|------------|------------|-------------|-------------------|-------------|
|                  | FY21       | FY22       | FY23       | FY24       | 4 Yr. Total | FY25 - FY28       |             |
| Mt. Airy         | 60         | 57         | 27         | 23         | 167         | 112               | -55         |
| North Carroll    | 21         | 19         | 15         | 16         | 71          | 92                | 21          |
| Northwest        | 242        | 248        | 136        | 29         | 655         | 126               | -529        |
| Oklahoma Road    | 8          | 4          | 4          | 5          | 21          | 132               | 111         |
| Shiloh           | 49         | 19         | 16         | 9          | 93          | 54                | -39         |
| Sykesville       | 58         | 75         | 54         | 15         | 202         | 123               | -79         |
| Westminster East | 96         | 77         | 59         | 31         | 263         | 88                | -175        |
| Westminster West | 53         | 70         | 11         | 8          | 142         | 102               | -40         |
| <b>TOTALS</b>    | <b>587</b> | <b>569</b> | <b>322</b> | <b>136</b> | <b>1614</b> | <b>829</b>        | <b>-785</b> |

Source: Carroll County Bureau of Development Review

## High School Capacity Needs

Based on the current projections, overall high utilization is expected to increase from 82% to 86% in the next five years and continue to increase to reach 88% by the end of the period. Although the overall utilization percentages indicate that there is enough capacity countywide to handle projected high enrollments, it is possible some areas will have a local capacity concern. In order to evaluate what areas of the County may have capacity concerns, high schools were grouped into four geographic clusters of schools. Utilizations for the 1<sup>st</sup>, 5<sup>th</sup> year, and 10<sup>th</sup> years of the projection period were examined to determine areas of concern. Based on this analysis, there are no regions projected to be inadequate.

| HIGH SCHOOL<br>GEOGRAPHIC CLUSTER | UTILIZATION (1 YR, 5 YR, 10 YR) |      |      |
|-----------------------------------|---------------------------------|------|------|
|                                   | 2025                            | 2029 | 2034 |
| Southern Area                     | 79%                             | 85%  | 82%  |
| Northwest Area                    | 71%                             | 74%  | 80%  |
| Northeast Area                    | 96%                             | 96%  | 102% |
| Westminster Area                  | 85%                             | 88%  | 92%  |

At the individual school level, there are no high schools projected to be over 110% during the projection period.

The enrollment projection methodology uses historical enrollment trends to project future enrollment. Therefore, projections are more reliable when there is a consistent rate of growth. In order to identify areas where the growth rate is changing, a comparison of historical and projected permit activity was done for each high school. The table below compares the number of building permits issued for each school district for the past four years with the number of projected building permits for each school district for the next four years. Based on this analysis there are no high schools with an expected major increase in permits over the next few years.

| SCHOOL            | HISTORICAL PERMITS ISSUED |            |            |            |              | PROJECTED PERMITS<br>FY25 - FY28 | Difference  |
|-------------------|---------------------------|------------|------------|------------|--------------|----------------------------------|-------------|
|                   | FY21                      | FY22       | FY23       | FY24       | 4 Year Total |                                  |             |
| Century           | 58                        | 75         | 53         | 15         | 201          | 123                              | -78         |
| Francis Scott Key | 242                       | 248        | 136        | 29         | 655          | 126                              | -529        |
| Liberty           | 8                         | 4          | 4          | 5          | 21           | 132                              | 111         |
| Manchester Valley | 27                        | 38         | 17         | 17         | 99           | 131                              | 32          |
| South Carroll     | 60                        | 57         | 28         | 23         | 168          | 112                              | -56         |
| Westminster       | 96                        | 70         | 25         | 16         | 207          | 117                              | -90         |
| Winters Mill      | 96                        | 77         | 59         | 31         | 263          | 88                               | -175        |
| <b>TOTALS</b>     | <b>587</b>                | <b>569</b> | <b>322</b> | <b>136</b> | <b>1614</b>  | <b>829</b>                       | <b>-785</b> |

Source: Carroll County Bureau of Development Review

Based on this Capacity Needs Analysis, the following capacity concerns should be addressed:

### **Elementary Schools**

**Cranberry Station Elementary** – School is projected to be Inadequate by Board Policy in 2026. A Kindergarten Addition is included in this plan and will reduce the utilization percentage below 105% beginning in 2026.

