

GMSD Work Session

October 7, 2019 5:30 PM

City Council Chambers, City of Germantown

1. Discussion on Tuition
2. Annual Review/ Revision of policies after first reading
3. GMSD FY 2019-20 Miscellaneous Budget Amendments # 7 & 8
4. GMSD 2019-20 Master Facilities Plan Update
5. Further Business

Germantown Municipal School District

Monitoring: Review: Annually, in October	Descriptor Term: <h2 style="text-align: center;">First Aid and Emergency Medical Care</h2>	Descriptor Code: 6.415	Issued Date: 11/12/19 07/11/16
		Rescinds: 6.415	Issued: 09/15/14

1 It is the objective of Germantown Board of Education to have an adequate number of staff at each site
 2 who are trained and certified in CPR and other First Aid emergency techniques in compliance with all
 3 governing state laws and regulations.

4 All GMSD schools must have at least one (1) automated external defibrillator (AED) device in the
 5 school. Schools shall conduct a CPR and AED drill so that the students are aware of the steps that
 6 must be taken if an event should occur that requires the use of CPR and/or an AED. ~~Junior high or~~
 7 ~~senior high students are required to receive training in the use of CPR and AED skills and, if the school~~
 8 ~~has an AED, participate in a CPR/AED drill.~~[†]

9 In accordance with state law any person who in good faith provides emergency care or assistance at the
 10 place of emergency or accident will not be liable for any civil damages as a result of any act or
 11 omission.

Legal References

1. TCA 49-2-122(b)(2)(A); TCA 49-6-1208

Germantown Municipal School District

Monitoring: Review: Annually, in October	Descriptor Term: <h2 style="text-align: center;">Student Accident Report</h2>	Descriptor Code: 6.416	Issued Date: 11/12/19 03/06/17
		Rescinds: 6.416	Issued: 09/15/14

1 If a student suffers an injury, the staff member in charge shall have the responsibility to render first aid
 2 or ensure that it is rendered. Any accident or injury shall be immediately reported to the principal.

3 The report will include the student's name, date of the accident, an explanation of the accident, and
 4 care used in treating the individual. These reports will be filed in the ~~principal's~~ school nurse's office
 5 for one year and then moved to the Office of Student Services for long-term storage.

6 In the event of serious injury or illness to a student, the parent(s)/guardian(s) will be notified as to
 7 whether to pick up the child at school or meet the child at the hospital. If the parents(s)/guardian(s)
 8 cannot be reached, the student will be transported to the hospital emergency room. Efforts to notify
 9 the parents(s)/guardian(s) will continue until they are reached.

10 Principals will inform the Office of Student Services immediately of any serious injuries suffered by
 11 students while under the jurisdiction of the school. A report of each accident taking place in a school
 12 will be filed in both the ~~school's~~ school nurse's office and the Office of Student Services. Forms for
 13 reporting accidents will be made available from the Office of Student Services.

14 No student will be taken and left at home or sent home unless a parent/guardian or someone designated
 15 by the parent(s)/guardian(s) is at home to accept the responsibility of the student.

16 Parent(s)/guardian(s) who object to the procedures contained in this policy shall submit to the principal
 17 a written emergency plan for his/her approval.

Germantown Municipal School District

Monitoring: Review: Annually, in March	Descriptor Term: Discrimination / Harassment of Employees (Sexual, Racial, Ethnic, Religious)	Descriptor Code: 5.500	Issued Date: 11/12/19
		Rescinds:	Issued: 02/03/14

1 Employees shall be provided a work environment free from sexual, racial, ethnic and religious
2 discrimination/ harassment. It shall be a violation of this policy for any employee or any student to
3 discriminate against or harass an employee through disparaging conduct or communication that is sexual,
4 racial, ethnic or religious in nature. The following guidelines are set forth to protect employees from
5 discrimination/ harassment.

6 Employee discrimination/harassment will not be tolerated.¹ Discrimination/harassment is defined as
7 conduct, advances, gestures or words either written or spoken of a sexual, racial, ethnic or religious
8 nature that:

- 9 1. Unreasonably interferes with the individual's work or performance;
- 10 2. Create an intimidating, hostile or offensive work environment;
- 11 3. Imply that submission to such conduct is made an explicit or implicit term of employment; or
- 12 4. Imply that submission to or rejection of such conduct will be used as a basis for an employment
13 decision affecting the harassed employee.

14 Alleged victims of sexual, racial, ethnic and religious discrimination/harassment shall report these
15 incidents immediately.² This report should be made to the immediate supervisor, except when the
16 immediate supervisor is the offending party. If the immediate supervisor is the offending party, the report
17 may be made to the **District Employee Complaint Manager** ~~Federal Rights Coordinator or the Director~~
18 ~~of Schools~~. Allegations of discrimination/harassment shall be fully investigated (as set forth in
19 *Complaints and Grievances* 5.501). An oral complaint may be submitted; however, such complaint must
20 be reduced to writing to ensure a more complete investigation. The complaint should include the
21 following information:

- 22 1. Identity of the alleged victim and person accused;
- 23 2. Location, date, time and circumstances surrounding the alleged incident;
- 24 3. Description of what happened;
- 25 4. Identity of witnesses; and
- 26 5. Any other evidence available.

27 The privacy and anonymity of all parties and witnesses to complaints will be respected. However,
28 because an individual's need for confidentiality must be balanced with obligations to cooperate with
29 police investigations or legal proceedings, to provide due process to the accused, to conduct a thorough
30 investigation or to take necessary action to resolve a complaint, the identity of parties and witnesses may
31 be disclosed in appropriate circumstances to individuals with a need to know.

1 A substantiated charge against an employee shall result in disciplinary action up to and including
2 termination. A substantiated charge against a student may result in corrective or disciplinary action up
3 to and including suspension.

4 There will be no retaliation against any person who reports discrimination/harassment or participates in
5 an investigation. However, any employee who refuses to cooperate or gives false information during the
6 course of any investigation may be subject to disciplinary action. The willful filing of a false report will
7 itself be considered harassment and will be treated as such.

8 An employee disciplined for violation of this policy may appeal the decision by contacting the ~~Federal~~
9 ~~Rights Coordinator or the Director of Schools~~ Deputy Superintendent.

10 **DISTRICT EMPLOYEE COMPLAINT MANAGERS:**

- 11 **1. Human Resources Supervisor**
12 **3350 S. Forest Hill Irene Road, Germantown, TN 38138**
13 **901-752-7900**
- 14
15 **2. Executive Director of Human Resources**
16 **3350 S. Forest Hill Irene Road, Germantown, TN 38138**
17 **901-752-7900**

18

Legal References

1. 29 CFR §1604.11
2. 20 USCS § 1681

Cross References

Appeals To & Appearances Before the Board 1.404
Complaints and Grievances 5.501

Germantown Municipal School District

Monitoring: Review: Annually, in October	Descriptor Term: Complaints and Grievances	Descriptor Code: 5.501	Issued Date: 11/12/19
		Rescinds:	Issued: 11/30/15

1 EMPLOYMENT-RELATED COMPLAINTS/GRIEVANCES

2 The **Board** **Germantown Board of Education (The Board)** believes that differences of opinions arising in
3 the course of employment should be resolved as quickly as possible and at the lowest supervisory level.

4 In instances of questions by an individual staff member concerning the interpretation of policies and
5 procedures to that staff member, administrative practices within the staff member's particular school,
6 and relationships with other employees, the staff member concerned must consult the administrative or
7 supervisory personnel to whom they are responsible. If a satisfactory resolution of the problem cannot
8 be reached after ample opportunity for consideration of the matter, the staff member concerned may
9 discuss the matter with the next level of supervision up to and including the Superintendent.

10 In instances where an individual staff member feels, for personal reasons, that they cannot discuss a
11 problem with their immediate superior, the staff member may take the problem directly to **the**
12 **Superintendent** **a District Employee Complaint Manager**. After review of the case, **the Superintendent a**
13 **District Employee Complaint Manager** shall take action as they deem appropriate and within a prompt,
14 reasonable time shall notify all parties concerned of their decision.

15 HARASSMENT/DISCRIMINATION GRIEVANCES

16 Employees should notify **any either** District Employee Complaint Managers if they believe the Board,
17 its employees or agents have violated their rights guaranteed by the state or federal constitution, state or
18 federal statute or Board policy including: ^{1,2,3}

- 19 1. Title II of the Americans with Disabilities Act ⁴
- 20 2. Title IX of the Education Amendments of 1972 ⁵
- 21 3. Section 504 of the Rehabilitation Act of 1973 ⁶
- 22 4. Claims of sexual harassment under Title VII of the Civil Rights Act of 1964 and Title IX of the
23 Education Amendments of 1972 ^{7,5}

24 The **District Employee Complaint Manager** will endeavor to respond and resolve complaints without
25 resorting to this grievance procedure and, if a complaint is filed, to address the complaint promptly and
26 equitably. The right of a person to prompt and equitable resolution of the complaint shall not be impaired
27 by the person's pursuit of other remedies. Use of this grievance procedure is not a prerequisite to the
28 pursuit of other remedies and use of this grievance procedure does not extend any filing deadline related
29 to the pursuit of other remedies.

- 30 1. Filing a Complaint — An employee who wishes to avail themselves to this grievance procedure
31 may do so by filing a complaint with **any either** District Employee Complaint Managers. The

1 employee may request a District Employee Complaint Manager of the same sex. The District
2 Employee Complaint Manager may assist the employee in filing a grievance.

3 2. Investigation - **The District Employee Complaint Manager** will investigate the complaint or
4 appoint a qualified person to undertake the investigation on their behalf. The complaint and
5 identity of the complainant will not be disclosed except (1) as required by law or this policy; or
6 (2) as necessary to fully investigate the complaint; or (3) as authorized by the complainant. The
7 **District Employee Complaint Manager** shall file a written report within ten (10) days of the filing
8 of the grievance, of his or her findings with the Superintendent. If a complaint of sexual
9 harassment contains allegations involving the Superintendent, the written report shall be filed
10 with the Board. The Superintendent shall keep the Board informed of all complaints.

11 3. Decision and Appeal — After receipt of the District Office Complaint Manager's report, the
12 Superintendent shall render a written decision within five (5) days of the receipt of the report that
13 shall be provided to the employee. If the employee is not satisfied with the decision, the employee
14 may appeal the decision to the Board by making a written request to the District Office Complaint
15 Manager. The District Office Complaint Manager shall be responsible for promptly forwarding
16 all materials relative to the complaint and appeal to the Board. Thereafter, the Board shall render
17 within thirty (30) days from the date the appeal was received, review the report and affirm,
18 overrule or modify the decision and render a written finding that shall be provided to the
19 complainant. This grievance procedure shall not be construed to create an independent right to
20 a Board hearing.

21 **APPOINTING DISTRICT OFFICE COMPLAINT MANAGERS**

22 The Superintendent shall appoint at least two District Office Complaint Managers, one of each gender.
23 The Federal Rights Coordinator may be appointed as a District Office Complaint Manager. The
24 Superintendent shall insert into this policy the names, addresses and telephone numbers of current
25 District Office Complaint Managers. (*see note*)

26 (*Note: Title IX regulations require districts to identify the name, address and telephone number of the*
27 *person who is responsible for coordinating the district's compliance efforts. A policy should not be*
28 *adopted with a person's name in it; rather, the identifying information can be added and amended as*
29 *necessary.*)

30 **DISTRICT OFFICE COMPLAINT MANAGERS:**

31 **1. Human Resources Supervisor**
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33 **901-752-7900**
34

35 **2. Executive Director of Human Resources**
36 **3350 S. Forest Hill Irene Road, Germantown, TN 38138**
37 **901-752-7900**
38

39

Legal References

1. Age Discrimination Employment Act, 29 U.S.C. § 621 et seq.
2. Equal Pay Act, 29 U.S.C. § 206(d)
3. Immigration Reform and Control Act, 8 U.S.C. § 1324a et seq.
4. Americans with Disabilities Act, 42 U.S.C. § 12101 et seq.
5. Title IX of the Education Amendments, 20 U.S.C. § 1681 et seq.
6. Rehabilitation Act, 29 U.S.C. § 791 et seq.
7. Title VII of Civil Rights Act, 42 U.S.C. § 2000e et seq.

Cross References

Appeals to and Appearances Before the Board 1.404
Section 504 & ADA Grievance Procedures 1.802
Equal Opportunity Employment 5.104
Discrimination/Harassment of Employees 5.500

Germantown Municipal School District

Monitoring: Review: Annually, in August	Descriptor Term: Attendance, Pregnancy, and Truancy	Descriptor Code: 6.200	Issued Date: 11/12/19 09/16/19 08/20/18
		Rescinds: 6.200	Issued: 03/06/17

1 Attendance is a key factor in student achievement, and therefore, students are expected to be present
 2 each day school is in session. The Superintendent /designee shall develop appropriate administrative
 3 procedures to implement this policy.

4 The attendance supervisor shall oversee the entire attendance program which shall include:¹

- 5 1. All accounting and reporting procedures and their dissemination;
- 6 2. Alternative program options for students who severely fail to meet minimum attendance
7 requirements;
- 8 3. Ensuring that all school age children attend school.

9 The principal shall be responsible for ensuring that:⁶

- 10 1. Attendance is checked and reported daily for each class;
- 11
- 12 2. Daily absentee sheets contain sign in/sign out sheets and indicate students present or absent
13 for the majority of the day;
- 14 3. All student absences are verified;
- 15 4. Written excuses are submitted for absences and tardiness; and
- 16 5. System-wide procedures for accounting and reporting are followed.
- 17
- 18 6. Providing documentation of enrollment status upon request for students applying for new or
19 reinstatement of driver's permit or license; and Notifying the Department of Safety
20 whenever a student with a driver's permit or license withdraws from school.²

21 Student attendance records shall be given the same level of confidentiality as other student records. Only
 22 authorized school officials with legitimate educational purposes may have access to student information
 23 without the consent of the student or parent(s)/guardian(s).³

24 The educational program offered by this District is predicated upon the presence of the student and
 25 requires continuity of instruction and classroom participation. Attendance shall be required of all

1 students enrolled in the schools during the days and hours that the school is in session or during the
2 attendance sessions to which she/he has been assigned.

