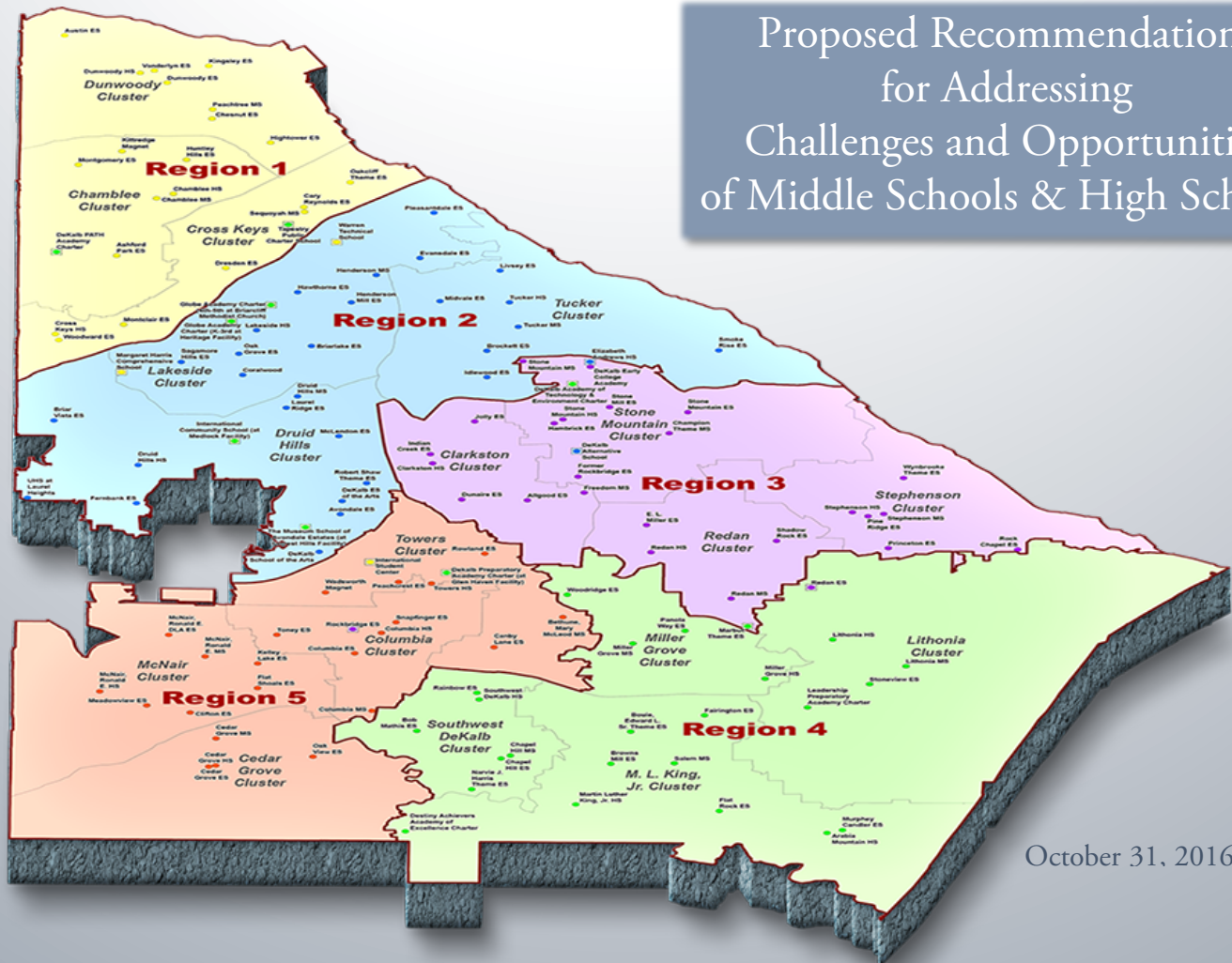


Secondary School Facility Planning & Feasibility Study

Proposed Recommendations
for Addressing
Challenges and Opportunities
of Middle Schools & High Schools



October 31, 2016



Table of Contents

SECTION 1– Study Overview	3
Introduction	3
Purpose	4
Timeline	4
Strategic Plan	4
Schools Included in Study	5
Methodology	6
TASK 1. Identification of Challenges and Opportunities	6
Data Analysis Summary:	6
Challenges & Opportunities	9
TASK 2. Developing Options and Recommendations with Stakeholder Engagement	11
Steering Committees	12
Public Meetings	13
Online Surveys	13
Three Proposed Options	14
Summary of Public Input on Proposed Options	15
Key Takeaways from Public Input on Three Options	18
SECTION 2 – Study Recommendations	19
Executive Summary	19
Final Recommendation	21
Guiding Principles:	21
Highlights of Recommendations:	22
Facilities Recommended for Substantial Renovation or Replacement	22
Recommendations for All District Regions	22
APPENDICES	24

SECTION 1 – Study Overview

Introduction

Education Planners, LLC is a Marietta, Ga.-based education consulting firm specializing in assisting school districts with a wide range of operational needs. Founded in 2003, Education Planners' professionals represent more than 200 years of experience working at highest levels of metro Atlanta's largest school systems. Joining Education Planners as a strategic partner for aspects of stakeholder engagement and the development of recommendations is Gardner, Spencer, Smith, Tench & Jarbeau (GSSTJ), a highly respected Atlanta-based architectural firm with more than 30 years of experience designing projects for public, private and higher educational clients.