**Freedom Elementary** – School is projected to be Inadequate by Board Policy and the County’s Concurrency Management and Adequate Public Facilities Ordinance until an addition is scheduled to be completed in 2027. The 5-classroom addition at Freedom Elementary is currently in the design phase. However, lower enrollment projections for the Southeast Area elementary schools could impact the possibility of State funding for the project. Additionally, the possible staffing impacts of Blueprint Fiscal Compliance raises questions about the necessity of the addition project.

**Linton Springs Elementary** – School is projected to be Inadequate by Board Policy for most of the projection period. Portable classrooms are currently being utilized to accommodate additional students. Future capacity relief options will be explored in the future as the impact of the Blueprint Fiscal Compliance plan becomes clearer.

**Sandymount Elementary** – School is projected to be Inadequate by Board Policy and the County’s Concurrency Management and Adequate Public Facilities Ordinance until a Kindergarten addition is completed in 2026. The enrollment projections indicate that utilization will remain above 105% after the addition is completed. A Kindergarten Addition is included in this plan and will reduce the utilization percentage below 110% beginning in 2026. Future capacity relief options will be explored in the future as the impact of the Blueprint Fiscal Compliance plan becomes clearer.

**William Winchester Elementary** - School is projected to be Inadequate by Board Policy in 2026. A Prekindergarten addition is included in this plan and will reduce utilization below 105%.

**Winfield Elementary** - School is projected to be Inadequate by Board Policy for most of the projection period. Future capacity relief options will be explored in the future as the impact of the Blueprint Fiscal Compliance plan becomes clearer.

### **Middle Schools**

- **Sykesville Middle** - School is projected to be Inadequate by Board Policy in 2026 until an addition is completed in 2028. A 10-classroom addition at Sykesville Middle is currently in the design phase. However, lower enrollment projections for the Southern Area middle schools could impact the possibility of State funding for the project. Additionally, the possible staffing impacts of Blueprint Fiscal Compliance raises questions about the necessity of the addition project.

## Modernization Needs Analysis

In addition to providing school capacity to house student enrollments, another essential part of this Facilities Master Plan is to ensure that older facilities nearing the end of their useful life are meeting the demands of the current educational program, as well as county, state, and federal codes and requirements. Schools that are not meeting these standards are candidates for modernization and are therefore scheduled for renovation or replacement in the Facilities Master Plan. Modernizations have historically taken a back seat to new schools due to the requirement to provide capacity relief to accommodate the enrollment growth. As a result, there are several schools in the inventory that are over forty years old and in need of modernization.

The term “Modernization” refers to the “design, construction, and equipping process through which an aging facility is brought up to current educational standards and through which its systems are renewed and updated to meet current system, county, state and federal codes and requirements. Modernizations may be accompanied by additions or redesign of existing spaces to meet educational program requirements.”

In order to accurately assess a school buildings ability to meet today’s standards, both physical and functional educational evaluations are required.

### Physical Assessment

In 2005 the Board of Education hired the firm of EMG to do building condition assessments of all school facilities in the system. EMG observed the major building components and assessed their physical condition. Estimated repair and replacement costs were developed and compared against the replacement value of the school to develop a Facilities Condition Index (FCI). The 2008 FCI number was then used to compare and rank the physical condition of school facilities. In order to update the physical assessment scores for these schools, a new FCI score is calculated every three years.

Although the work of EMG was valuable in helping to document the physical condition of our schools, the information is over ten years old. In order to provide more current facility condition information and link it with our maintenance work order system, CCPS contracted with Schooldude to provide a more comprehensive solution. Utilizing Schooldude’s Capital Forecast web application and its Life Cycle Modeling, FCI scores are updated annually for school facilities. The FCI scores are then converted to a 1,000 point scale and added to the functional scores to create a combined assessment score.

### Functional Assessment

In 2008, Carroll County Public Schools staff conducted an Educational Assessment of all school facilities that were constructed prior to 1980. This assessment included evaluations done for specific program areas of the school buildings conducted by the appropriate Instructional Area Supervisors. Over the past decade, some of these scores have been updated as different schools received capital improvements that improved specific instructional areas. The most recent update was in 2017 and included an update related to the Open Space Enclosure project at Eldersburg Elementary.

This original assessment was limited to schools constructed prior to 1980 due to the large number of schools constructed before 1980. Since the time of the original assessment, two of these schools have been closed and two have been replaced with new buildings. At the same time, schools constructed during the eighties have continued to age. In order to consider these additional school buildings for

modernization, an educational assessment of the schools constructed between 1980 and 1990 was conducted during 2022. As a result, the following school buildings have been added to the modernization priority list.