3 The Superintendent/designee shall require, from the parent of each student of compulsory school age
4 or from an adult student who has been absent from school or from class for any reason, a written
5 statement of the cause for such absence within (5) days of returning to school. The Board of Education
6 reserves the right to verify such statements and to investigate the cause of each single absence or
7 prolonged absence.

8 The Board considers the following factors to be reasonable excuses for time missed at school:⁴

- 9 A. Personal Illness, injury, or hospitalization of student. Physician verification will be
10 required to justify absences after the accumulation of ten (10) days of absences during
11 the school year. Notes must be date specific and will be required for subsequent absences
12 beyond ten (10) days. After an accumulation of ten (10) check-ins or check-outs during a
13 school year, physician verification will be required to justify the absence from school.
14 Any accumulation of absences, check-ins, or check-outs beyond ten (10) without
15 physician verification will be unexcused.
- 16 B. Personal illness in the family necessitating the presence of the child.
- 17 C. Death in the family.
- 18 D. Absence due to the incapacity of parent/guardian.
- 19 E. Special and recognized religious holidays regularly observed by persons of their faith.⁵
- 20 F. ~~When the student is officially representing the school in a school sponsored or school~~
21 ~~endorsed activity.~~
- 22 G. Legal Court Summons, Court Order, or Subpoena when it is not a result of the student's
23 misconduct as provided for by law.
- 24 H. Pregnant Students
- 25 I. Extenuating circumstances approved by the principal on a case-by-case basis.

26 TRUANCY

27 Annually, the Director of Schools/designee will provide written notice to parent(s)/guardian(s) that
28 attendance at school is required. Students shall be present at least fifty percent (50%) of the scheduled
29 school day in order to be counted present. Students may attend part-time days, alternating days, or for a
30 specific amount of time as indicated in their Individualized Education Plan or 504 Plan and shall be
31 considered present for school attendance purposes. If a student is required to participate in a remedial
32 instruction program outside of the regular school day where there is no cost to the parent(s)/guardian(s)
33 and the school system provides transportation, unexcused absences from these programs shall be
34 reported in the same manner.⁷

35 A student who is absent five (5) days without adequate excuse shall be reported to the Director of
36 Schools/designee who will, in turn, provide written notice to the parent(s)/guardian(s) of the student's
37 absence. If a parent does not provide documentation within adequate time excusing those absences, or

1 request an attendance hearing, then the Director of Schools/designee shall implement the progressive
2 truancy intervention plan described below prior to referral to juvenile court.

3 *Progressive Truancy Intervention Plan*⁸

4 Prior to referral to juvenile court, the following progressive truancy intervention plan will be
5 implemented.

6 **Tier I**

7 Tier I of the progressive truancy intervention plan shall include the following:

- 8 1. A conference with the student and the student's parent(s)/guardian(s);
9
- 10 2. An attendance contract, based on the conference, signed by the student, the parent(s)/guardian(s),
11 and an attendance supervisor or designee. The contract shall include:
12
 - 13 a. A specific description of the school's attendance expectations for the student;
 - 14 b. The period for which the contract is effective; and
 - 15 c. Penalties for additional absences and alleged school offenses, including additional
16 disciplinary action and potential referral to juvenile court; and
- 17 3. Regularly scheduled follow-up meetings to discuss the student's progress.
18

19 **Tier II**

20 If a student accumulates additional unexcused absences in violation of the attendance contract in Tier I,
21 the student will be subject to Tier II.

22 Under this tier, a school employee shall conduct an individualized assessment detailing the reasons a
23 student has been absent from school. The employee may refer the student to counseling, community-
24 based services, or other services to address the student's attendance problems.

25 **Tier III**

26 This tier shall be implemented if the truancy interventions under Tier II are unsuccessful.

27 These interventions shall be determined by a team formed at each school. The interventions shall
28 address student needs in an age-appropriate manner. Finalized plans shall be approved by the Director
29 of Schools/designee.
30

31 **MILITARY**⁹

32 **Notwithstanding any other law to the contrary, if a student's parent, custodian or other person with**
33 **legal custody or control of the student is a member of the United States armed forces, including a**
34 **member of a state national guard or a reserve component called to federal active duty, a public school**

1 principal shall give the student:

2 (1) An excused absence for one (1) day when the member is deployed;

3 (2) An additional excused absence for one (1) day when the service member returns
4 from deployment; and

5 (3) Excused absences for up to ten (10) days for visitation when the member is granted
6 rest and recuperation leave and is stationed out of the country.

7 (4) Excused absences for up to ten (10) days cumulatively within the school year for
8 visitation during the member's deployment cycle.

9 Students receiving an excused absence under this section shall have the opportunity to make up school
10 work missed and shall not have their class grades adversely affected for lack of class attendance or
11 class participation due to the excused absence.¹¹ Students shall have 1 day to make up work for each
12 day of excused absence.

13 If necessary, verification may be required to justify absences.

14 Absences other than those outlined above shall be considered unexcused.

15

16 **PREGNANT STUDENTS**

17 Pregnant students are allowed 3 hours of Homebound instruction per week per six (6) weeks during
18 maternity leave. If further time is needed, medical certification from a physician is required to grant
19 additional time at home. Upon reception of the medical certification, homebound services will be
20 granted at a 3 hours per week rate.

21 **CREDIT/PROMOTION DENIAL**

22 Credit/promotion denial determinations may include student attendance; however, student attendance
23 may not be the sole criterion.¹⁰ However, if attendance is a factor, prior to credit/promotion denial, the
24 following shall occur:

25 1. Parents and students shall be advised if a student is in danger of credit/promotion denial due
26 to excessive absenteeism.

27 2. Procedures in due process are available to the student when credit or promotion is denied.

28 **ATTENDANCE HEARING¹¹**

- 1 An attendance hearing scheduled by the principal, for students with excessive (more than 5) unexcused
2 absences, will be held to determine if any of the extenuating circumstances exist or to determine if the
3 student has met the attendance requirements that will allow him/her to pass the course or be promoted.
4 Upon notification of the attendance committee's decision, the principal shall send written notification
5 to the director of schools/designee and the parent(s)/guardian(s) of the student of any action taken
6 regarding the excessive unexcused absences. The notification shall advise parent(s)/guardian(s) of their
7 right to appeal such action within two (2) school days to the director of schools/designee.
- 8 The appeal shall be heard no later than ten (10) school days after the request for appeal is received.
- 9 Within five (5) school days of the director of schools/designee rendering a decision, the student's
10 parent(s)/guardian(s) may request by the Board, and the Board shall review the record. Following the
11 review, the Board may affirm or overturn the decision of the director of schools/designee. The action
12 of the Board shall be final.

Legal References

1. TRR/MS 0520-01-03-.08(1)(a); TCA 49-6-3006
2. TCA 49-6-3017(c)
3. TCA 10-7-504; 20 USCA § 1232g
4. TRR/MS 0520-01-02-.17(1)(c)
5. TCA 49-6-2904(b)(5)
6. TCA 49-6-3007; Public Acts of 2018, Chapter No. 958
7. TCA 49-6-3021
8. TCA 49-6-3007; TCA 49-6-3009; Public Acts of 2018, Chapter No. 958
9. TCA 49-6-3019
10. TCA 49-2-203(b)(7)
11. TRR/MS 0520-01-02-.17

Cross References

- School Calendar 1.800
- Extracurricular Activities 4.300
- Interscholastic Athletics 4.301
- Field Trips/Excursions/Competitions 4.302
- Reporting Student Progress 4.601
- Promotion and Retention 4.603
- Recognition of Religious Beliefs, Customs, & Holidays 4.803
- Voluntary Pre-K Attendance 6.2011
- Students in Foster Care 6.505
- Student Records 6.600



Germantown Municipal School District Budget Amendment

Fiscal Year: 2019-2020

Amendment # 7

GMSD Acct #	GMSD Acct	Original Budget	Approved Changes	Requested Changes	Amended Budget
141-71100-722	Instructional Equipment - TV Studio	164,495	-	59,486	223,981
141-39000	Reserves - Restricted	59,486	-	(59,486)	-

REASON FOR AMENDMENT:

To appropriate unspent 2018-19 funds for TV studio equipment.

APPROVAL / DENIAL:

_____ Budget revision is approved effective _____.

_____ Budget revision is denied for the following reason(s):

GMSD Board Chair

Date

GMSD Superintendent

Date



Germantown Municipal School District Budget Amendment

Fiscal Year: 2018-2019

Amendment # 8

GMSD Acct #	GMSD Acct	Original Budget	Approved Changes	Requested Changes	Amended Budget
141-46981	Revenues - Safe Schools Grant	59,000	-	68,685	127,685
141-46982	Revenues - School Safety	-	-	107,032	107,032
141-72210-524	Inservice/Staff Development	-	-	7,500	7,500
141-72210-599	Other Charges	-	-	15,772	15,772
141-72210-790	Other Equipment	-	-	151,932	151,932
141-72210-189	Other Salaries & Wages	59,000	-	513	59,513

REASON FOR AMENDMENT:

To appropriate funds for the safe schools and school safety grants. Includes completion of exterior badge access readers for district, outdoor cameras at HHS and at HMS, security fencing between playground and public areas at DES, and signage.

APPROVAL / DENIAL:

_____ Budget revision is approved effective _____.

_____ Budget revision is denied for the following reason(s):

_____ Date _____

_____ Date _____

GERMANTOWN MUNICIPAL SCHOOL DISTRICT

MASTER FACILITIES PLAN

FY 20



ACKNOWLEDGEMENTS

GERMANTOWN BOARD OF EDUCATION:

Rebecca Luter, Chairman
Amy Eoff, Vice Chairman
Linda Fisher
Angela Griffith
Betsy Landers

GERMANTOWN FACILITIES MASTER PLANNING COMMITTEE:

Chauncey Bland, Assistant Superintendent of Student Services
Josh Cathey, Deputy Superintendent
Reynold Douglas, General Services Director, City of Germantown
Mindy Fischer, Parent/Community Member
Terry Fischer, Parent/Community Member
Sarah Huffman, Assistant Superintendent of Exceptional Student Education
Jason Huisman, Assistant City Administrator, City of Germantown
Kevin Jones, Assistant Superintendent of Finance
Aaron Law, District Foreman
Charlie Leonard, Basketball Coach, Houston High School
Jason Manuel, Superintendent
Meredith Park, Assistant Superintendent of Academic Education
Betsy Landers, Germantown Board of Education
John Pierce, Director of Information Technology
Elissa Stratton, Executive Director of Human Resources

GERMANTOWN MUNICIPAL SCHOOL DISTRICT:

Joseph Bond, Principal, Riverdale Elementary School
Ashley Brasfield, Principal, Farmington Elementary School
Liz Dias, Principal, Houston Middle School
Zac Percoski, Principal, Forest Hill Elementary School
Teresa Price, Principal, Dogwood Elementary School
Rob Taylor, Principal, Houston High School

SPECIAL THANKS TO:

Kate Crowder, Communications Coordinator

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EXECUTIVE SUMMARY

The Germantown community voted through a referendum to create a municipal school district in July 2013. Less than one year later, the Tennessee Department of Education approved a local education agency for the Germantown Board of Education in May 2014. With State approval, Germantown Municipal School District (GMSD) was officially formed and assumed responsibility for the management, administration, and operation of five schools within its borders.

The Facilities Master Plan is a comprehensive planning document that focuses on the facility improvement needs of the school district. The plan is built upon a framework of information and data on enrollment, programs and facilities. These three pillars of the plan work interdependently, as changes in one area often will impact the other. As such, the district has committed to the ongoing process of evaluating the physical condition of the district's school buildings and how well they support current and future student populations and educational initiatives.

GMSD consists of one high school, one middle school, three elementary schools, and one K-8 school. Programs range from special education pre-school to general education college, and career and technical instruction.

The 2019-20 school year began with an enrollment of 6,016 regular education students—including 623 non-resident students. The district draws its enrollment from students residing in Germantown, Collierville and from other areas throughout Shelby County. Enrollment among students living in Germantown is projected to increase over the next ten years as a result of rising births in the 38138 and 38139 zip codes and from migrating populations in areas of Memphis and Shelby County. As enrollment among Germantown resident students continues to grow, the district will continue to limit open enrollment and reduce the number of non-resident students eligible to enroll in the district.

The Office of Academic Education has established a curriculum that promotes a rigorous and progressive academic program to support the growing student population. Over the next five years, the district will undertake educational initiatives to expand the Science, Technology, Engineering and Math (STEM) program at the middle and high school grade levels, upgrade the technology infrastructure in every school, and enhance academic programs to include pre-school, honors, advanced placement, and fine arts classes. These programs will be supported within the existing building space and in certain instances may require the redesign or repurposing of classroom space. For example, expansion of the STEM program at the high school requires use of a science lab and storage room to accommodate classroom instruction and equipment.