In January 2016, the DeKalb County School District engaged Education Planners, LLC, and GSSTJ to conduct a Secondary Schools Facility Planning & Feasibility Study. Initially, the study focused on enrollment and capacity needs in seven high school clusters, but the contract's scope of services later was modified to include an examination of the major issues at each middle school and high school site that may have a regional impact.

The following report summarizes more than six months of ongoing work within the DeKalb County School District addressing tasks identified in RFP No.: 16-752-025, and later amended under Change Order 1. Recommendations of this study are presented to the district's Planning Department for consideration by the Board of Education.

DeKalb County School District Board of Education

Mr. Stan O. Jester	District 1
Mr. Marshall D. Orson	District 2
Dr. Michael A. Erwin	District 3 (Vice Chair)
Mr. James L. McMahan	District 4
Mrs. Vickie B. Turner	District 5
Dr. Melvin Johnson	District 6 (Board Chair)
Dr. Joyce A. Morley	District 7

Dr. R. Stephen Green, Ed.D. Superintendent

Education Planners, LLC and GSSTJ has worked closely with the following DeKalb County School District professionals and would like to thank them for their commitment to this important project and detailed guidance throughout the extended process:

Mr. Joshua Williams	Chief Operations Officer
Mr. Daniel Drake	Director of Planning and SPLOST Programming
Mr. Richard Boyd	Director of Design and Construction
Mr. Hans Williams	Planning and GIS Analyst
Mr. Matthew Williams	Planning and GIS Analyst
Mr. Giovanni Marrero	Planning and GIS Analyst

Finally, the work in this report was made possible in large part due to the comprehensive and meaningful feedback gathered from a wide range of DeKalb County School District stakeholders. Education Planners, LLC and GSSTJ would like to thank, especially, the representatives of the five Regional Steering Committees who gave hours of their time to participate in this process offering insightful perspectives helping to identify Challenges and Opportunities, and, eventually, draft credible options to address the district's capacity needs. The work of the principals, administrators, teachers, parents and community members who served on the steering committees was vital to the success of the project.

Purpose

The purpose of the Secondary Schools Facility Planning & Feasibility Study is to develop long-term plans for addressing capacity needs of the district's middle schools and high schools using all available tools including E-SPLOST funds, and ensure adequate and productive learning environments for students and instructional environments for teachers.

Timeline



Recommendations from study will be incorporated into the Building S.P.A.C.E.S. Master Planning Initiative for the development of the 2017-2022 E-SPLOST project list. Stakeholder Engagement continued through Sept. 16, 2016, and a final recommendation was presented on Sept. 27, 2016.

Strategic Plan

It is essential that any effort to address facility and capacity needs be consistent with the school district's overall strategy for improvement. The Secondary Schools Facility Planning & Feasibility Study is closely aligned with the DeKalb County School District's Strategic Plan in multiple areas:

DCSD STRATEGIC PLAN GOALS	PERFORMANCE OBJECTIVES ADDRESSED
1. Student Success with Equity and Access	<ul style="list-style-type: none"> Helps provide equitable access to academically rigorous courses and programs
2. Stakeholder Engagement	<ul style="list-style-type: none"> Helps provide a safe, orderly, and positive school environment Helps increase stakeholder involvement and engagement
3. Staff Efficacy & Effectiveness	<ul style="list-style-type: none"> Helps retain highly qualified staff
4. Organizational Effectiveness and Efficiency	<ul style="list-style-type: none"> Helps improve efficient use of resources, processes and management structure to support system innovation
5. Internal and External Communication	<ul style="list-style-type: none"> Helps bridge and improve communication with external stakeholders

Schools Included in Study

The Secondary Schools Facility Planning & Feasibility Study includes the following middle schools and high schools:

Region 1	
Chamblee Charter High School	Chamblee Middle School
Cross Keys High School	Sequoyah Middle School
Dunwoody High School	Peachtree Middle School
Region 2	
DeKalb School of the Arts	DeKalb Elementary School of the Arts
Druid Hills High School	Druid Hills Middle School
Lakeside High School	Henderson Middle School
Tucker High School	Tucker Middle School
Region 3	
Clarkston High School	Freedom Middle School
Redan High School	Redan Middle School
Stephenson High School	Stephenson Middle School
Stone Mountain High School	Stone Mountain Middle School
	Champion Theme Middle School
Region 4	
Lithonia High School	Lithonia Middle School
Miller Grove High School	Miller Grove Middle School
Martin Luther King, Jr. High School	Salem Middle School
Southwest DeKalb High School	Chapel Hill Middle School
Arabia Mountain High School	
Region 5	
Cedar Grove High School	Cedar Grove Middle School
Columbia High School	Columbia Middle School
Ronald E. McNair High School	Ronald E. McNair Middle School
Towers High School	Mary McLeod Bethune Middle School

Methodology

TASK 1. Identification of Challenges and Opportunities

Data Analysis: As part of Task 1, Education Planners reviewed and analyzed a wide range of data pertinent to the district’s middle schools and high schools, including, but not limited, to:

<ul style="list-style-type: none"> DeKalb County School District 2015 Facility Condition Assessment Report (FCA) produced by Parsons Environment and Infrastructure Inc. 	
<ul style="list-style-type: none"> DeKalb County School District Building S.P.A.C.E.S. Facility Educational Adequacy Report (FEAA) produced by MGT of America, Inc. 	http://www.dekalbschoolsga.org/building-spaces/
<ul style="list-style-type: none"> Building S.P.A.C.E.S. Principal Survey 	
<ul style="list-style-type: none"> Facility square footage, acreage and site plans Facility ages Feeder patterns/Attendance Areas Distances to schools Facility enrollment & capacity DCSD Enrollment Forecast by school and by region DCSD Enrollment Forecast vs. Capacity Non-Resident Attendees Matrices (Choice students) 	
	http://www.dekalbschoolsga.org/planning/ Under “Maps” (Facilities), “Enrollment & Capacity Data” and “School Capacity Calculations”