- Hampstead Elementary
- Manchester Elementary
- Mount Airy Elementary
- Sykesville Middle
- Liberty High

Combined Assessment Score

In order to get a comprehensive view of how well a building is meeting the current building and instructional needs both the physical and functional scores are combined into one overall score. The combined scores for schools constructed prior to 1990 are included in the following table.

| COMBINED ASSESSMENT - 2025 |                           |                             |             |
|----------------------------|---------------------------|-----------------------------|-------------|
| School                     | Physical Assessment Score | Functional Assessment Score | Total Score |
| Liberty HS                 | 119                       | 612                         | 731         |
| Mt Airy ES                 | 304                       | 747                         | 1051        |
| Sykesville MS              | 396                       | 694                         | 1090        |
| William Winchester ES      | 454                       | 637                         | 1091        |
| Westminster HS             | 480                       | 663                         | 1143        |
| Northwest MS               | 416                       | 747                         | 1163        |
| Carrolltowne ES            | 456                       | 806                         | 1262        |
| Westminster West MS        | 625                       | 648                         | 1273        |
| Westminster ES             | 551                       | 760                         | 1311        |
| Eldersburg ES              | 503                       | 813                         | 1316        |
| Hampstead ES               | 596                       | 743                         | 1339        |
| Freedom ES                 | 555                       | 791                         | 1346        |
| South Carroll HS           | 565                       | 786                         | 1351        |
| Manchester ES              | 592                       | 781                         | 1373        |
| Robert Moton ES            | 626                       | 826                         | 1452        |

According to the combined scores, the top two candidates for modernization are Liberty High and Mount Airy Elementary. Liberty High has the lowest Physical score and lowest Functional score. Mt. Airy Elementary has the second lowest Physical Score but has the seventh lowest Functional Score. The HVAC replacement is currently being planned, and this replacement would increase Mt Airy Elementary’s Physical and Combined scores. The lowest two Functional Scores, after Liberty, belong to William Winchester Elementary and West Middle schools. Due to the fact that these two schools share a campus, they should be considered for modernization together after Liberty High.

## Capital Renewal Analysis

The average school building is expected to last a minimum of forty years before it receives a modernization. Although many of the systems that make up a school building may last for forty years, there are certain systems that must be replaced prior to modernization to keep the school in operation. Two of the larger systems that typically need replacing and are critical to the operation of a school are the roof and the heating, ventilation and air conditioning (HVAC) systems. Due to the size of these systems, the replacement costs are too large to be able to adequately fund them in the operating budget. Therefore these projects are prioritized annually based on age and condition and included in the annual capital budget requests to the County and State.

- Roofs** - Replacement of aging roofs is necessary to protect building structure, and to preserve the learning environment. Without a roof replacement program, aging roofs will continue to deteriorate allowing water to infiltrate building envelopes. This water infiltration will damage the structural roof deck, interior ceilings, floor and wall finishes, and building contents. Water infiltration can also create conditions which could lead to air quality issues within the building. Additionally, persistent leaks disrupt learning areas and interfere with the learning environment in the school. The plan includes three single-ply roofs that need to be replaced over the next decade. These types of roofs have an expected useful life of 15- 20 years. This plan is based on replacing these roofs between 20-25 years, except in cases where there is a major HVAC project scheduled at a school. In those cases, the roof project is scheduled after the HVAC project to avoid damage to the new roof installations.

| SCHOOL                | ROOF TYPE  | SQUARE FEET | DATE OF INSTALL | CURRENT AGE | EFMP SCHEDULED REPLACEMENT | AGE AT REPLACEMENT |
|-----------------------|------------|-------------|-----------------|-------------|----------------------------|--------------------|
| North Carroll Middle  | Shingle    | 68,000      | 2005            | 15          | 2025                       | 20                 |
| Oklahoma Road Middle  | Single Ply | 116,399     | 1997            | 23          | 2026                       | 29                 |
| Shiloh Middle         | TPO        | 116,250     | 2000            | 20          | 2026                       | 26                 |
| Century High          | Single Ply | 135,000     | 2000            | 20          | 2027                       | 27                 |
| Gateway               | Shingle    | 30,300      | 2003            | 17          | 2028                       | 25                 |
| Winters Mill High     | BUR        | 154,000     | 2002            | 18          | 2030                       | 28                 |
| Eldersburg Elementary | BUR        | 61,916      | 2000            | 20          | 2031                       | 31                 |
| Northwest Middle      | BUR        | 117,040     | 2002            | 18          | 2032                       | 30                 |