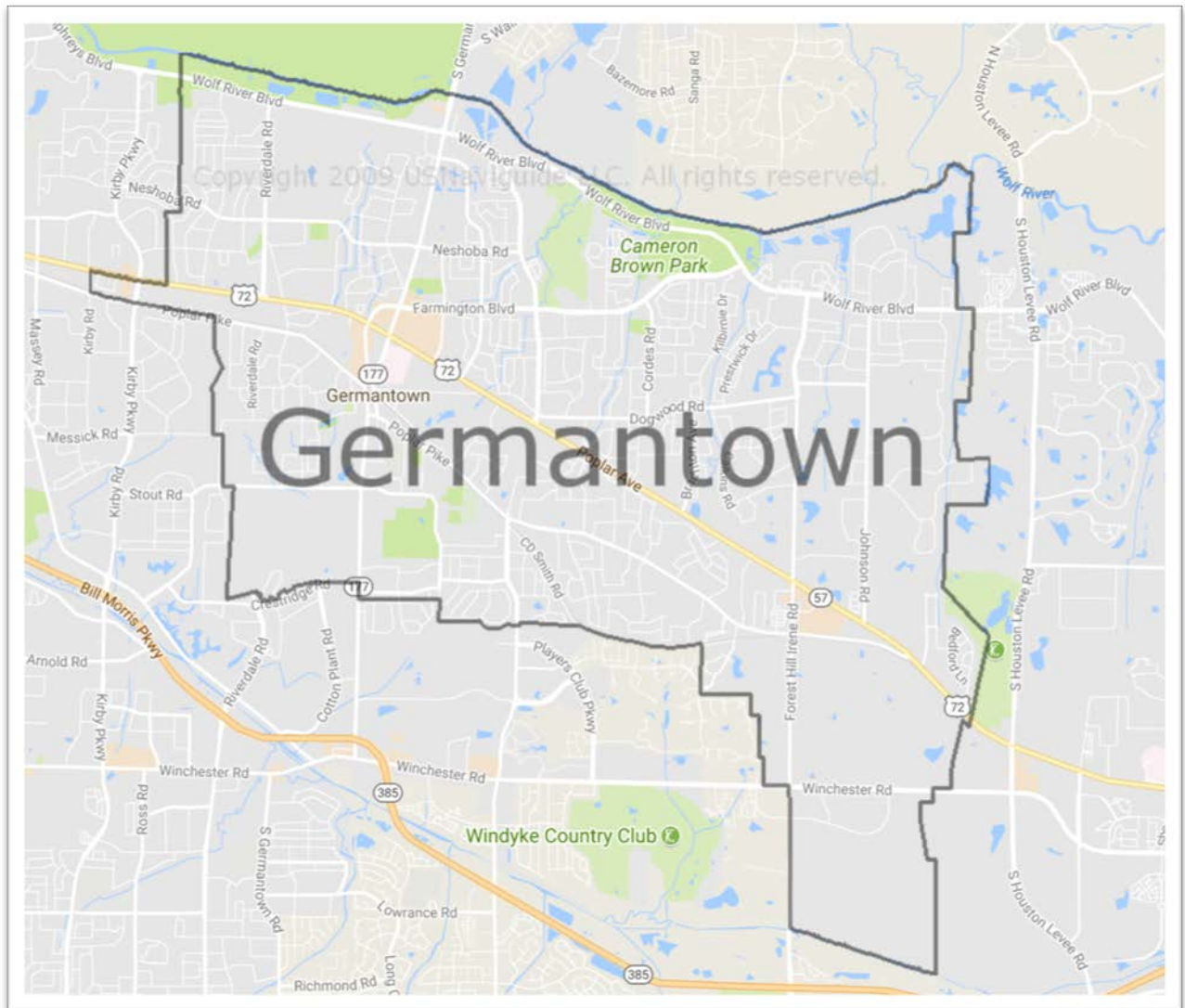
EXECUTIVE SUMMARY (CONTINUED)

Through an annual inspection, the district performs an assessment of building usage and suitability to determine if the space provided adequately supports the number of students enrolled and the program offerings. The 2019-20 assessment identified specific facility improvement needs and rated the overall physical condition of each school building. Most of the school buildings are rated in fair to good condition; however, each school has significant capital improvement needs that require immediate attention. Funding for capital improvements is received through the Shelby County Commission and City of Germantown. Since the district's inception in 2014, there has been a total investment of over \$63 million in capital improvements, including new construction and deferred maintenance list items. The district has three main funding sources through which these projects are funded: The City of Germantown has invested just under \$38 million, GMSD has invested over \$20 million from the general fund, and the Shelby County Commission has invested over \$4 million in helping to complete these projects. Just over \$1 million has also been contributed to complete projects through private donors.

Deferred maintenance among the district's six schools totals \$18,831,500 for projects involving mechanical improvements, structural improvements, and ADA improvements. The consequences of deferred maintenance can be costly. There is the potential risk of liability, increasing safety hazards, as well as escalating costs from delayed repairs.

Projects listed in the capital improvements budget have been prioritized with the most critical needs and major capital projects included in the budget. To ensure the long-term success of its students, programs and the longevity of its facilities, GMSD must continue developed strategies to secure adequate funding for deferred maintenance and other capital costs. One of the big strides made with the Shelby County Commission is that the capital improvement funding will now be coming on a monthly basis. Having a set amount of funding for capital projects on a monthly basis will allow the district to plan more strategically for capital projects moving forward.

MAP 1. GERMANTOWN MUNICIPAL SCHOOLS ATTENDANCE ZONE



PLANNING PROCESS

The process of developing the facilities master plan began with the formation of a planning committee at the start of the 2014-15 school year. A planning committee was formed, representing the school district administration, board of education, and parents. In a series of meetings over several months, the committee provided its expertise and knowledge to critique various information about the school community and established specific goals to ensure the successful implementation of the plan. This committee meets annually to provide input for plan updates.

PLAN GOALS

The following goals were developed through the planning process and serve to guide the recommendations of the plan:

- Optimize the use of school facilities to accommodate current and future enrollment
- Eliminate temporary (portable) classrooms
- Expand elementary and middle school building capacity
- Upgrade school facilities to comply with ADA guidelines, life safety code, building code and fire safety code
- Upgrade existing school facilities to support innovative and advanced instructional technology infrastructure
- Continue to promote standards of traditional neighborhood based schools
- Maintain cooperative joint use agreements and partnerships for the use of school facilities and city-owned facilities
- Upgrade academics, arts, and athletics facilities throughout the district.

HISTORICAL ENROLLMENT

Enrollment and demographics provide an accurate picture of the number of students attending Germantown schools and the instructional needs they bring with them. Changes in enrollment and student demographics over time can have major implications on the physical space provided and how it is used. Enrollment can reveal patterns of growth, decline or stability that are often good indicators of future trends. This section of the plan provides an analysis of historical, current enrollment, and predicted future demographics for Germantown schools.

Prior to the formation of Germantown Municipal Schools District, school attendance zones extended beyond the municipal limits of Germantown and included areas of un-incorporated Shelby County, as well as areas within the Town of Collierville, Tennessee. As a result, enrollment totals for Germantown schools could include residents of Germantown, Collierville or un-incorporated Shelby County. The current attendance zones are confined to the city limits of Germantown and reflect the enrollment of Germantown residents only.

TABLE 1. HISTORICAL RESIDENT ENROLLMENT

Year	K	1 st	2 nd	3 rd	4 th	5 th	6 th	7 th	8 th	9 th	10 th	11 th	12 th	Total
2014-15	336	357	351	366	339	389	360	344	336	331	253	258	198	4,218
2015-16	335	367	361	380	387	353	371	349	326	326	325	200	245	4,325
2016-17	416	348	363	369	406	398	375	391	368	330	341	315	198	4,618
2017-18	392	428	364	359	393	417	436	376	379	372	318	333	289	4,856
2018-19	406	403	443	386	400	408	463	454	392	396	383	310	325	5,169
2019-20	430	395	409	445	402	409	448	473	471	394	398	389	330	5,393

TABLE 2. HISTORICAL NON-RESIDENT ENROLLMENT

Year	K	1 st	2 nd	3 rd	4 th	5 th	6 th	7 th	8 th	9 th	10 th	11 th	12 th	Total
2014-15	51	51	58	38	47	54	70	121	101	134	256	244	225	1,450
2015-16	33	49	53	52	44	53	86	90	128	124	144	267	252	1,375
2016-17	34	52	58	51	61	50	59	72	84	161	109	145	244	1,180
2017-18	28	43	53	67	50	75	60	68	86	123	165	110	152	1,080
2018-19	16	23	31	36	45	41	44	52	48	106	111	144	98	795
2019-20	18	14	21	23	20	27	11	31	37	83	94	113	131	623

ENROLLMENT.

CHART 1. PERCENT CHANGE OF RESIDENT ENROLLMENT

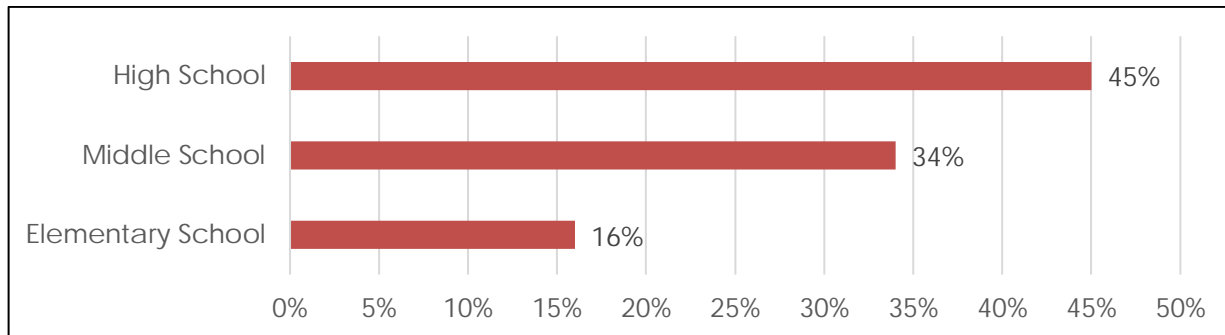


TABLE 3. NUMERIC CHANGE OF RESIDENT GRADE GROUP ENROLLMENT

Year	K - 5	6 - 8	9 - 12	Total
2014-15	2138	1040	1040	4,218
2015-16	2183	1046	1096	4,325
2016-17	2300	1134	1217	4,651
2017-18	2353	1191	1312	4,856
2018-19	2446	1309	1414	5,169
2019-20	2490	1392	1511	5,393
Change	+ 352	+ 352	+471	+ 1,175

In our first five years as a district, the greatest increase has occurred at the high school level with an increase of 471 (45%) resident students. The middle school level has experienced growth with an increase of 352 (34%) resident students. The elementary level also experienced growth with an increase of 352 (16%) resident students. Overall, the district has grown 1,175 (28%) resident students in our first five years.

CURRENT ENROLLMENT

TABLE 4. STUDENTS BY PLACE OF RESIDENCE AND SCHOOL OF ATTENDANCE

	DES	%	FES	%	FHES	%	RES	%	HMS	%	HHS	%
Residents	658	98%	594	96%	488	89%	1201	94%	941	97%	1,511	78%
Non-Residents	11	2%	23	4%	62	11%	79	6%	27	3%	421	22%
Total	669		617		550		1,280		968		1,932	

Table 4 identifies the enrollment totals of students attending Germantown schools based on the place of residence and school of attendance. Houston High has the highest percentage of non-resident students at 22% percent, followed by Forest Hill Elementary with 11% percent. The geographical location of each school and its proximity to neighboring school systems contributes to the percentage of non-resident populations. Non-resident students attending Houston High includes 421 students from Collierville and Shelby County. Riverdale Elementary draws most of its non-resident students from the Cordova area within the city limits of Memphis. The majority of these non-resident students attended a Germantown school prior to the formation of GMSD, and re-enrolled through the district's non-resident enrollment policy.

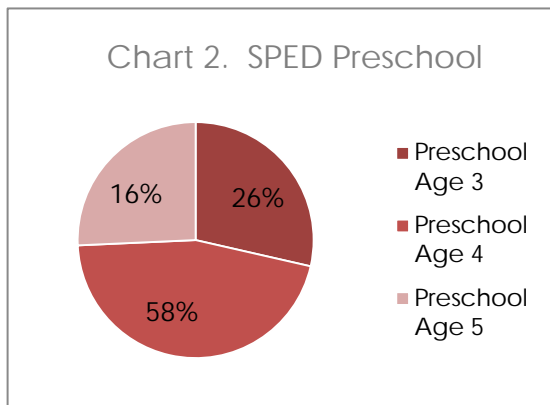
SPECIAL EDUCATION ENROLLMENT

All means all. Germantown Municipal School District recognizes the importance and is committed to providing an educational experience that supports the academic achievement and success of both general education and special education students to be college and career ready at an individual level.

Although the special education student population accounts for a small percentage of total enrollment (18%), the district provides a continuum of services for students who need additional support.

The support services range from the most intense intervention of small groups in a specialized classroom to co-teaching supports in the general education setting. The district also offers related services for speech and language, occupational therapy, physical therapy, hearing impairments and vision impairments.

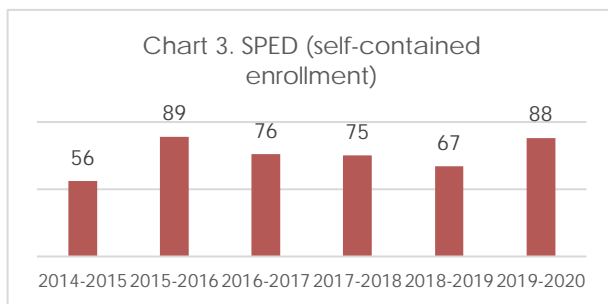
The most intense intervention services prepare our students with cognitive challenges for life after school. The district has been granted a Transition from School to Work Grant through a



partnership with Vocational Rehabilitation. This grant provides two full time staff members who solely focus on increasing postsecondary outcomes for students with disabilities focusing on career or college. This percentage of the population ranges from 0.5 to 1% generally. For 2014-2020, the average enrollment for this population was 75, with current enrollment at 88.

For students ages 3-5, the district offers a continuum of services for students with disabilities ranging from co-teaching environments to specialized instruction preschool environment that includes positive peers. There is a total of six Germantown Municipal School District Preschool classrooms, with one at Dogwood, one at Riverdale, two at Forest Hill, and two at Farmington. Currently there are 38 preschool students total in the district.

The district has experienced a rise in preschool enrollment since its inception in 2014. The enrollment rise could be partly due to the creation of the municipal school district and the child find awareness campaign.



The State Department has also identified five focus areas: early foundations and literacy, high school bridge to postsecondary, all means all, educator support and district empowerment. Germantown Municipal School District will use these goals and focus areas to springboard our programs over the next five years.

PROJECTED ENROLLMENT

In the Spring of 2017, the district hired a professional demographer to forecast enrollment for the district over the next ten years. The demographer took data on census, historical enrollment, population demographics, and many other data points to do an enrollment forecast through 2027.

According to the demographer's analysis, the primary factors causing the district's enrollment to stabilize over the next 10 years are a substantial increase in the number of empty nest households (home owners age 70+) "turning over" that will equal the number of homes (homeowners age 50-59) that become empty nest, along with sustained in migration flow of young households with children.

Changes in year-to-year enrollment over the next 10 years will primarily be due to the size of the grade cohorts entering and moving through the school system in conjunction with the size of the cohorts leaving the system.

The elementary enrollment will begin a slight decline after the 2022-2023 school year. This will be due primarily to the fact that the rising 5th grade cohorts will be greater than 460 in size.