Data Analysis Summary:

- ❖ **DeKalb County School District 2015 Facility Condition Assessment Report (FCA) produced by Parsons Environment and Infrastructure Inc. and DeKalb County School District Building S.P.A.C.E.S. Facility Educational Adequacy Report (FEAA) produced by MGT of America, Inc.**
 - These two studies (FCA & FEAA) provided significant information in our evaluation of the overall condition and needs of the District’s middle and high schools. The findings of these two studies were confirmed and reinforced through the feedback received from the Regional Steering Committees and community members. The data served as a baseline assessment for all schools and assisted with the prioritization of needs. The FCA report’s findings regarding the condition needs of HVAC systems was one area that received extensive reinforcement throughout the Stakeholder Engagement process.
- ❖ **Building S.P.A.C.E.S. Principal Survey**
 - This survey asked principals to consult with their school communities to rank areas of greatest concern. Respondents were asked to prioritize among 15 different categories. The most commonly selected areas by priority are listed below:
 - Priority 1: *General classrooms and student restrooms*
 - Priority 2: *Physical education, including gyms and outside play and athletic areas and Career, Technical and Agricultural Education classrooms*

- Priority 3: *Physical education, including gyms and outside play and athletic areas and Science*
 Priority 4: *Career, Technical and Agricultural Education classrooms and Art and Music classrooms*
 Priority 5: *Cafeteria and Media Center*

❖ Facility acreage and site plans

- The size of middle school and high school campuses were evaluated against the minimum size recommended by the Georgia Department of Education. A significant number of campuses (18 out of 40 or 45 percent) were smaller in acreage than that recommended minimum. The findings by region are as follows:

Region 1:	Five out of six sites are under the minimum recommendation (83%)
Region 2:	Five out of eight sites are under the minimum recommendation (63%)
Region 3:	Four out of nine sites are under the minimum recommendation (44%)
Region 4:	One out of nine sites is under the minimum recommendation (11%)
Region 5:	Three out of eight sites are under the minimum recommendation (38%)

❖ Facility ages

- The ages of each individual building on the school campuses were evaluated (The original building on a site, each addition, and each separate building are all counted as separate buildings for this analysis). The average of middle school buildings in the District is 34 years, while the high school buildings average is 29 years. The findings by region are as follows:

Region 1:	Middle Schools – 39 years	High Schools – 25 years
Region 2:	Middle Schools – 42 years	High Schools – 37 years
Region 3:	Middle Schools – 28 years	High Schools – 27 years
Region 4:	Middle Schools – 30 years	High Schools – 17 years
Region 5:	Middle Schools – 35 years	High Schools – 30 years

The total number of buildings identified for both middle and high schools is 135.

The total number of buildings 40 years or older is 61 (45%)

The total number of buildings 50 years or older is 27 (20%)

The total number of buildings 60 years or older is 4 (3%)

The total number of buildings 70 years or older is 1 (1%)

The oldest school building in the district is Druid Hills HS – Building 5010, which is 89 years old.

❖ Feeder patterns

- The DeKalb County School District maintains a one-to-one feeder pattern for all middle schools and high schools – a desirable, but somewhat unique arrangement among most large urban school districts. In late 2015, the Board of Education approved the first exception to one-to-one feeder patterns by rezoning a relatively small portion of Sequoyah Middle School into Chamblee High School. This exception was understood to be temporary pending completion and approval of recommendations of this study. The one-to-one arrangement is highly valued throughout the DeKalb County School District as a means of keeping communities together. Despite its obvious support among stakeholders, the one-to-one arrangement does result in inefficiencies that add to costs and present challenges to the effort of developing long-term plans to address capacity needs. All of these factors were carefully considered in the development of this study's recommendations.

❖ Distances to schools

- Utilizing data provided by the District, this study evaluated travel distances for students in the middle and high schools. The vast majority of students travel less than five miles to attend their home school. Travel distances were greater in several areas of the District, particularly in Regions 2, 4 and 5. Due to its geographic shape, which extends the width of the county, and the location of the middle and high school (Sequoyah MS, Cross Keys HS), Region 2 includes travel distances in excess of seven miles. The re-shaping of the attendance zones

recommended by this study will alleviate this issue. In the more remote parts of Regions 4 and 5 there are several areas that have travel distances greater than seven miles.

❖ **DCSD Enrollment Forecast by school and by region**

- A major part of this study examined the forecasted enrollment of the District out to the year 2022 by school and by region. The year 2022 represents the duration of the District's recently approved E-SPLOST 5 program. Data developed by the District permitted a detailed analysis of each of the District's five regions. This analysis revealed that large portions of Regions 3, 4 and 5 are projected to maintain current enrollment with just a slight trend of increasing out to year 2022. In contrast, Regions 1, 2 and portions of 3 are projected to increase enrollment very significantly over this same period. Addressing the challenges of this rapid increase in forecasted enrollment became the major focus of this study and its resulting recommendations.