- HVAC** – Due to the significant impact of temperature and indoor air quality on the learning environment, the HVAC system plays a critical role in the daily operation of a school building. Replacement of aging systems and equipment is required to continue to provide a comfortable and healthy learning environment. The industry standard for the replacement of most HVAC system components is in the 20–25-year timeframe. Most of these systems have exceeded their useful lives by over 10 -20 years.

| School                       | HVAC Scope         | Date of Installation | Scheduled Replacement (Summer) | Age at Replacement |
|------------------------------|--------------------|----------------------|--------------------------------|--------------------|
| Oklahoma Road Middle         | System Replacement | 1997                 | 2025                           | 28                 |
| Mt. Airy Elementary          | System Replacement | 1987                 | 2025                           | 38                 |
| Carroll Springs              | System Replacement | 1981                 | 2026                           | 45                 |
| Carrolltowne Elementary      | System Replacement | 1976                 | 2026                           | 50                 |
| Northwest Middle             | System Replacement | 1976                 | 2027                           | 51                 |
| Piney Ridge Elementary       | System Replacement | 1991                 | 2027                           | 36                 |
| Friendship Valley Elementary | System Replacement | 1992                 | 2027                           | 35                 |
| Mechanicsville Elementary    | System Replacement | 1994                 | 2028                           | 34                 |
| Runnymede Elementary         | System Replacement | 1994                 | 2028                           | 34                 |
| Taneytown Elementary         | System Replacement | 1995                 | 2029                           | 34                 |
| Elmer Wolfe Elementary       | System Replacement | 1998                 | 2029                           | 31                 |
| Liberty High                 | Modernization      | 1980                 | 2031                           | 51                 |
| South Carroll High           | System Replacement | 1998                 | 2031                           | 33                 |
| Eldersburg Elementary        | System Replacement | 1999                 | 2031                           | 32                 |
| Linton Springs Elementary    | System Replacement | 1998                 | 2032                           | 34                 |
| Cranberry Station Elementary | System Replacement | 1999                 | 2033                           | 34                 |
| Francis Scott Key High       | System Replacement | 1999                 | 2035                           | 36                 |

- Fire Alarm Systems** – As fire alarm systems age it becomes increasingly difficult to purchase replacement parts, make repairs and maintain communication between the components of the separate systems. The replacement of the system includes the central alarm panel, annunciator panel, pull stations, heat and duct detectors, signaling devices and other peripheral devices. The Maintenance Department has identified fire alarm systems in need of replacement at the following schools: Carrolltowne Elementary, Cranberry Station Elementary, Mechanicsville Elementary, Runnymede Elementary and Westminster Elementary.
- Paving** – Maintaining the paved areas at 40 school locations delays or eliminates more costly parking and driveway reconstruction projects. It also prevents damage to school buses; maintenance vehicles during snow removal activities; and prevents damage to staff and parent vehicles. Without proper funding to adequately maintain paved areas, the quality of the paved surface will continue to deteriorate and ultimately fail. Due to the lack of adequate capital funding to maintain these areas, several schools have large areas where the paving has failed and now require total reconstruction. These schools include Manchester ES, Spring Garden ES, Winfield ES, Mt Airy ES, Sandymount ES, Taneytown ES, Friendship Valley ES, Piney Ridge ES, Oklahoma Road MS, and Carrolltowne ES.
- Technology Infrastructure** - A systematic replacement and upgrading of technology infrastructure is critical to preventing Carroll County Public Schools from slipping into technological obsolescence. Further, critical infrastructure upgrades are necessary to meet the requirements of the MSDE Technology Plan, the Federal No Child Left Behind Act, Maryland's Race-To-The Top initiative, Financial and the State Legislative Audits, other legislation including Sarbanes Oxley and CALEA, and the expectations of public agencies in regards to Business Continuity/Disaster Recovery. Adequate capital funding for technology infrastructure assures that the school system's computing hardware will keep pace with technological advances that will prepare students for the rapidly changing workforce. Without a planned program of server and switch replacements the school system will realize a degradation of its ability to support instructional programs and services. Further, technology investments are required to realize the cost savings and benefit of the Carroll County Public Network.