Total district enrollment is forecasted to increase by 286 students, or 4.9%, between 2016-17 and 2021-22. Total enrollment is forecasted to decline by 108 students, or -1.8%, from 2021-22 to 2026-27.

The demographer predicted the K-5 grade band would have an enrollment of 2,729 for the 2019-20 school year. The district's actual enrollment is 2,615, 114 fewer students at the K-5 grade band than the demographer predicted.

The demographer predicted the 6-8 grade band would have an enrollment of 1,476 for the 2019-20 school year. The district's actual enrollment is 1,469, 7 fewer students at the 6-8 grade band than the demographer predicted.

The demographer predicted the 9-12 grade band would have an enrollment of 1,913 for the 2019-20 school year. The district's actual enrollment is 1,932, 19 more students at the 9-12 grade band than the demographer predicted.

The demographer predicted a total enrollment of 6,118 for the 2019-20 school year. The district's actual enrollment is 6,016, 102 fewer students than the demographer predicted.

The district will continue to monitor enrollment trends and make recommendations for facility additions and/or zoning changes based on enrollment.

DEMOGRAPHERS' REPORT

CHART 4. GRADE LEVEL PROJECTED RESIDENT ENROLLMENT

Germantown Municipal School District: Total District Enrollment

	2014-15	2015-16	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27
K	387	369	452	437	431	424	420	411	404	397	388	386	392
1	412	418	408	473	465	459	452	444	435	427	420	411	402
2	409	414	421	412	477	469	459	452	444	436	429	423	414
3	404	447	429	433	423	487	477	467	460	451	445	438	432
4	386	438	454	441	444	432	493	483	473	466	459	453	445
5	443	405	463	468	454	458	440	503	493	483	477	469	463
Total: K-5	2,441	2,491	2,627	2,664	2,694	2,729	2,741	2,760	2,709	2,660	2,618	2,580	2,548

6	430	464	442	488	490	472	472	451	512	498	488	485	477
7	465	440	467	449	497	498	477	477	456	517	503	496	493
8	437	457	461	474	456	506	503	482	482	461	522	512	505
Total: 6-8	1,332	1,361	1,370	1,411	1,443	1,476	1,452	1,410	1,450	1,476	1,513	1,493	1,475

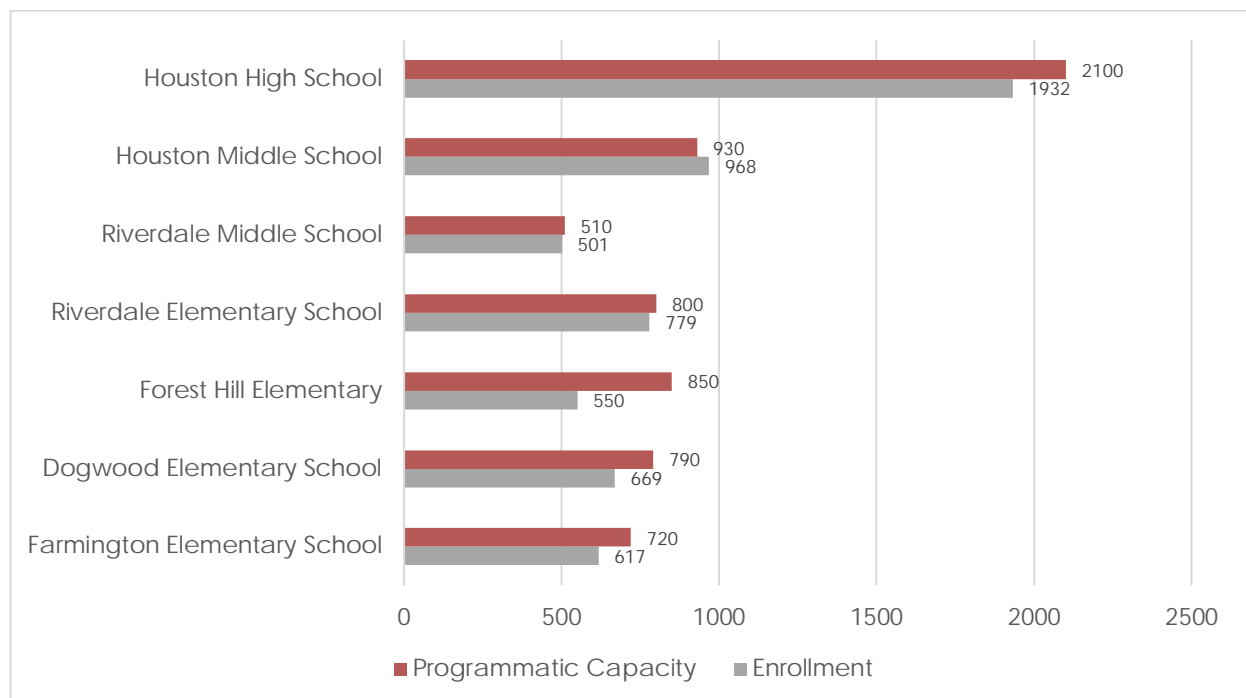
9	465	448	499	484	498	479	531	528	506	506	484	548	538
10	509	460	449	494	479	493	474	526	523	501	501	479	543
11	502	471	470	440	484	469	483	465	515	513	491	491	469
12	423	490	459	458	429	472	457	471	453	502	500	479	479
Total: 9-12	1,899	1,869	1,877	1,876	1,890	1,913	1,945	1,990	1,997	2,022	1,976	1,997	2,029
Total: K-12	5,672	5,721	5,874	5,951	6,027	6,118	6,138	6,160	6,156	6,158	6,107	6,070	6,052

CAPACITY

The demand for instructional and core facility space depends greatly upon the number of students enrolled and the programs offered from year to year. In order to meet the demand, classroom capacity is adjusted on an annual basis. Although the overall square footage of a school building does not change, the capacity can fluctuate as it is influenced by factors such as student-teacher ratios, class scheduling, classroom design and the curriculum or program offered. At the start of each school year, district administrators monitor enrollment to determine the number of students enrolled per classroom and perform school site visits to determine how classroom space is being used. This assessment allows the district to determine the maximum number of students that can be accommodated within each school building.

Maximum capacity is defined as the number of students that can be accommodated within a classroom. The utilization rate determines how efficiently the student population and programs operate within the available classroom space. For grades K-3, the maximum student to teacher ratio allowed by the state is an average of 20:1 with no individual class to exceed 25 students. For grades 4-6, the maximum student to teacher ratio allowed by the state is an average of 25:1 with no individual class to exceed 30 students. For grades 7-12, the maximum student to teacher ratio allowed by the state is an average of 30:1 with no individual class to exceed 35 students. These state maximums, along with a count of classrooms, define how many students can attend our schools per state law. A comparison of enrollment to capacity results in the utilization rate. As indicated in Chart 5, utilization rates are at or above 90 percent at each school. The district strives for our enrollment at each school to be below the maximum capacity allowed by state standards. The district has defined optimal capacity as 2 students per teacher below the state maximums. To achieve an optimal capacity, the district will need to consider various options to balance enrollment among the elementary and middle schools. The completion and opening of Forest Hill Elementary School for the 2019-2020 school year has helped in balancing the elementary school population.

CHART 5. SCHOOL ENROLLMENT AND CAPACITY UTILIZATION



PROGRAMS

Germantown Municipal School District is a system of six schools with three elementary schools' kindergarten through fifth, one kindergarten through eighth, one middle school sixth through eighth, and one high school ninth through twelfth. The schools have a highly academic population serving many students who have a wide variety of experiences and backgrounds. The average ACT score has improved from when we began as a district in 2014-2015. In 2014-2015, the average composite ACT score was 24.1. This has grown to an average composite ACT score of 25.9 in 2018-2019. The graduation rate is 95.4%. Approximately 4.2% of served students are considered economically disadvantaged students. Parent support, high expectations, rigorous curriculum have been key components in the success of the students in Germantown. Germantown will continue to enhance programs to serve students aiming for college preparation, career preparation, STEM, occupational diploma, honors diploma, special education diploma, alternative academic diploma, and traditional diploma.

STEM

Over the last four years, STEM course offerings in our middle grades at Riverdale and Houston Middle have continued to grow. With the expansion at Riverdale, we have added a STEM lab, which is an open concept partnered with the traditional science lab. In 2017-2018, GMSD expanded the Project Lead the Way (PLTW) STEM curriculum programs to third and fourth graders. In 2018-2019, GMSD is implementing the new Tennessee Science Academic Standards. These standards place emphasis on STEM concepts. For students in grades 3-8, GMSD adopted and purchased a blended learning curriculum which allows virtual reality and technology-infused labs and projects. The district would like to upgrade all facilities to offer fully functional STEM labs/Maker Spaces.



FINE ARTS

The district currently offers art and music on a rotational basis at the elementary schools. Students in fifth grade have the option of taking orchestra instead of general music. Both Riverdale and Houston Middle offer a band, chorus, and orchestra program. In 2016-2017, the district developed a Fine Arts Academy at Houston High School. To ensure success for this academy, the programs need dedicated space for optimal program growth. Our art teachers need classrooms with sinks, storage, and operational kilns. Houston High School also has facility needs with auditorium upgrades, dance studio, audio recording studio, and updated visual arts spaces.



PROGRAMS

ATHLETICS

Houston High School offers 19 TSSAA recognized competitive sports. The district has identified an athletic field house and additional gym space as high priorities at Houston High School. The addition of Forest Hill Elementary provides an additional gym space, but the need for additional gym space at Houston High remains a priority. Houston Middle School and Riverdale currently offer 4 TMSAA activities and a variety of athletic club opportunities. One of the overarching goals for all programs is to have student athletes practicing and competing on the same campuses they attend.



TECHNOLOGY

Riverdale Elementary School's network cabling infrastructure was upgraded to the latest commercially available cabling, Cat6A, supporting 10Gbps speeds. This effectively increased available network capacity by a factor of 100 in some parts of the building. Similar cabling upgrade projects will continue each summer to replace aging network infrastructure at each school location.



Continuing the District's support of a 1:1 initiative for grades 6-12, the Technology Department continues to add network capacity to each location. Plans include adding wireless access points to each classroom in 1:1 building locations to further enhance network resource availability in blended learning environments. To this point, wireless access points have been added to Houston Middle School and Riverdale Middle, resulting in one wireless access point per classroom, to support this initiative.

PROGRAMS

BLENDED LEARNING: GMSD'S ONE TO ONE TECHNOLOGY

GMSD maintains a 1:1 classroom environment for grades 6th-12th with a focus on the Blended Learning model of teaching. For the 2019-2020 school year, all middle school students (6-8) have been assigned an iPad with a keyboard case. All high school students (9-12) have been assigned a MacBook Air. All student devices are connected to the internet and have a full keyboard, which can be used for online assessments. In order to support the Blended Learning Model, all newly adopted textbooks for the 2019-2020 school year include an online text and other online support materials. In order to streamline access to these resources, GMSD has implemented Classlink, a single sign-on (SSO) portal that provides a single point of access for all student online textbooks and programs. The Curriculum Technology team has developed a schedule of training opportunities for teachers and the community.

PROFESSIONAL LEARNING COMMUNITIES

At the Germantown Municipal School District offices, a professional development room has been developed for teacher and leader growth. This room continues to allow us flexibility when creating professional learning activities for our teachers, which may include a thorough review of data. A focus on data has been a priority for our schools.



All schools do not have space to add a room solely for data review, but have instead identified a designated area/room that is only accessible by school personnel. These rooms allow administrators and teachers to post student data in order to review trends of student performance. The restricted access area allows for protection of the student rights and can also be utilized for teacher planning purposes and limited professional development at the school.

SPECIAL EDUCATION

Every school in Germantown serves students with disabilities and offers related services such as speech and language, occupational therapy, and physical therapy. Dogwood, Farmington and Riverdale could all be included in our plan to receive ADA upgrades, with the goal of better serving all students, staff, stakeholders, and community members who utilize these facilities.



PROGRAMS

SPECIAL EDUCATION PRESCHOOL

Germantown Municipal Schools currently serves 38 special education preschool students at the six programs/classrooms at each elementary school. The students are eligible for services the day they turn 3 until their 6th birthday. The severity and medical needs of the students become difficult to manage when class sizes exceed 15 students. Ideally, each classroom should serve 9-11 students with a 1:3 ratio. The SPED preschool enrollment is growing daily with the most significant increase among 3 year old students. The district opened two additional classrooms at Forest Hill Elementary to support this growth and provide additional



inclusive opportunities for students ages 3-5.

GERMANTOWN MUNICIPAL TELEVISION

Germantown Municipal Television (GMTV) was founded in June 2014 by a partnership with the Germantown Municipal School District and the City of Germantown. With support from the City, the school district converted the old auto shop at Houston High School into a television studio. The goal of the station is to produce programming and bring awareness of events happening in the Germantown community.



PARTNERSHIPS WITH THE CITY OF GERMANTOWN

The relationship between the Germantown Municipal School District and the City of Germantown is one of the many strengths for the district. The district desires to continue building on ways the two government entities can work together to build strong programs for students and strengthen the community.



CITY OF GERMANTOWN REACH PROGRAM

Through a cooperative partnership with the Germantown Municipal School District, Germantown Parks and Recreation's REACH program offers healthy choices for expanding creativity, learning new skills, having fun with friends and being physically active and fit. Structured to be beneficial to students and convenient for parents, the program challenges students to REACH for something more. The program offers highly interactive classes and engaging activities following school hours at Farmington, Dogwood and Riverdale Elementary schools.

GERMANTOWN PARKS AND RECREATION

Germantown Parks and Recreation regularly utilizes Germantown Municipal School District facilities for youth programs. Basketball practices take place on weeknights and games occur on Saturdays. The City of Germantown maintains the school district's grounds, including mowing, weed eating, and other miscellaneous functions. The school district's schools also utilize Parks and Recreation's playgrounds for recess and many other activities. The school district and the City of Germantown will continue to explore options for improving school facilities to continue to enhance recreational programs.

SCHOOL RESOURCE OFFICERS

School security is provided through a partnership between Germantown Municipal School District and the City of Germantown. The school district has an agreement with the City that allows the local police department to provide a full time student resource officer (SRO) at each school. The city also provides crossing guards at each school. Safety, security, communication, and cooperation have all been enhanced as a result of this partnership.