❖ **DCSD Enrollment Forecast versus capacity**

- Detailed analysis of the capacity of each of the middle schools and high schools was compared to the year by year forecasted enrollment out to year 2022. This analysis identified the timing and extent of potential overcrowding at each school. This data was critical in developing strategies to address this overcrowding.

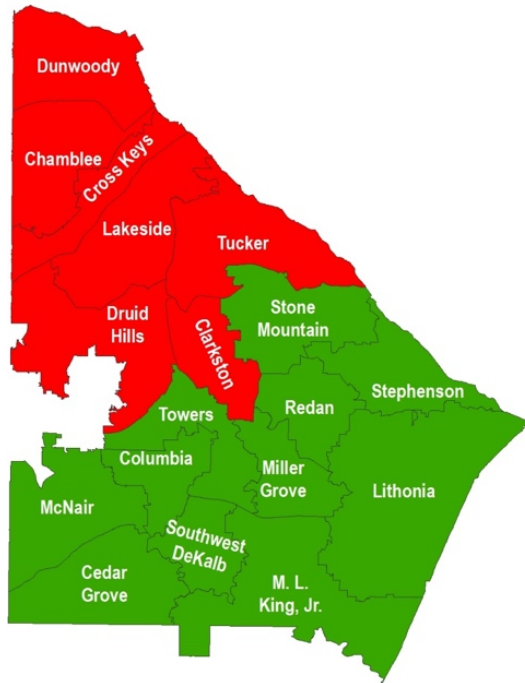
❖ **Non-Resident Attendees Matrices (Choice students)**

- This study included the analysis of the number of students who leave their home school to attend other schools of choice. The DeKalb County School District provides multiple choice options for students throughout the district. This data was included in the enrollment forecasting to ensure a comprehensive understanding of the impact on the capacity of each school.



Overview of Challenges & Opportunities in Middle & High Schools

Strategic Focus: Existing and projected overcrowding of middle schools and high schools in seven clusters based on District projections through the year 2022.



Seven overcrowded clusters (**in red**): **Dunwoody, Chamblee, Cross Keys, Lakeside, Tucker, Druid Hills, and Clarkston**

- 3,853 HS seats needed in Fall 2022 (14,672 enrollment with 10,819 capacity for seven high schools in red area)
- 1,791 MS seats needed in Fall 2022 (10,867 enrollment with 9,076 capacity for seven middle schools in red area)
- A **shortage** of more than **5,600 seats** in MS/HS by Fall 2022

Schools in Regions 1-3 **Over Capacity** in Year 2022

Region	High Schools				Middle Schools			
	School	Enrollment*	Capacity	Difference	School	Enrollment*	Capacity	Difference
1	Chamblee Charter HS	2,328	1,810	-518	Chamblee MS	1,240	1,048	-192
	Cross Keys HS	2,286	1,306	-980	Sequoyah MS	2,033	1,235	-798
	Dunwoody HS	2,093	1,505	-588	Peachtree MS	1,686	1,244	-442
2	Druid Hills HS	1,427	1,425	-2	Druid Hills MS	1,035	1,178	143
	Lakeside HS	2,619	1,756	-863	Henderson MS	1,758	1,698	-60
	Tucker HS	1,859	1,747	-112	Tucker MS	1,385	1,312	-73
3	Clarkston HS	2,060	1,270	-790	Freedom MS	1,730	1,361	-369
TOTALS		14,672	10,819	-3,853	TOTALS	10,867	9,076	-1,791

TOTAL SEATS NEEDED IF NO ACTION TAKEN = -5,644

DeKalb Voters Pass E-SPLOST Renewal By Record-Setting Margin

"E-SPLOST ensures that we will continue to achieve our vision and our mission for all of our nearly 102,000 students. It will help also ensure that we maintain our laser-like focus on the classroom and on instructional excellence. It will help build our children's future. As the primary source of funding for student-focused capital improvements and upgrades, E-SPLOST is essential to our district as we go forward."

Dr. Stephen Green
Superintendent

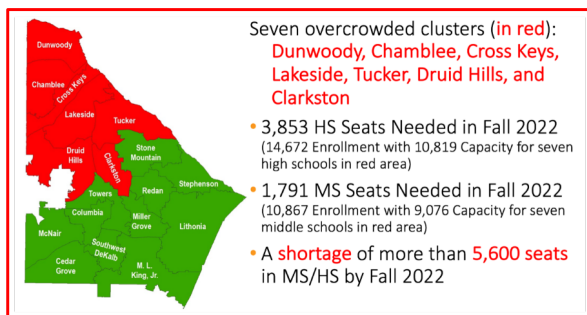
On May 24, 2016, DeKalb County voters approved a five-year renewal of a one-cent sales tax to fund capital improvements at district schools. E-SPLOST 5 collections will begin in July 2017. The "New Facilities and Additions" category of E-SPLOST 5 is the primary funding source for the recommendations in this study, although some additional funding may need to be identified. This category anticipates collecting \$230 million for new facilities and additions, though \$60 million of that total has been designated for the construction of two new elementary schools in the Cross Keys High School area, leaving an estimated \$170 million for projects recommended in this study.



2017-2022 E-SPLOST

APPROVED MAY 24, 2016

Funds to Fix This Problem:



Funds to Fix These Problems:

- HVAC
- Athletic facilities
- Safety & Security (personnel, cameras, access control, fencing, doors, etc.)
- Parking
- Technology (computers, labs, etc.)
- Curricular programs (STEM, IB, Arts, Culinary, Dual-language, etc.)