## Instructional Program Needs Analysis

In addition to changing enrollments and aging facilities, school facilities must also be able to respond to changes in instructional programs offered by the school system. These changes in instruction result from changes in federal or state requirements, and/or changes due to local initiatives. Since educational facilities exist to serve the needs of educators and students, they must be designed or renovated for these purposes. The following is a list of some specific instructional programs that school facilities must support:

### Special Education

Carroll County Public Schools provides Special Education programs and services to all eligible children with disabilities (from birth through their twenty-first birthday) who reside in the county. Special Education services include diagnostic, instructional, and related services. CCPS ensures that a continuum of placement options are available to meet the needs of children with disabilities for special education and related services. Within CCPS, services can be provided in settings including instruction in regular classes, special classes, public separate day school, and home and hospital instruction. If a student's IEP Team determines a more restrictive placement option is required that is not available within CCPS, services may be provided in a private separate day school, in hospitals, or residential facilities. These programs and services are designed to ensure that appropriate programs are available to all children with disabilities in the least restrictive environment for each child. This is determined based upon the child's unique needs and not program availability.

There are situations where a child is placed in a regional program due to the types of services they require. Typically, these specialized resources are only located at certain schools. The regional program centers listed below have specific facility needs due to the number and types of services provided.

- **Elementary Regional Centers** - There are four regional special education centers at the elementary level which provide Prekindergarten (PREP) services to students. These four schools serve a geographic area and receive students from feeder schools. These four regional centers are Carrolltowne Elementary, Robert Moton Elementary, Runnymede Elementary, and Winfield Elementary. Robert Moton Elementary also serves as the regional special education center for elementary students in the Learning for Independence program. **Based on the current special education projections, the current school facilities are sufficient.**
- **SUCCESS Program** – There are currently two elementary schools (Hampstead, Winfield), one middle school (Shiloh), and one high school (Winters Mill) that offer the regional SUCCESS program for students with significant communication, social and behavioral disabilities. **Based on the projected needs of the programs, the current school facilities are sufficient.**
- **Behavioral Educational Support Team (BEST) Program** – There is currently one elementary school (Robert Moton) BEST program center, one middle school (East) BEST program center, and one high school (Westminster) BEST program center. These centers provide specialized resources for students who require specialized behavioral supports not

found in their home schools. **Based on the current needs of the elementary school program, the current facility at Robert Moton needs to be reconfigured to better serve staff and students. Based on the projected needs of the middle and high school programs, the current locations at East Middle and Westminster high are sufficient.**

- **Central Intensive Behavior Unit (IBU)** – Special Education law requires each school system to have programs that are gradually more restrictive in nature for placements as required by individualized education plans. This program provides an additional placement for students who require behavioral support as part of their individualized education plan. There is currently an IBU program available for middle and high school students at East Middle, and Westminster High. However, there is no IBU that offers these services to elementary school students. **This program should be located next to the BEST program at Robert Moton Elementary, and be included as part of a reconfiguration of the BEST program space.**

### **Alternative Education**

CCPS is proud to offer a variety of programs designed to assist students who have not been successful in a traditional, comprehensive school setting. Students attend Alternate Education programs for a variety of reasons including Voluntary Placements, Superintendent Transfers, Extended Suspension and Administrative Placements. The goal of all alternative education programs is to teach students academic, social/emotional, and behavioral skills that will improve their educational success and lead to a successful transition back to his/her comprehensive school.

- **Positive Response to Issues of Discipline with Elementary Students (PRIDE) Program**  
PRIDE is an elementary therapeutic intervention program; part of the CCPS general education continuum of supports. PRIDE is designed to help students gain self-control and insight into their behavior in order to reduce disruptive behaviors and increase positive school behavior/adjustment and achievement. PRIDE is also designed to provide parents with the supports needed to initiate and maintain productive changes in their homes. Students receive instruction aligned with CCPS curriculum at their instructional level. Students also receive instruction in behavior management through a structured behavior support system and direct teaching of social skills. PRIDE is supported by CCPS teachers, assistants, a school psychologist, and an intervention specialist at a ratio of approximately 3:1. The program is currently located in a portable classroom building at Friendship Valley Elementary. **The current facility does not adequately meet the needs of this program. A PRIDE addition is currently under construction that will address the needs of this program.**
- **Crossroads Program** – Crossroads Middle is an alternative educational setting designed to assist middle school students to have successful school experiences. Students receive academic instruction and counseling services to improve school achievement. Classrooms are staffed by certified teachers and instructional assistants, who deliver CCPS curriculum and provide academic assistance to the students. School counselors, a school psychologist, an intervention specialist, and other support staff are available and may be assigned to assist students on specific lessons or to help manage and improve behavior. The program is currently located at the Gateway School. **Based on the current increase in mental**

**health needs in our community, additional space may be necessary in the future to continue to support students.**

- **Gateway School** – The Gateway School is an alternative educational setting designed to assist high school students to have successful school experiences. Students who are enrolled at the Gateway School are eligible to earn credits that apply toward promotion and graduation. Classrooms are staffed by certified teachers who develop specific assignments, assistance, and requirements for students. Instructional assistants and other support staff are also on duty and may be assigned to assist students on specific lessons or to help manage and improve behavior. The program is currently located at the Gateway School. **Based on the current increase in mental health needs in our community, additional space may be necessary in the future to continue to support students.**

**Pre-Kindergarten Program**

One of the pillars of The Blueprint for Maryland’s Future emphasized the expansion of access to high quality prekindergarten programs for three- and four-year-olds, prioritizing access for low-income families. In order to achieve this goal, the law intends to leverage a mixed-delivery system that includes both public and private providers.