FACILITIES OVERVIEW: HOUSTON HIGH (HHS)



Houston High School was constructed in 1989 in the northeast corner of Germantown’s city limits. The school was built on a 45-acre campus fronting Wolf River Boulevard. The campus is bordered by single family residential neighborhoods to the east and west, and a public park to the south. The school serves students in grades 9 through 12 within 263,689 square feet. Enrollment totaled 1,932 with a student teacher ratio of 23.54.

TABLE 5. HHS STUDENT/TEACHER RATIO

2019-20 Student Enrollment at Houston High	
Germantown	1,511
Non-Residents	421
Total Enrolled	1,932
Students Per Teacher	
Total Teachers	81
Student Teacher Ratio	23.85: 1
State Allowed Average	30: 1

The main building was designed as a two-story structure with a series of classroom wings. The main floor houses space for administrative offices, a library, cafeteria, auditorium and two gymnasiums. There is a total of 111 classrooms with teaching space for core instruction, special education, fine arts, career and story structure that supports general education, special education and career and technical training, labs and a television studio. The annex building is also two stories. The annex building was constructed in 2004 to provide additional space. The Houston High campus includes tennis courts, a track and field, and one baseball athletic complex and ball field. Given its existing location, Houston High has limited opportunities for expansion. The school would benefit from having a practice field for athletics and band, an athletic field house, an additional

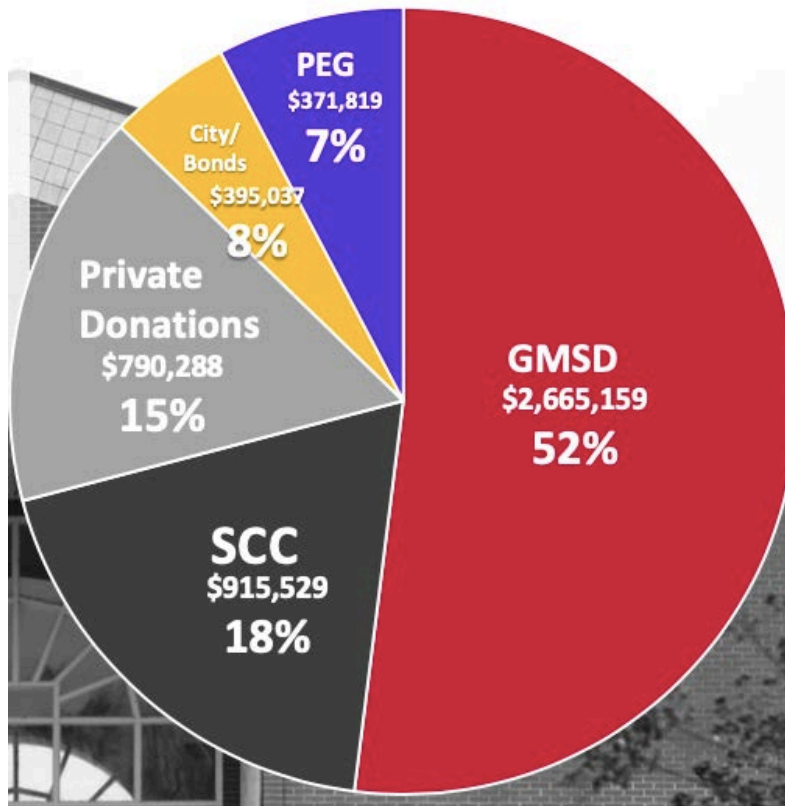
gym, a softball field, and additional parking.

The overall building condition is rated as fair to good. Recent capital projects completed include upgrading to an artificial turf football field in 2015, an upgrade of the energy management system in 2015, the installation of a jumbo-tron scoreboard in 2015, paving drive areas and parking lots in 2016, partial roof replacement in 2017, HVAC rooftop unit replacement in 2017, painting in 2018, and security upgrades in 2019. The deferred maintenance costs total just over \$6 million dollars.

FACILITIES IMPROVEMENTS: **HOUSTON HIGH (HHS)** 2014-2019



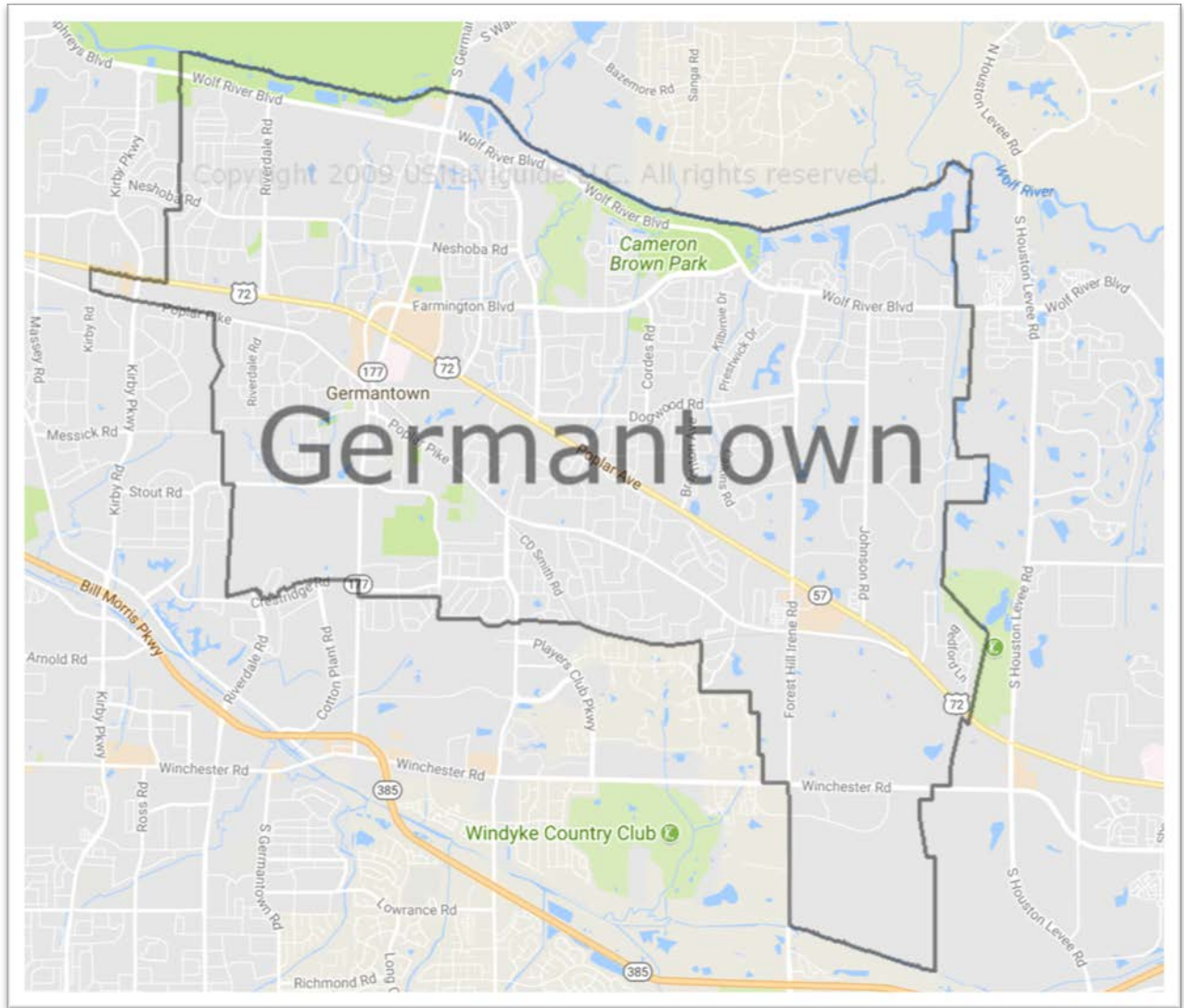
CAPITAL IMPROVEMENTS TOTALING \$5,137,832 INCLUDE: Gym Floor Replacement, Repaving, Carpeting, Television Studio, New HVAC, Roof Replacement, Painting, Turf Field and Jumbotron, Security Entrance & Fencing, and Athletic Field House/Band Addition



SITE PLAN 1. HOUSTON HIGH SITE PLAN



MAP 2. HOUSTON HIGH ATTENDANCE ZONES



FACILITIES OVERVIEW: HOUSTON MIDDLE (HMS)



Houston Middle was constructed in 1992 with 92,750 square feet. The school sits on 20 acres and fronts Wolf River Boulevard, just under a mile west of Houston High. The school serves students in grades 6 through 8 and has a current enrollment of 968 students with a student teacher ratio of 25.4.

TABLE 6. HMS STUDENT/TEACHER RATIO

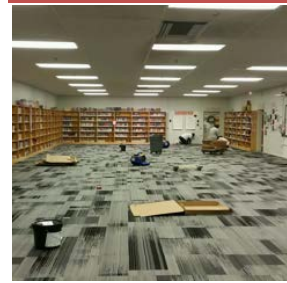
2019-20 Student Enrollment at Houston Middle	
Germantown	941
Non-Residents	27
Total Enrolled	968
Students Per Teacher	
Total Teachers	38
Student Teacher Ratio 6th	23.62: 1
State Allowed Average 6 th	25: 1
Student Teacher Ratio 7-8	26.4: 1
State Allowed Average 7-8	30: 1

The school is designed as a single story building with a series of classroom wings and a commons area that houses the main office, library, cafeteria and gymnasium. There are a total of 50 classrooms with rooms designed for special education, art, music, computer and science labs.

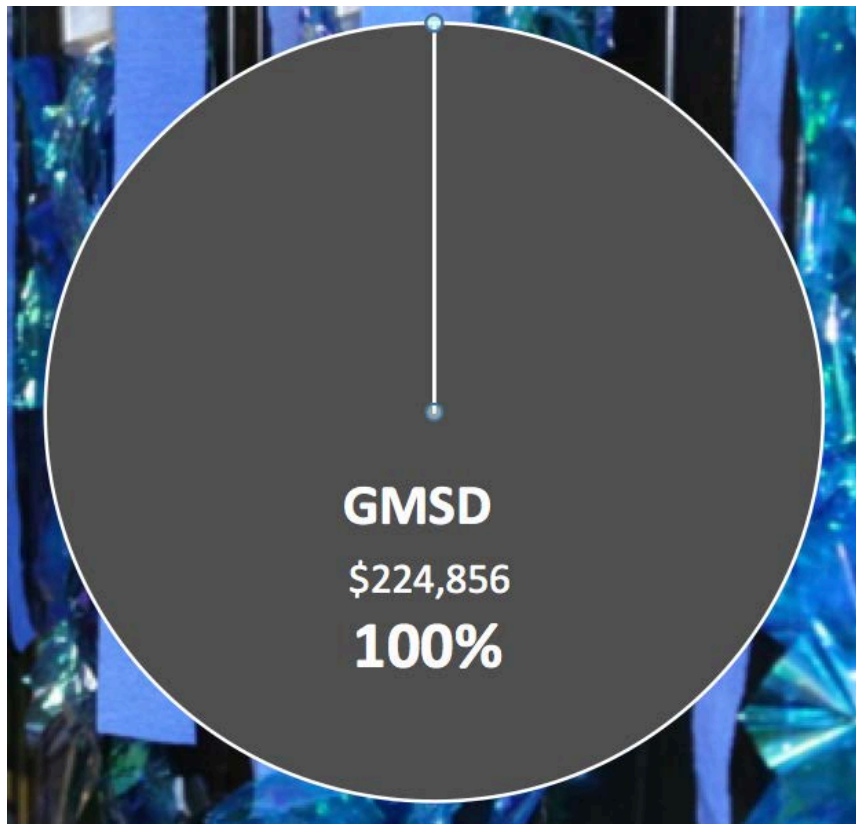
Houston Middle is considered to be in fair to good condition.

Recent capital projects that were completed include the repaving of all parking lots and drive areas in 2015 and upgrading to a hardwood gym floor in 2015. The deferred maintenance costs total just over \$4 million dollars.

FACILITIES IMPROVEMENTS: HOUSTON MIDDLE 2014-2019



GYM FLOOR REPLACEMENT, DRIVES REPAVED, CARPETING, WATER BOTTLE FILLING STATIONS FOR A TOTAL OF **\$224,856**.





FACILITIES OVERVIEW: RIVERDALE ELEMENTARY (RES)



Riverdale Elementary was originally constructed in 1968 on a 25-acre site (15 school and 10 city park). The school is located on Miller Farms Road within a 152,199 square foot building. Between 1973 and 1996, the school underwent five renovations that included construction of a gymnasium and an addition of 12 classrooms. A state of the art 64,000 square foot addition was completed in 2017. The 2019-20 enrollment totals 1,280 students – 779 students in kindergarten through 5th grade, and 501 students in grades

TABLE 7. RES STUDENT/TEACHER RATIO

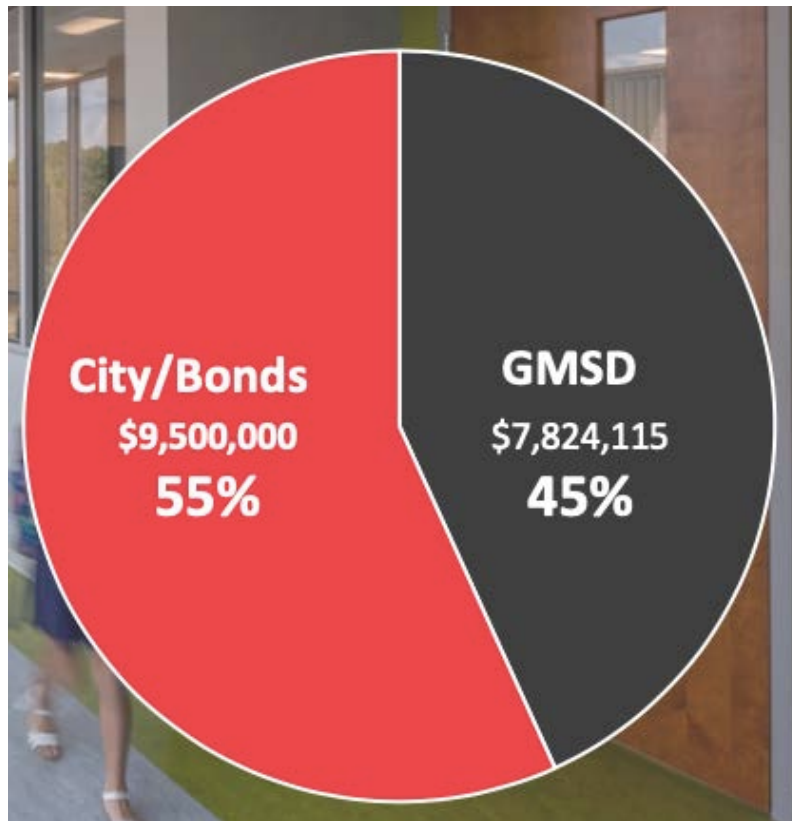
2019-20 Student Enrollment at Riverdale K-8	
Germantown	1,201
Non-Residents	79
Total Enrolled	1,280
Students Per Teacher	
Total Teachers	57
Student Teacher Ratio K-3 rd	19.48: 1
State Allowed Average K-3 rd	20: 1
Student Teacher Ratio 4 th - 6 th	25.19: 1
State Allowed Average 4 th - 6 th	25: 1
Student Teacher Ratio 7 th - 8 th	25.07: 1
State Allowed Average 7 th -8 th	30: 1

6th- 8th. The existing buildings are designed in classroom pods where students are grouped by grade level. The permanent building space supports administrative offices, a library, cafeteria and 46 classrooms. The new middle school addition supports administrative offices, a multipurpose space, a new gymnasium, and 24 classrooms. Classroom space is designated for general and special education, computer and science labs, and art. The school’s original gymnasium was constructed in 1972 as a stand-alone building and is connected to the main building by a covered crosswalk. In 2019, a large boiler/chiller renovation project was completed in the main building and kindergarten building. Riverdale’s building is rated in fair to good condition, with deferred maintenance over \$3 million.