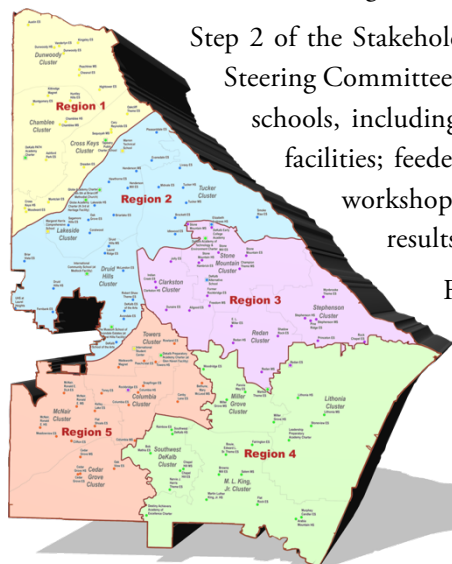
E-SPLOST Categories:

Projects (Referendum Focus Areas)	\$ millions
1. Safety and Security Improvements	\$15
2. New Facilities and Additions	\$170 + \$60*
3. Facility Condition Improvements	\$100
4. Technology Improvements	\$65
5. Buses, Vehicles, and other Capital Equipment	\$40
* Management Support & Contingency	\$50
Totals	\$500

**Approximately \$60 million committed to two new elementary schools in Cross Keys cluster*

TASK 2. Developing Options and Recommendations with Stakeholder Engagement

The first step of the Stakeholder Engagement Plan created five Regional Steering Committees – one committee for each of the district’s five school regions. Each Steering Committee is composed of the principal or designated administrator from each middle school and high school in the region, and a parent representative from each school.



Step 2 of the Stakeholder Engagement Plan scheduled three rounds of meetings with each Regional Steering Committee to share comprehensive data pertaining to the district’s middle schools and high schools, including: FCA/FEAA reports; enrollment & capacity; enrollment projections; age of facilities; feeder patterns; transportation distances; etc. Additionally, these meetings featured workshops to identify challenges, opportunities and priorities by region, and develop those results into specific recommendations.

Following each round of Steering Committee meetings, two geographically convenient public meetings were held. These meetings, open to the general public, shared the study process, school data, and the opportunities, challenges and priorities developed in the Steering Committee workshops. Additional public feedback was used to refine the work of the Steering Committees and begin shaping specific options to address middle school and high school capacity needs.

Following each round of public meetings, the broader community was invited to participate in online surveys that presented the same information shared in the public meetings and asked participants to state preferences, rank options and leave written comments. Surveys were provided in both English and Spanish to accommodate as many stakeholders as possible. Three online surveys were conducted.

STAKEHOLDER ENGAGEMENT

Three rounds of stakeholder engagement

	Regional Steering Committee* meetings
	Public meetings
	Online surveys

Round 1: Challenges and Opportunities

Steering Committee* Meetings

Region 5 Committee	March 24, 2016
Region 4 Committee	March 28, 2016
Region 3 Committee	March 29, 2016
Region 2 Committee	March 30, 2016
Region 1 Committee	March 31, 2016

Public Meetings

Tucker HS	April 12, 2016
Southwest DeKalb HS	April 14, 2016

Online Survey

April 12 - April 22

Round 2: Stakeholder Priorities

Steering Committee* Meetings

Region 1 Committee	April 26, 2016
Region 2 Committee	April 27, 2016
Region 3 Committee	April 28, 2016
Region 4 Committee	May 2, 2016
Region 5 Committee	May 3, 2016

Public Meetings

Dunwoody HS	May 10, 2016
McNair HS	May 12, 2016

Online Survey

May 10 - May 20

Round 3: Options to Address Overcrowding

Steering Committee* Meetings

Region 5 Committee	June 20, 2016
Region 4 Committee	June 21, 2016
Region 3 Committee	June 22, 2016
Region 2 Committee	June 23, 2016
Region 1 Committee	June 27, 2016

Public Meetings

Clarkston HS	August 23, 2016
Cross Keys HS	August 25, 2016

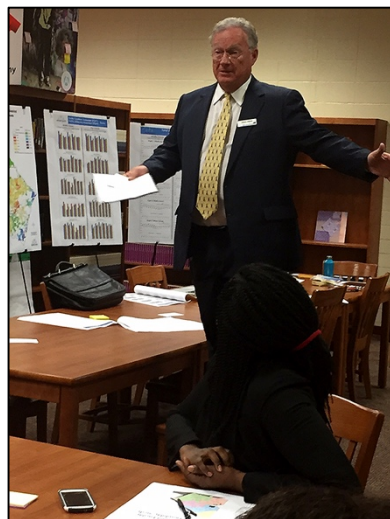
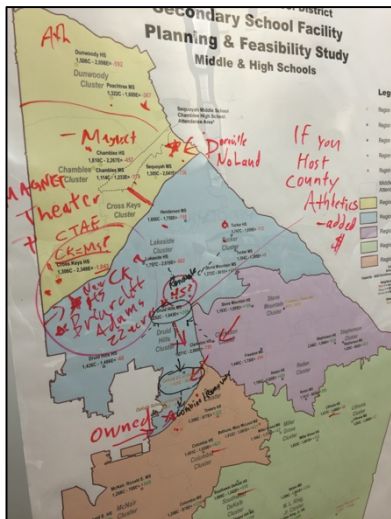
Online Survey