In order to accommodate this expansion of access to prekindergarten, Carroll County Public Schools has started to expand the number of prekindergarten programs for children from families earning incomes at or below 300% Federal Poverty Level (FPL).

Carroll County Public Schools served 462 prekindergarten students at 20 elementary schools in 2024. A total of 10 new prekindergarten classrooms will be constructed over the next two years which will provide a total of 200 new prekindergarten seats to accommodate the increase in prekindergarten services.

| Prekindergarten       |                             |                  |               |                             |                           |              |
|-----------------------|-----------------------------|------------------|---------------|-----------------------------|---------------------------|--------------|
| School                | Actual Enrollment (9/30/23) | Current Capacity | Utilization   | Projected Enrollment (2030) | Projected Capacity (2029) | Utilization  |
| Carrolltowne ES       | 27                          | 30               | 90.0%         | 30                          | 30                        | 100.0%       |
| Cranberry Station ES  | 20                          | 20               | 100.0%        | 40                          | 40                        | 100.0%       |
| Ebb Valley ES         | 16                          | 20               | 80.0%         | 20                          | 20                        | 100.0%       |
| Eldersburg ES         | 15                          | 20               | 75.0%         | 20                          | 20                        | 100.0%       |
| Elmer Wolfe ES        | 38                          | 20               | 190.0%        | 40                          | 40                        | 100.0%       |
| Freedom ES            |                             |                  |               |                             |                           |              |
| Friendship Valley ES  | 19                          | 20               | 95.0%         | 40                          | 40                        | 100.0%       |
| Hampstead ES          | 25                          | 30               | 83.3%         | 25                          | 30                        | 83.3%        |
| Linton Springs ES     | 16                          | 20               | 80.0%         | 20                          | 20                        | 100.0%       |
| Manchester ES         | 20                          | 20               | 100.0%        | 20                          | 20                        | 100.0%       |
| Mechanicsville ES     | 18                          | 20               | 90.0%         | 20                          | 20                        | 100.0%       |
| Parr’s Ridge ES       | 20                          | 20               | 100.0%        | 20                          | 20                        | 100.0%       |
| Piney Ridge ES        | 20                          | 20               | 100.0%        | 20                          | 20                        | 100.0%       |
| Robert Moton ES       | 51                          | 30               | 170.0%        | 50                          | 50                        | 100.0%       |
| Runnymede ES          | 38                          | 30               | 126.7%        | 50                          | 50                        | 100.0%       |
| Sandymount ES         | 20                          | 20               | 100.0%        | 40                          | 40                        | 100.0%       |
| Spring Garden ES      | 20                          | 20               | 100.0%        | 40                          | 40                        | 100.0%       |
| Taneytown ES          | 20                          | 20               | 100.0%        | 40                          | 40                        | 100.0%       |
| Westminster ES        | 20                          | 20               | 100.0%        | 40                          | 40                        | 100.0%       |
| William Winchester ES | 19                          | 20               | 95.0%         | 40                          | 40                        | 100.0%       |
| Winfield ES           | 20                          | 30               | 66.7%         | 25                          | 30                        | 83.3%        |
| <b>Totals</b>         | <b>462</b>                  | <b>450</b>       | <b>102.7%</b> | <b>640</b>                  | <b>650</b>                | <b>98.5%</b> |

## CARROLL COUNTY PUBLIC SCHOOLS TEN YEAR FACILITIES MASTER PLAN CALENDAR

| CAPACITY   | COMPLETION DATE  |    |    |    |    |    |    |    |    |    |    | NOTES |
|--|------------------|----|----|----|----|----|----|----|----|----|----|-------|
|  |                  | 26 | 27 | 28 | 29 | 30 | 31 | 32 | 33 | 34 | 35 |       |
| <b>Freedom Elementary Addition</b><br>This project involves the design and construction of a 5 classroom addition. | <b>Aug. 2027</b> | P  | C  | O  |    |    |    |    |    |    |    |       |
| <b>Sykesville Middle Addition</b><br>This project involves the design and construction of a 10 classroom addition  | <b>Aug. 2028</b> | P  | C  | C  | O  |    |    |    |    |    |    |       |