FACILITIES IMPROVEMENTS: RIVERDALE ELEMENTARY 2014-2019



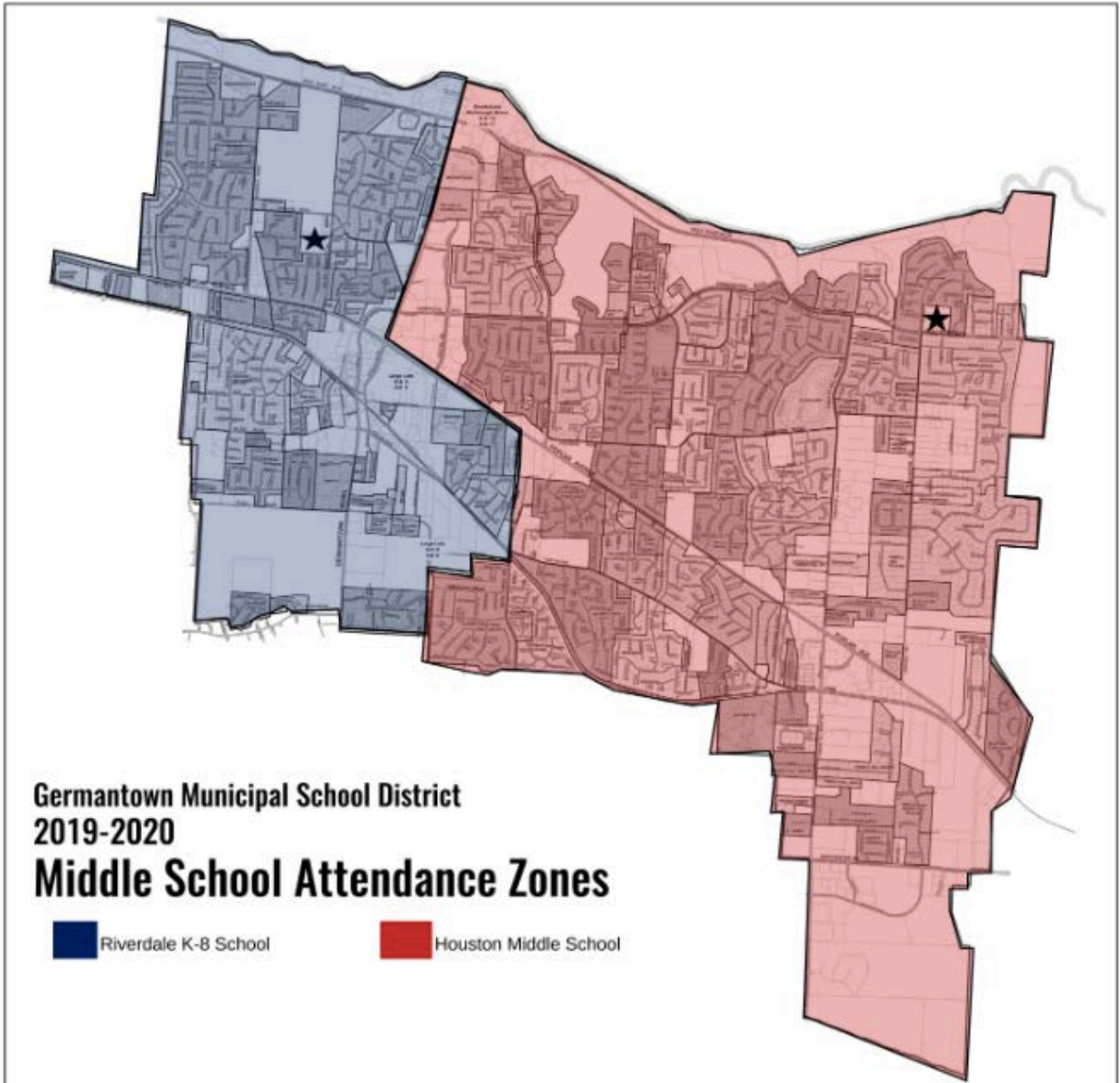
CAPITAL IMPROVEMENTS TOTALING \$17,324,115 WHICH INCLUDES: RIVERDALE 64,000 SQ FT ADDITION TO REPLACE PORTABLES, SIDEWALK ADDITIONS, HVAC & CEILING REPLACEMENT, LED LIGHTING UPGRADES



SITE PLAN 3. RIVERDALE ELEMENTARY SITE PLAN



MAP 3. MIDDLE SCHOOL ATTENDANCE ZONES



FACILITIES OVERVIEW: DOGWOOD ELEMENTARY (DES)



Dogwood Elementary was constructed in 1976. The school occupies 88,000 square feet on an 18.5-acre site (14 school and 4.5 city park) within a residential neighborhood. The school serves students in grades kindergarten through fifth and has current enrollment of 669 students with 18.8 students per teacher.

The school building is laid out in a series of classroom pods with a central commons area that houses the main office, library, cafeteria and gymnasium.

TABLE 8. DES STUDENT/TEACHER RATIO

2019-20 Student Enrollment at Dogwood ES	
Germantown	658
Non-Residents	11
Total Enrolled	669
Students Per Teacher	
Total Teachers	36
Student Teacher Ratio K- 3 rd	17.68: 1
State Allowed Average K- 3 rd	20: 1
Student Teacher Ratio 4 th - 5 th	21.45: 1
State Allowed Average 4 th -5 th	25: 1

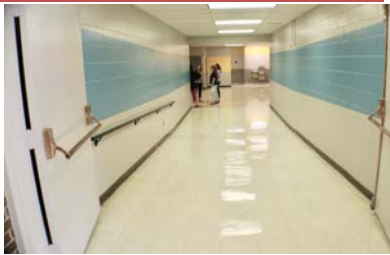
There are a total of 52 classrooms, with rooms reserved for special education, art, music, computer and science. 8 modular classrooms were added in the summers of 2016 and 2017 to accommodate the growing student population.

Dogwood’s building condition is rated as fair to good.

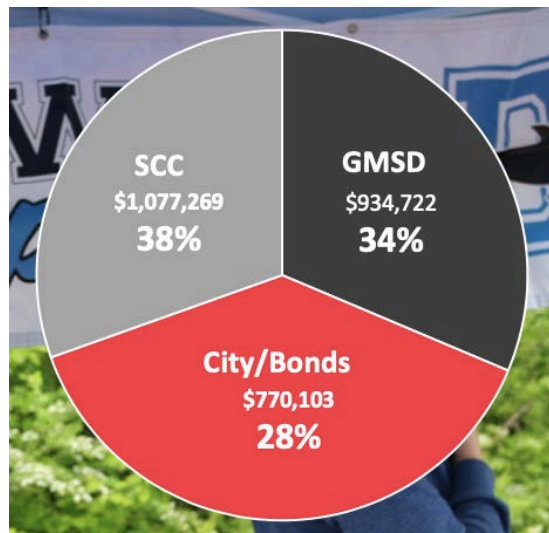
Several critical projects were completed in the summer of 2016 including replacing the roof, HVAC unit replacement, energy management system upgrades, and the installation of a pre-school playground. In 2019, bathroom renovations, a new playground, and a new outdoor

court was completed. In total, Dogwood’s deferred maintenance expenses total just over \$3 million dollars.

FACILITIES IMPROVEMENTS: DOGWOOD ELEMENTARY 2014-2019



CAPITAL IMPROVEMENTS TOTAL \$2,782,094 WHICH INCLUDE: MODULAR CLASSROOMS, SPED/ADA PLAYGROUND, CARPETING, PAINTING, OUTDOOR PLAY SPACES, BATHROOM RENOVATIONS, PAVING, MAIN ENTRANCE RENOVATIONS, ROOF REPLACEMENTS, NEW HVAC AND ENERGY MANAGEMENT SYSTEM.







Farmington Elementary was constructed in 1973. The building totals 73,908 square feet and is located on an 18-acre site (9 school and 9 park) fronting Cordes Road. Enrollment totals 617 general education students with 18.58 students per teacher.

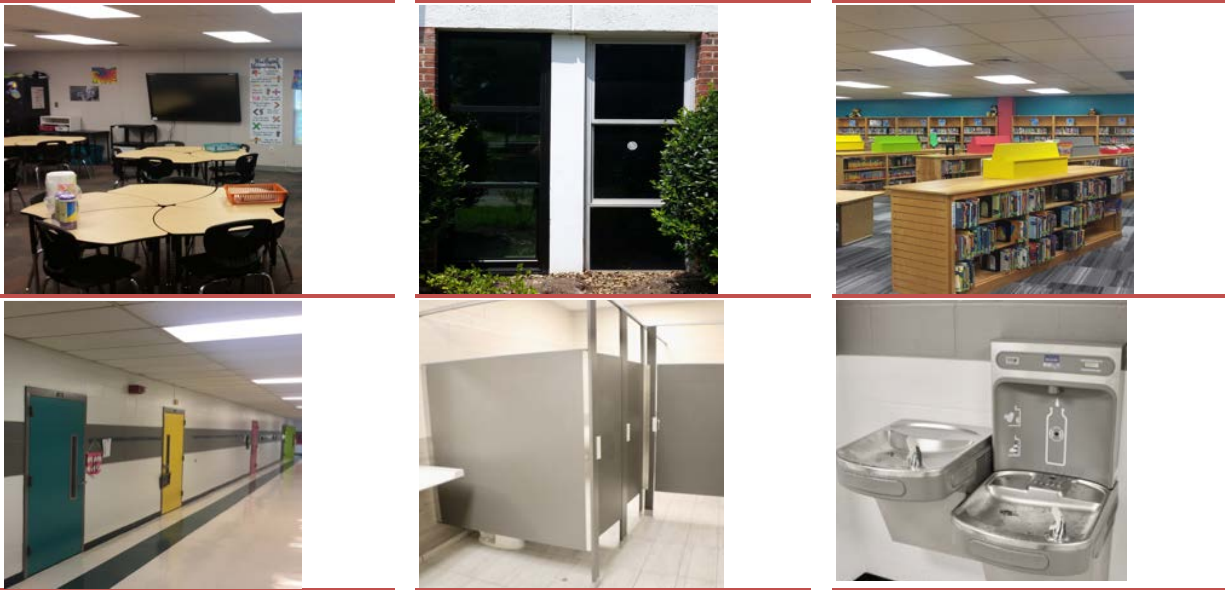
TABLE 9. FES STUDENT/TEACHER RATIO

2019-20 Student Enrollment at Farmington ES	
Germantown	594
Non-Residents	23
Total Enrolled	617
Students Per Teacher	
Total Teachers	33
Student Teacher Ratio K- 3 rd	17.39: 1
State Allowed Average K- 3 rd	20: 1
Student Teacher Ratio 4 th - 5 th	21.3: 1
State Allowed Average 4 th - 5 th	25: 1

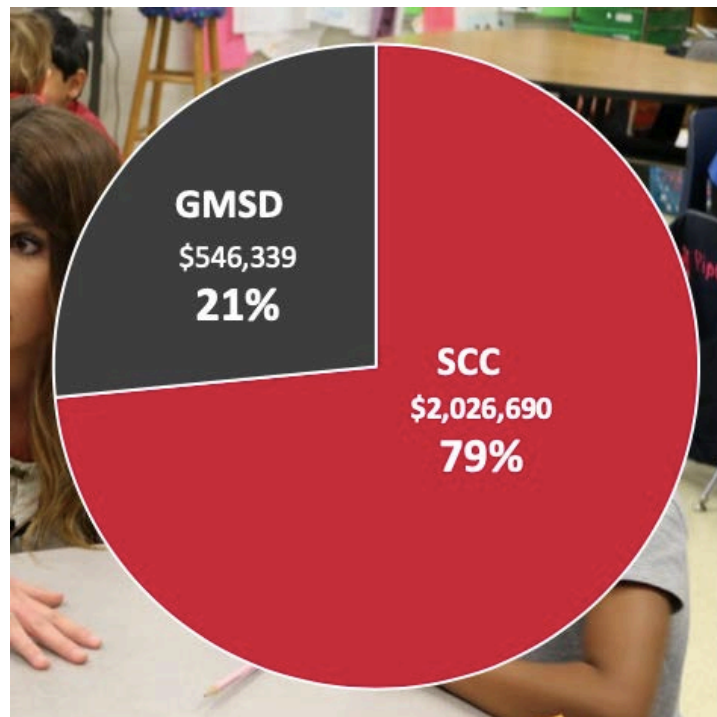
The building was designed originally as a single story structure with two parallel classroom wings extending from north to south, and intersected by a commons area with administrative offices, a library, cafeteria and gymnasium. Renovations were completed in 1978 and 1985 that included a building addition of 20 classrooms. The school has a total of 46 classrooms with rooms designed for special education, art, computer and science. Six additional modulars were added in the summer of 2016. Four older portable classrooms were removed in the summer of 2019. Farmington Elementary is rated as being in fair to good condition. Deferred maintenance

costs total just under \$2 million. The most recent capital projects completed were the replacement of exterior windows in 2015, energy management system replacement in 2017, painting in 2017, HVAC unit replacement in 2018, the ceiling tile/grid with new LED lights project in 2018, and bathroom renovations in 2019.