August 23 - September 16

* One parent and one administrator from each middle & high school

Sep 27, 2016 Informational Meeting

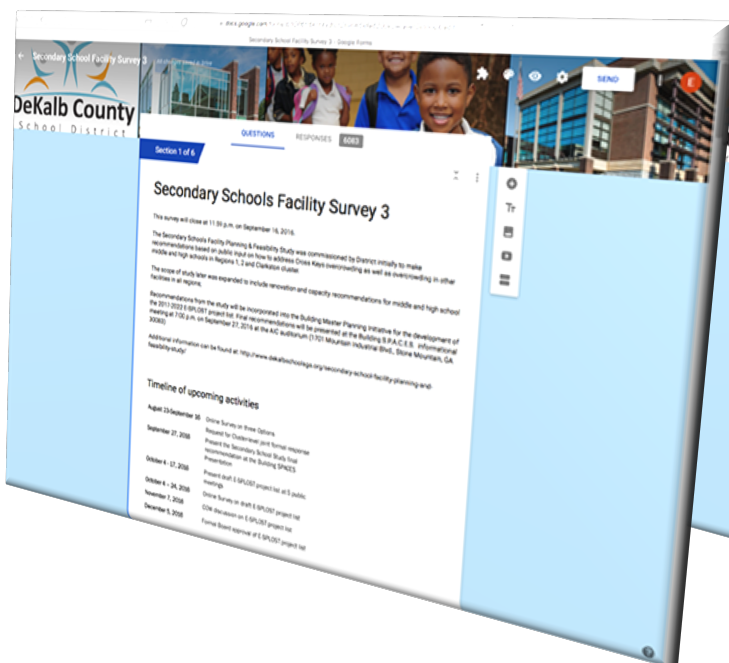
Steering Committees – Three Rounds (March 24-31, April 26-May 3, June 20-27)



Public Meetings – Three Rounds (April 12 & 14, May 10 & 12, August 23 & 25)



Online Surveys – Three Rounds (English & Spanish, April 12-22, May 10-20, August 23-Sept. 16)



Three Proposed Options

Following the second round of Stakeholder Engagement, three specific options were developed to address capacity needs. These three options were discussed and refined in Round 3 of the Stakeholder Engagement process.

OPTION A	Re-cluster existing Cross Keys Cluster (Add New Sequoyah Area Cluster) <ul style="list-style-type: none"> New Sequoyah Area High School (at future site) + New Cross Keys Area Middle School at Briarcliff site Additions at five existing secondary schools Total New/Additions: 4,200 HS + 2,300 MS = 6,500 seats No split feeders (maintains 1-to-1 MS-to-HS alignment) Dependent on significant land acquisition for new high school
OPTION B	Re-cluster existing Cross Keys Cluster (Using 18 existing clusters and split feeders) <ul style="list-style-type: none"> New Cross Keys High School at Briarcliff site Additions at five existing secondary schools + conversion of HS to MS Total New/Additions: 3,450 HS + 1,500 MS = 4,950 seats Split feeders in Regions 1, 2, & 3
OPTION C	Re-cluster existing Cross Keys Cluster (Add New Sequoyah Area Cluster) + Relocate Chamblee Magnets <ul style="list-style-type: none"> New Sequoyah Area High School + New Cross Keys Area Middle School at Briarcliff site Relocate magnet programs to school(s) with available capacity Additions at five existing secondary schools Total New/Additions: 3,800 HS + 2,050 MS = 5,850 seats No split feeders (maintains 1-to-1 MS-to-HS alignment) Dependent on significant land acquisition for new high school

	NEW/ REPLACEMENT SCHOOLS	ADDITIONS TO EXISTING SCHOOLS	ASSUMED STUDENT MOVES	SPLIT FEEDS	EST. CAPACITY COST
OPTION A Re-cluster existing Cross Keys Cluster (Add New Sequoyah Area Cluster)	1. New 2,400-seat high school in Sequoyah area 2. New 1,400-seat middle school for Cross Keys at Briarcliff site	1. 600-seat Cross Keys HS 2. 500-seat Sequoyah MS 3. 400-seat Lakeside HS 4. 800-seat Clarkston HS 5. 400-seat Freedom MS	20 schools 5,455 students	None	\$247 Million (includes land)
OPTION B Re-cluster existing Cross Keys Cluster (Using 18 existing clusters and split feeders)	1. New 2,500-seat Cross Keys HS at Briarcliff site (Convert current CKHS to 1,500-seat middle school)	1. 600-seat Chamblee HS 2. 600-seat Dunwoody HS 3. 750-seat Lakeside HS 4. 300-seat Clarkston HS 5. 200-seat at former CKHS	24 schools 5,755 students	Multiple schools in Regions 1, 2, & 3	\$163 Million
OPTION C Re-cluster existing Cross Keys Cluster (Add New Sequoyah Area Cluster) + Relocate Chamblee Magnets	1. New 2,000-seat high school in Sequoyah area 2. 1,400-seat middle school for Cross Keys at Briarcliff site	1. 600-seat Cross Keys HS 2. 250-seat Sequoyah MS 3. 400-seat Lakeside HS 4. 800-seat Clarkston HS 5. 400-seat Freedom MS	20 schools + 2 Magnet programs 6,928 students	None	\$224 Million (includes land)