FS = Feasibility Study  
 P = Planning  
 C= Construction

# CARROLL COUNTY PUBLIC SCHOOLS TEN YEAR FACILITIES MASTER PLAN CALENDAR

| MODERNIZATIONS  | COMPLETION DATE |    |    |    |    |    |    |    |    |    |    | NOTES   |
|---|-----------------|----|----|----|----|----|----|----|----|----|----|---|
|   |                 | 26 | 27 | 28 | 29 | 30 | 31 | 32 | 33 | 34 | 35 |   |
| <b>Liberty High Modernization</b><br>This project involves the modernization of the 156,000 square feet Liberty High School           | TBD             |    | FS | P  | P  | C  | C  | O  |    |    |    |   |
| <b>Wm Winchester Elementary Modernization</b><br>This project involves the modernization of the 63,7080 square feet elementary school | TBD             |    |    |    |    | FS | P  | P  | C  | C  | O  | Wm. Winchester ES and West MS share a campus and their modernizations should be planned jointly |
| <b>West Middle Modernization</b><br>This project involves the modernization of the 135,733 square feet middle school                  | TBD             |    |    |    |    | FS |    |    | P  | P  | C  | Wm. Winchester ES and West MS share a campus and their modernizations should be planned jointly |

FS = Feasibility Study  
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# CARROLL COUNTY PUBLIC SCHOOLS TEN YEAR FACILITIES MASTER PLAN CALENDAR

| CAPITAL RENEWAL PROJECTS         | COMPLETION DATE |    |    |    |    |    |    |    |    |    |    | NOTES |
|----------------------------------|-----------------|----|----|----|----|----|----|----|----|----|----|-------|
|                                  |                 | 26 | 27 | 28 | 29 | 30 | 31 | 32 | 33 | 34 | 35 |       |
| <b>Roof Replacement Projects</b> |                 |    |    |    |    |    |    |    |    |    |    |       |
| North Carrol Middle              | Aug. 2025       | C  |    |    |    |    |    |    |    |    |    |       |
| Oklahoma Road Middle             | Aug. 2025       | C  |    |    |    |    |    |    |    |    |    |       |
| Shiloh Middle                    | Aug. 2026       | P  | C  |    |    |    |    |    |    |    |    |       |
| Century High                     | Aug. 2027       |    | P  | C  |    |    |    |    |    |    |    |       |
| Gateway                          | Aug. 2028       |    |    | P  | C  |    |    |    |    |    |    |       |
| Winters Mill High                | Aug. 2030       |    |    |    |    | P  | C  |    |    |    |    |       |
| Eldersburg Elementary            | Aug. 2031       |    |    |    |    |    | P  | C  |    |    |    |       |
| Northwest Middle                 | Aug. 2032       |    |    |    |    |    |    | P  | C  |    |    |       |
| <b>HVAC Replacement Projects</b> |                 |    |    |    |    |    |    |    |    |    |    |       |
| Oklahoma Road Middle             | Aug. 2025       | C  |    |    |    |    |    |    |    |    |    |       |
| Mt. Airy Elementary              | Aug. 2025       | C  |    |    |    |    |    |    |    |    |    |       |
| Carroll Springs                  | Aug. 2026       | P  | C  |    |    |    |    |    |    |    |    |       |
| Carrolltowne Elementary          | Aug. 2026       | P  | C  |    |    |    |    |    |    |    |    |       |
| Northwest Middle                 | Aug. 2027       | P  | C  | C  |    |    |    |    |    |    |    |       |
| Piney Ridge Elementary           | Aug. 2027       |    | P  | C  |    |    |    |    |    |    |    |       |
| Friendship Valley Elementary     | Aug. 2027       |    | P  | C  |    |    |    |    |    |    |    |       |
| Mechanicsville Elementary        | Aug. 2028       |    |    | P  | C  |    |    |    |    |    |    |       |
| Runnymede Elementary             | Aug. 2028       |    |    | P  | C  |    |    |    |    |    |    |       |
| Taneytown Elementary             | Aug. 2029       |    |    |    | P  | C  |    |    |    |    |    |       |
| Elmer Wolfe Elementary           | Aug. 2029       |    |    |    | P  | C  |    |    |    |    |    |       |
| South Carroll High               | Aug. 2031       |    |    |    |    | P  | C  | C  |    |    |    |       |
| Eldersburg Elementary            | Aug. 2031       |    |    |    |    |    | P  | C  |    |    |    |       |
| Linton Springs Elementary        | Aug. 2032       |    |    |    |    |    |    | P  | C  |    |    |       |
| Cranberry Station Elementary     | Aug. 2033       |    |    |    |    |    |    |    | P  | C  |    |       |
| Francis Scott Key High           | TBD             |    |    |    |    |    |    |    |    | P  | C  |       |