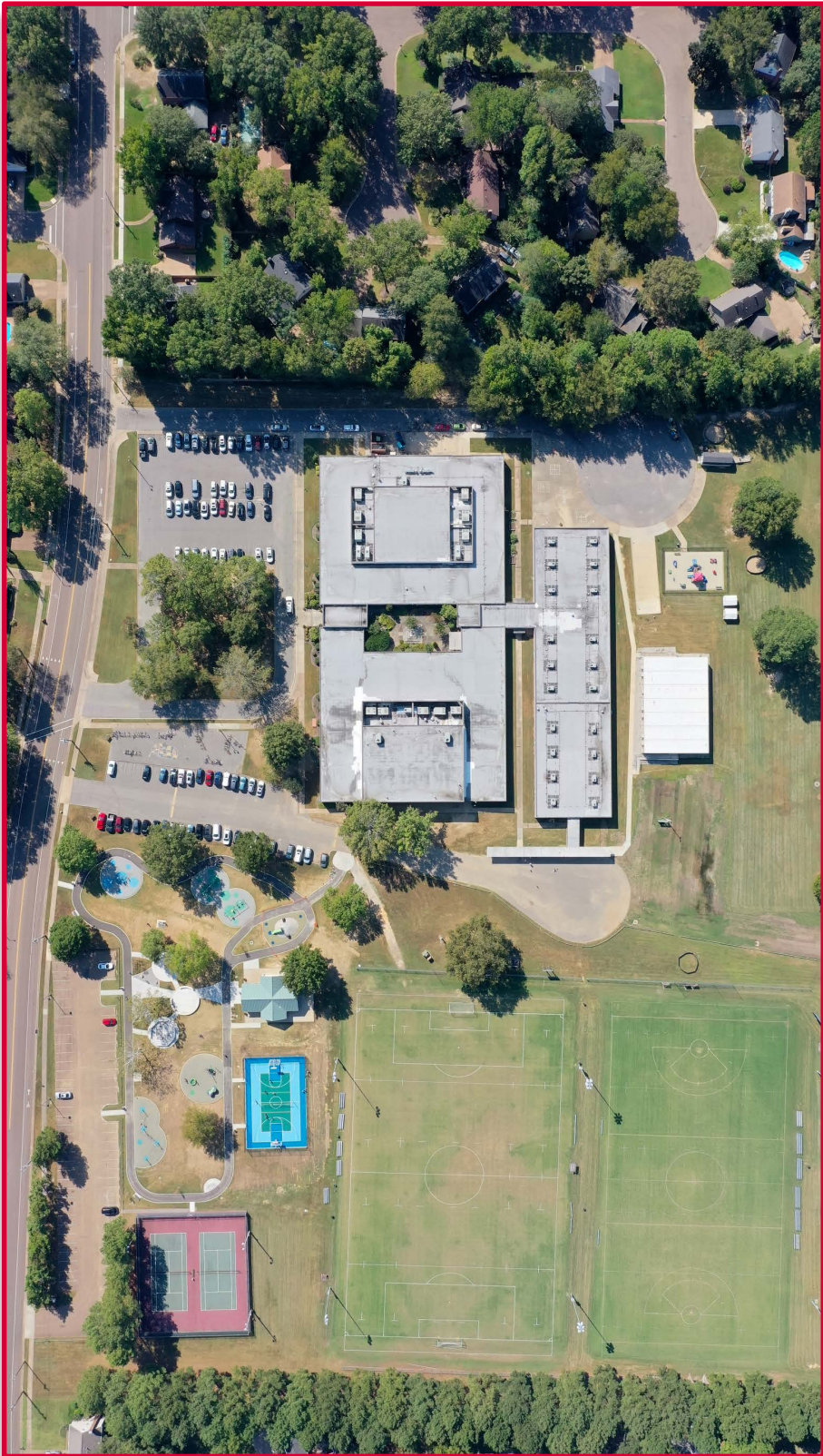
FACILITIES IMPROVEMENTS: FARMINGTON ELEMENTARY 2014-2019



CAPITAL IMPROVEMENTS TOTALING **\$2,573,029** WHICH INCLUDES: MODULAR CLASSROOMS, BATHROOM RENOVATIONS, WINDOW REPLACEMENT, HVAC & CEILING REPLACEMENT, LED LIGHTING UPGRADES, REPAINTING, CARPETING AND ENERGY MANAGEMENT SYSTEM.



SITE PLAN 5. FARMINGTON ELEMENTARY SITE PLAN



FACILITIES OVERVIEW: FOREST HILL ELEMENTARY (FHES)



Forest Hill Elementary School was constructed in 2019. The building totals 105,780 square feet and is located on a 38-acre site fronting Forest Hill Irene Road. Enrollment totals 550 general education students with 20.37 students per teacher.

TABLE 10. FHES STUDENT/TEACHER RATIO

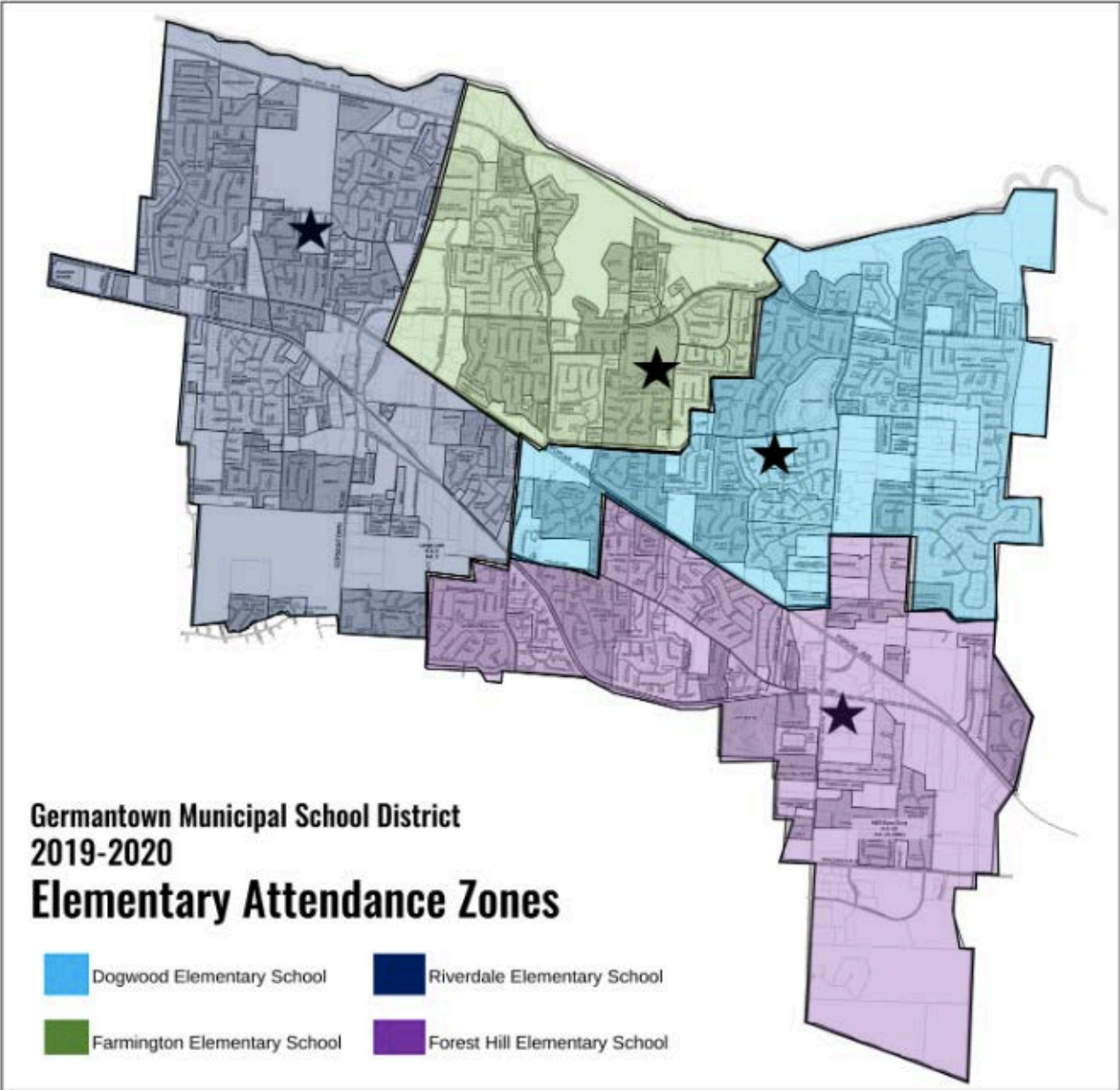
2019-20 Student Enrollment at Forest Hill ES	
Germantown	488
Non-Residents	62
Total Enrolled	550
Students Per Teacher	
Total Teachers	27
Student Teacher Ratio K- 3 rd	19.7: 1
State Allowed Average K- 3 rd	20: 1
Student Teacher Ratio 4 th - 5 th	22.29: 1
State Allowed Average 4 th - 5 th	25: 1

The building was designed as a two story structure with two parallel classroom wings extending north to south and east to west, with administrative offices, a library, cafeteria, a gymnasium, and an arts wing. The school has a total of 55 classrooms with rooms designed for regular education, special education, art, music, activity space, and STEM. Forest Hill Elementary is rated as being in good condition. There is currently no deferred maintenance for this building as it is a new building.

SITE PLAN 6. FOREST HILL ELEMENTARY SITE PLAN



MAP 4. ELEMENTARY ATTENDANCE ZONES

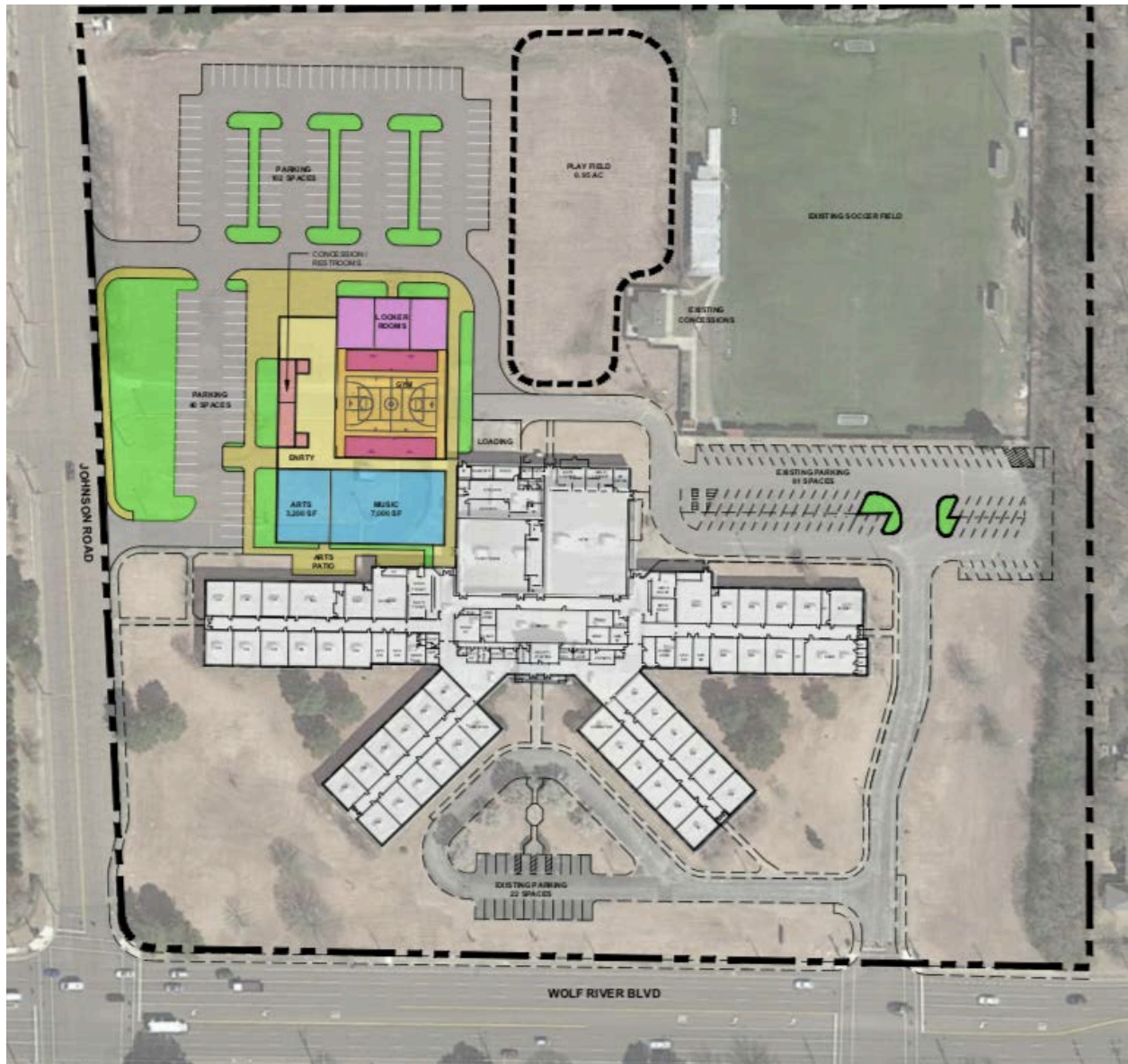


ENROLLMENT PRIORITIES

FACILITIES ADDITIONS: ACCOMMODATE MIDDLE SCHOOL GROWTH

Our maximum capacity in the 6-8 grade band is 1,440 students. Currently, enrollment at the 6-8 grade band at Houston Middle and Riverdale is 1,469, 29 students over maximum capacity. The demographer predicts that by 2024-2025 this grade band will peak at 1,513, then decline over the next few years. The district will need to prepare for this increase of students. Also, currently, Riverdale and Houston Middle School are serving 79 non-residents at the 6-8 grade band. That number of non-residents will continue to be reduced.

A middle school addition is currently being planned for Houston Middle School to accommodate growth at the 6-8 grade band. The initial planning meetings call for a 6-8 classroom addition. While the district is in the preliminary phase of design, the program is starting to take the shape of an arts and sciences wing with classrooms designed for art, band, and STEM. There will also be a new secure entrance on Johnson Road with secure entrance, vestibule, SRO office, staff work room, and 2 additional staff restrooms. Finally, there will be an additional gym completed with room for 1,000 seating. There will also be additional locker rooms and other ancillary spaces added as part of the gym construction. The site would add 142 additional parking spaces, landscaping, and preserve 1 acre of green space for free play. The district is still working through the programming, design, and approval processes, so changes may still take place. The district's goal is to begin construction in the Spring of 2020.



Phase I- Houston High Athletic Field House: These projects are possible thanks to the efforts of parents, supportive community partners, GMSD, the City of Germantown, and the Houston High Athletics and Arts Foundation. Long a need for the athletic programs at Houston High School, construction began in July of 2019 for the Houston High Athletic Field House, with a projected completion date of May 2019. The new field house consists of a weight room, 2 lockers rooms, a training room, storage, restrooms/showers, coach's office, conference room, and classrooms for film sessions/study hall. This is a \$4 million dollar project, and is being paid for by multiple funding sources including one very generous private donor, GMSD, the City of Germantown, and multiple community partners.



Phase II- Band Addition- This project is needed to replace approximately 4,000 square feet of a metal sided storage building near the football field that the band has historically used. This addition will go on to the band program's existing brick and mortar space and be an improvement over their existing space. This project is in the design phase and is currently going through the approval process through the City of Germantown's planning commission, design review commission, board of zoning and appeals, state and local fire marshall review, local engineering review, and other approvals. This project is projected to break ground in December of 2019.



Phase III- Concession Stand/Paddock- As part of the redevelopment of the area surrounding the football field and as a good re-purposing of the existing metal band building, this area will be redeveloped in to a second concession stand and paddock area. This will give the program a tailgating space, an additional concession stand area, and will complete the original vision for this space.



Phase IV- Auditorium Renovation- During the summer of 2019, we replaced the existing carpeting with all new flooring and carpet squares. During our initial assessment meetings, the number one priority identified is the need to upgrade and replace our existing lighting system in the auditorium. Plans have begun for design and specification of a new dimming system for control of house and production lighting fixtures, new lighting control console and software for control of the house lights, DMX production lights, motion lights, new LED production lights, new LED house lighting, and proper dimmer modules. This work is projected to begin in December of 2019.

FACILITY ASSESSMENT

Germantown Municipal Schools is committed to maintaining the structural soundness of all school facilities. The district commissioned Fleming Architects to complete a full facility analysis, which was completed in the Fall of 2015. Also, each year, a facilities audit is conducted to assess the physical condition of each building. The audit is a comprehensive report on the current condition of the school site and the structural and mechanical infrastructure of each building. The purpose of the audit is to identify facility deficiencies and hazards that require regular maintenance and corrective action. District staff also fills out capital requests through the budget process. All of these resources are compiled in a summary of needs based on the following categories:

STRUCTURAL	MECHANICAL	ADA	GENERAL MAINTENANCE
Roofs	Security System	Accessibility	Windows
Painting	Fire Alarm	Entrances	Parking Lots
Ceiling Tile	Intercoms	Hallways	Stadiums
Foundation	Lighting	Restrooms	Food Service
Cracks	HVAC	Playgrounds	
Flooring	Plumbing		
	Chiller/Boiler		

FACILITY ASSESSMENT

TABLE 11. DEFERRED MAINTENANCE NEEDS

SCHOOL	HHS	HMS	RES	DES	FES	FHES	DISTRICT OFFICE	TOTAL
Year built	1989	1992	1968	1976	1973	2019	2019	---
Additions/Renovations	None	None	1973,1976 1986,1993 1996, 2017	1979,1985	1978,1985			---
Sq. Ft.	263,689	92,750	152,199	88,000	73,908	105,780	20,016	796,342
Structural	\$4,050,000	\$1,750,000	\$1,850,000	\$1,425,000	\$625,000			\$9,700,000
ADA	\$500,000	\$500,000	\$900,000	\$1,200,000	\$900,000			\$4,000,000
Mechanical	\$1,250,000	\$1,485,000	\$125,000	\$425,000	\$125,000			\$3,410,000
Design/Contingency	\$580,000	\$373,500	\$287,500	\$305,000	\$175,500			\$1,721,500
TOTAL	\$6,380,000	\$4,108,500	\$3,162,500	\$3,355,000	\$1,825,500			\$18,831,500

Table 10 summarizes the deferred maintenance needs among Germantown's six schools. It is noteworthy that the items included are considered deferred maintenance items and/or maintenance items and do not include projects that are considered capital improvements or new construction. Facility improvement costs total just under \$19 million dollars. Structural improvements comprise the majority of deferred costs, followed by ADA and mechanical expenses. Mechanical improvement needs total over \$4 million dollars, most of which are at Houston High and Houston Middle. Structural improvement needs total just under \$10 million dollars, most of which are at Houston High.

FACILITY ASSESSMENT

Estimates on repair and replacement costs are also provided to establish a rating or facilities condition index (FCI) on the overall state of the building. The FCI is a ratio of the deferred maintenance costs to the replacement value. A low FCI is indicative a building in good condition. For example, an FCI of .1 indicates a 10 percent deficiency, which is generally considered low and an FCI of 0.7 would indicate the building needs extensive repairs or replacement¹. The district has determined that an FCI of 0.5 or higher would indicate the need to replace a building structure.

TABLE 12. FACILITIES CONDITION INDEX

SCHOOL	Improvement Cost	Replacement Value ²	FCI
Houston High	\$6,380,000	\$42,000,000	.15
Houston Middle	\$4,108,500	\$12,000,000	.34
Riverdale Elementary	\$3,162,500	\$25,500,000	.12
Dogwood Elementary	\$3,355,000	\$12,800,000	.26
Farmington Elementary	\$1,825,500	\$10,500,000	.17
Forest Hill Elementary	\$0	\$23,500,000	.00
District Office	\$0	\$3,754,000	.00

¹VFA Inc. 2012. Facility Condition Index, Retrieved from www.vfa.com.

²Huber & Lamb Appraisal Group, Inc. Member of the Tennessee Municipal League of Risk Management Pool. Valuation Report for Germantown Board of Education, April, 2018.

FACILITY IMPROVEMENTS

In formulating a budget of capital improvement needs, the district developed a set of criteria to prioritize projects. The following categories were used to prioritize facility improvements:

PRIORITY 1

Major Capital Improvements and Critical Deferred Maintenance: projects include but are not limited to new construction, major building additions and renovations, land acquisitions, roof and HVAC replacements or projects that maintain health and safety, security improvements, and prevent potential risk or are mandated by law.

PRIORITY 2

Minor Capital Improvements and Non-Critical Deferred Maintenance: projects include but are not limited to mechanical and system upgrades (electrical, fire, technology), change in facility use or repurposing, or energy conservation.

PRIORITY 3

Deferrable and Desirable: Projects capable of being deferred up to five years or improve the quality, convenience or bring a facility up to district standards.

FACILITY ASSESSMENT

The capital improvement budget has been developed with the assumption that each municipal school district will receive a percentage of Shelby County government's education fund based on the average daily attendance.

The City of Germantown has been a tremendous partner in funding the school district's capital needs. The district received \$1 million dollars for FY 2015, which was used to re-roof Dogwood Elementary and pave Houston High School. The district received \$7 million for FY 2016 in capital improvement funds for a completed \$12 million addition at Riverdale. The district received \$27 million towards a \$30 million project for FY 2017-2018 in capital improvement funding for Forest-Hill Elementary School. The district also received \$2.5 million towards a \$5 million project for FY2018-2019 for a boiler/chiller renovation project at Riverdale. The district also received \$500K for FY2018-2019, which was used to install camera improvements at all schools and facility modifications to improve security at Houston High School. In our sixth year in existence, the City of Germantown has funded GMSD just under \$38 million in total for capital projects. Moving forward, The City of Germantown has also agreed to fund an additional \$500,000 for security improvements to our schools, an additional \$1 million for an athletic field house and auditorium renovation/band addition at Houston High School, and \$5 million for an addition at Houston Middle School that is projected to be an \$8 million project. In 2014, it is also noteworthy that the City of Germantown agreed to pay, on Germantown Municipal School District's behalf, \$355,453 annually for 12 years to Shelby County Schools as payment for the 5 buildings/OPEB. Their partnership and proactive approach is a large reason the school district has been able to complete several deferred maintenance projects and address growth. The district appreciates the unique partnership that exists between us and looks forward to continuing this partnership in the future.

Since the district's inception, the district has received over \$4 million from the Shelby County Commission for deferred maintenance projects. This was used in FY 2015 to replace windows at Farmington, rooftop units at Dogwood, and paving at Houston High School. In FY 2016, these funds were used for a partial roof replacement and HVAC rooftop unit replacement at Houston High School. In FY 2017, these funds were used for a ceiling tile/grid and HVAC replacement project at Farmington, In FY 2018-19, these funds were used to complete bathroom renovations at Farmington and Dogwood.

The district's funding for capital improvement projects from the Shelby County Commission is dependent upon Shelby County School's allotment and actual expenditures on capital projects. Great strides have been made to accelerate payments from quarterly to monthly. The district will receive \$451,883 monthly for FY 2019-20 from the Shelby County Commission, which is 80% of the allotted \$4,837,330 Germantown is to receive this year. Should Shelby County School's spend be less than

80%, we will owe money back to the Shelby County Commission. Should Shelby County School's spend be more than their 80% allotment, we will receive the difference. This is very helpful and a step in the right direction towards being able to plan capital projects.

Since the district's inception, the district has invested over \$20 million in GMSD general funds to fund various capital improvement and deferred maintenance projects. The district will rely on funds from the general fund capital budget to cover other deferred maintenance costs not funded by the City of Germantown or Shelby County Commission.

The district will continue to make funding requests to the Shelby County Commission and the City of Germantown on an annual basis to fund capital improvement and deferred maintenance projects.

The district has formulated the deferred maintenance list using several methods, including, but not limited to, the deferred maintenance list inherited from Shelby County Schools, the Fleming Architects facility analysis, our own needs assessment, community engagement, staff feedback, and school board vision.

A project still on the CIP list is the addition of a softball field at Houston High School in the amount of \$1.2 million. Currently, our high school softball team practices and plays their games at Grace Evangelical Church. In keeping with the district's goal of having all student athletes practice and compete on the campus they attend, the district has identified the best area for the location of the softball field as Houston Levee Park. The City of Germantown engaged a firm to do a Master Parks Plan, and the recommendation was to allow the school district to acquire and develop Houston Levee Park in order to meet the needs of high school arts and athletics. The school district has engaged the City of Germantown regarding acquiring Houston Levee Park, and these negotiations continue. This would drastically change the footprint of Houston High School as there are needs for additional parking, athletic facilities and fields, academics, and arts additions/renovations. This is currently in FY 2019-20 as a to be determined amount as we are working towards the conclusion of the discussions regarding Houston Levee Park. Should the school district acquire Houston Levee Park, a master plan would ensue regarding this and all spaces at Houston High School. This would drastically change the master plan to have the land associated with Houston Levee Park as part of Houston High School's footprint.

Our special education department has also requested that we explore additional bathrooms attached to the pre-school and functional skills classrooms at Dogwood. This can be an item we explore when we complete the Dogwood ADA project.

TABLE 13. FIVE YEAR CAPITAL IMPROVEMENTS

Germantown Municipal Schools Five Year Capital Improvements Needs		
2020	Houston Middle School Addition	\$8,000,000
	Houston High Athletic Field House	\$4,000,000
	Dogwood ADA Upgrades	\$1,200,000
	Bathroom Upgrades/Renovations at HHS, HMS, and RES	\$1,000,000
	Security Improvements at HMS	\$500,000
	Riverdale Painting	\$150,000
	Houston High Band Addition/Paddock	\$1,200,000
	Houston High Auditorium Renovation Phase I	\$200,000
	Houston High Softball Field	\$1,200,000
	Dogwood Ceiling Tile/Grid Replacement	\$600,000
	Dogwood and Farmington Portable Removal	\$150,000
Security Improvements at DES	\$500,000	
	TOTAL	\$18,700,000
2021	Farmington ADA Upgrades	\$900,000
	Houston High Ceiling Tile/Grid Replacement	\$1,500,000
	Bathroom Upgrades/Renovations All Schools	\$1,000,000
	Replace Fire Alarm Systems All Schools	\$750,000
	Houston Middle Painting	\$150,000
	Houston High Athletic Complex	TBD
	Houston High Auditorium Renovation Phase II	TBD
	TOTAL	\$4,300,000+
2022	Riverdale ADA Upgrades	\$900,000
	Houston High Boiler/Water Heater Replacement	\$250,000
	Houston Middle HVAC Replacement	\$660,000
	Bathroom Upgrades/Renovations All Schools	\$1,000,000
	Farmington Gym Floor/Gym Upgrade	\$150,000
	Houston Middle Ceiling Tile/Grid Replacement	\$600,000
	TOTAL	\$3,560,000
2023	Houston Middle ADA Upgrades	\$500,000
	Houston Middle Boiler/Water Heater Replacement	\$400,000
	Houston High STEM Labs/Sciences Improvements	\$1,500,000
	Dogwood Gym Floor/Gym Upgrade	\$150,000
	TOTAL	\$2,550,000
2024	Houston High Parking Lot Addition	\$600,000
	Houston High Gym Floor/Gym Upgrade	\$300,000
	Houston High ADA Upgrades	\$500,000
	Riverdale Roof Replacement	\$1,000,000
	TOTAL	\$2,400,000

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