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# CARROLL COUNTY PUBLIC SCHOOLS TEN YEAR FACILITIES MASTER PLAN CALENDAR

| CAPITAL RENEWAL PROJECTS       | COMPLETION DATE |    |    |    |    |    |    |    |    |    |    | NOTES           |
|--------------------------------|-----------------|----|----|----|----|----|----|----|----|----|----|-----------------|
|                                |                 | 26 | 27 | 28 | 29 | 30 | 31 | 32 | 33 | 34 | 35 |                 |
| <b>Fire Alarm Replacement</b>  |                 |    |    |    |    |    |    |    |    |    |    |                 |
| Carrolltowne Elementary        | Aug. 2026       | P  | C  |    |    |    |    |    |    |    |    | w/ HVAC Project |
| Westminster Elementary         | Aug. 2026       | P  | C  |    |    |    |    |    |    |    |    |                 |
| Mechanicsville Elementary      | Aug. 2028       |    |    | P  | C  |    |    |    |    |    |    | w/ HVAC Project |
| Runnymede Elementary           | Aug. 2028       |    |    | P  | C  |    |    |    |    |    |    | w/ HVAC Project |
| Cranberry Station Elementary   | Aug. 2033       |    |    |    |    |    |    |    | P  | C  |    | w/ HVAC Project |
| <b>Paving Replacement</b>      | On-going        | C  | C  | C  | C  | C  | C  | C  | C  | C  | C  |                 |
| <b>Technology Improvements</b> | On-going        | C  | C  | C  | C  | C  | C  | C  | C  | C  | C  |                 |

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# CARROLL COUNTY PUBLIC SCHOOLS TEN YEAR FACILITIES MASTER PLAN CALENDAR

| INSTRUCTIONAL PROGRAM   | COMPLETION DATE |    |    |    |    |    |    |    |    |    |    | NOTES |  |
|---|-----------------|----|----|----|----|----|----|----|----|----|----|-------|--|
|   |                 | 26 | 27 | 28 | 29 | 30 | 31 | 32 | 33 | 34 | 35 |       |  |
| <b>Taneytown Kindergarten Addition</b><br>This addition is needed to accommodate full day Kindergarten  | Aug. 2026       | C  |    |    |    |    |    |    |    |    |    |       |  |
| <b>Cranberry Station Kindergarten Addition</b><br>This addition is needed to accommodate full day Kindergarten  | Aug. 2026       | C  |    |    |    |    |    |    |    |    |    |       |  |
| <b>Friendship Valley PRIDE Addition</b><br>This addition is needed to accommodate the PRIDE program   | Aug. 2026       | C  |    |    |    |    |    |    |    |    |    |       |  |
| <b>Friendship Valley Kindergarten Addition</b><br>This addition is needed to accommodate full day Kindergarten  | Aug. 2026       | C  |    |    |    |    |    |    |    |    |    |       |  |
| <b>Sandymount Kindergarten Addition</b><br>This addition is needed to accommodate full day Kindergarten   | Aug. 2026       | C  |    |    |    |    |    |    |    |    |    |       |  |
| <b>PreK Additions (Phase One)</b><br>Additions at Elmer Wolfe ES, Robert Moton ES, Runnymede ES, Spring Garden ES, Westmisnter ES, and Wm Winchester ES | Aug. 2027       | P  | C  |    |    |    |    |    |    |    |    |       |  |
| <b>Robert Moton BEST Renovation</b><br>This project will reconfigure the BEST program space   | Aug. 2029       |    | P  | P  | C  |    |    |    |    |    |    |       |  |
| <b>PreK Additions (Phase Two)</b><br>Additions at Ebb Valley ES, Hampstead ES, Manchester ES and Winfield ES  | Aug. 2039       |    | P  | P  | C  |    |    |    |    |    |    |       |  |
| <b>PreK Additions (Phase Three)</b><br>Additions at Carrolltowne ES, Eldersburg ES, Linton Springs ES, Mechanicsville ES, and Piney Ridge ES            | Aug. 2030       |    |    | P  | P  | C  |    |    |    |    |    |       |  |

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