Summary of Public Input on Proposed Options

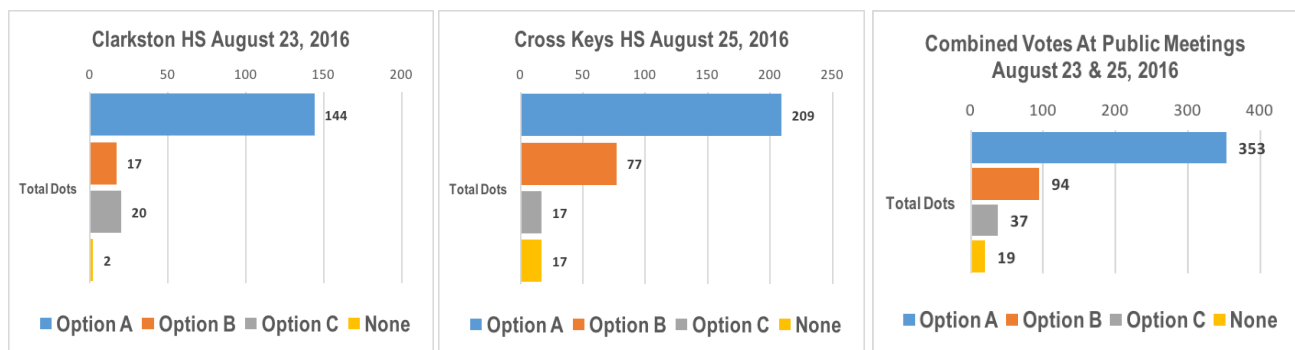
Round 3 Public Meetings
Round 3 Online Survey
Position Statements of School Councils, PTAs and Foundations

1. Round 3 Public Meetings:

Conducted: August 23, 2016 at Clarkston High School
August 25, 2016 at Cross Keys High School

Participants: Clarkston = 239, Cross Keys = 438
Total = 677

Option Preferences:



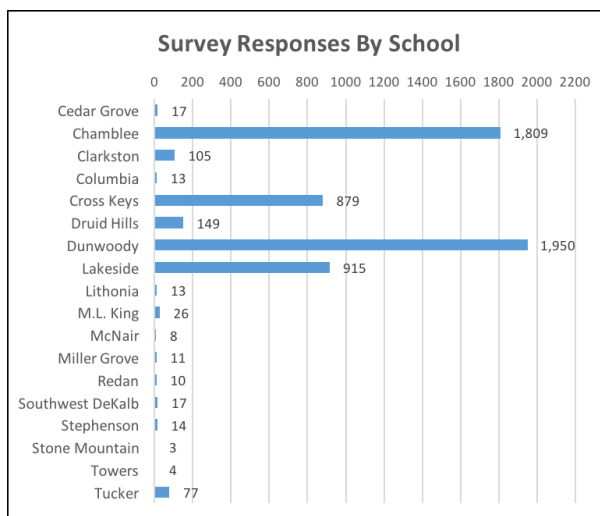
Key Takeaways (Facilitator recorded):

- Parents want capacity issue addressed and facilities upgraded – not a Band-Aid.
- Cost is a concern, but should not preclude finding a reasonable solution to capacity needs.
- Parents want to know specifics of who will be redistricted.
- Parents want to know impact on elementary schools.
- Traffic impact, especially pertaining to Briarcliff site, is a concern.
- Majority of parents are opposed to moving successful magnet programs, but others indicate support for more centralized program, or expanding magnets to more schools.
- Option C might have more support if sites are named where magnets would move.
- Concern about impact on property values and, especially, keeping communities intact.
- Concern that DCSD will work proactively with DeKalb/municipal governments on whatever plan is adopted.
- Some support for developing one or more new options, including rebuilding Cross Keys HS on current site.

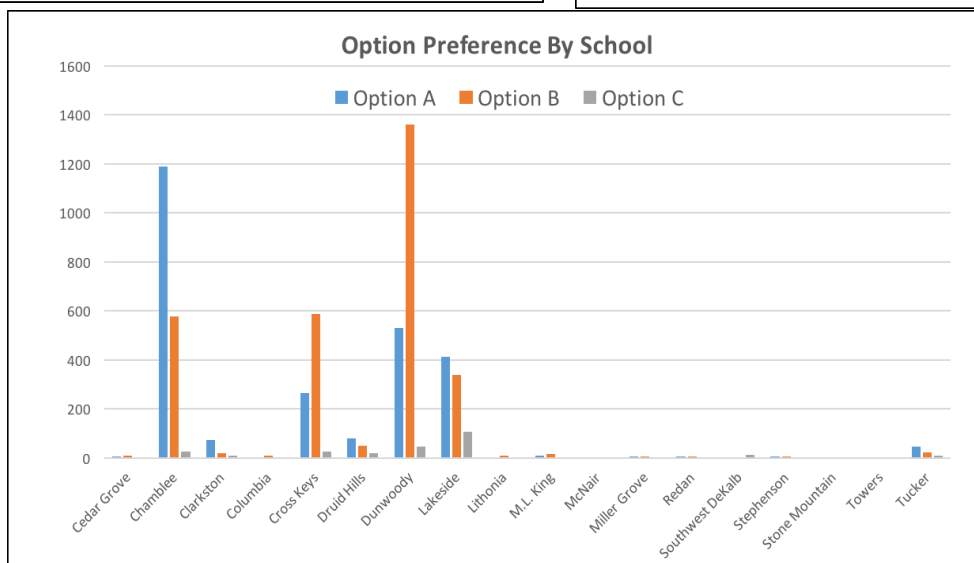
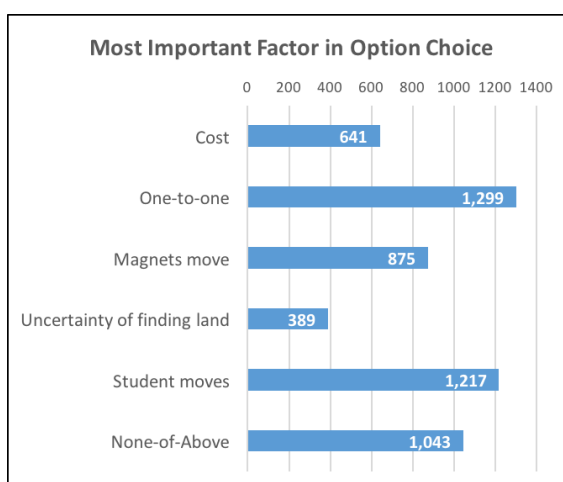
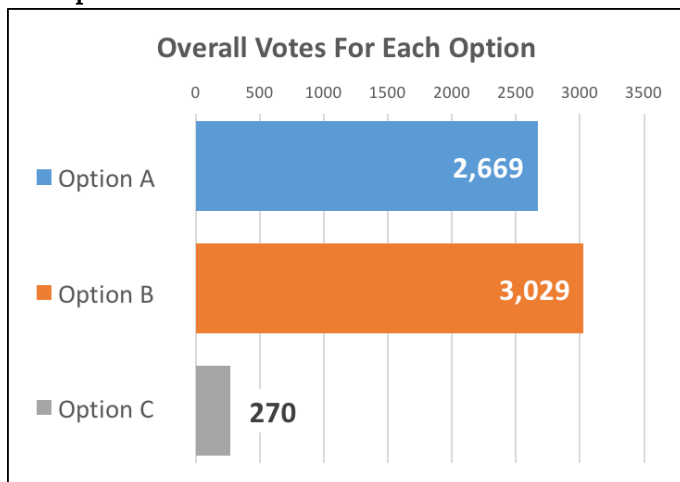
2. Round 3 Online Survey:

Conducted: August 23, 2016 through Sept. 16, 2016 (English & Spanish)

Responses: 6,102



Option Preferences



3. Position Statements of School Councils, PTAs and Foundations:

Conducted: Submitted by letter Sept. 12-Sept. 18, 2016

Participants and Option Preferences:

Organization	Cluster	Summary
Ashford Park ES PTA, School Council, APSEF	Chamblee	Supports a modified Option B (do not create a new cluster) with a new high school near the existing Cross Keys HS property, by leveraging the existing Briarcliff property; keep magnet at Chamblee MS/HS.
Briarlake ES School Council & Parent Leadership	Lakeside	Opposes split feeders.
Briar Vista ES School Council & PTO	Druid Hills	Endorse Option D as proposed by Druid Hills MS/HS. Opposes split feeders. Does not want a new cluster in Region 1.
Brockett ES School Council	Tucker	Endorses Option A since it preserves community ties (no split feeders).
Chamblee HS Governing Board and Chamblee MS PTSA	Chamblee	Opposes moving the magnet programs (diversity matters). Consider two new high schools and mitigate risks of annexation of Briarcliff site. Concern about distance from students to Sequoyah MS. Create a modified option that addresses stated concerns.
Cross Keys Foundation, Inc.	Cross Keys	Provides 5 guiding principles and 6 assertions. Recommends an Option D, with a new Cross Keys HS near the current site. Sequoyah MS should feed Chamblee MS. Keep magnet in Chamblee cluster. Keep Clarkston cluster whole.
Cross Keys HS School Council	Cross Keys	Supports Cross Keys Foundation statement.
Clarkston HS PTA	Clarkston	Provides concerns of existing school and supports Option A.
Clarkston HS School Council	Clarkston	Provides concerns of existing school and supports Option A.
Dunwoody HS School Council	Dunwoody	Supports modified Option B, with an addition to Peachtree MS (in addition to Dunwoody HS) to avoid split feeders.
Druid Hills MS/HS School Council	Druid Hills	Does not want split feeders, nor creation of a new cluster in Region 1. Re-cluster linear Cross Keys. Supports a modified Option B. Recommends leveraging Briarcliff HS (but not the stadium) to build a high school closer to Brookhaven.
Huntley Hills ES Council, PTA, Foundation	Chamblee	Supports reclusterings Cross Keys and Chamblee into north-south areas. New high school at the Briarcliff site (for Cross Keys). No additional cluster.
Kingsley ES PTO	Dunwoody	Recommends swapping Peachtree MS and Dunwoody HS and merge Chesnut and Kingsley and use Chesnut property to add to high school property (formerly Peachtree MS).
Kittredge ES Magnet School	Chamblee	Does not support any options. Any proposal to move the magnet should look at diversity and centralization.
Lakeside Cluster Summit	Lakeside	No consensus from Lakeside cluster, but provides a "thought paper," that supports not losing any students from the cluster and "provisional" support for a 750+ seat Lakeside if it is feasible. Provides creative ideas for Lakeside HS, including off-site 9th grade academy.
Montgomery School Council	Chamblee	Supports a new cluster (Sequoyah area) and re-building of Cross Keys HS. Sell Briarcliff land to support new schools. Keep magnet program at Chamblee. Provides a recommendation that is very similar to Option A.
Peachtree MS Foundation	Dunwoody	Supports Dunwoody HS statement.
Redan MS School Council	Redan	Supports Option C.
Sequoyah MS School Council	Sequoyah	Supports Cross Keys Foundation statement.

Key Takeaways from Public Input on Three Options:

- The survey results show an overall preference for B (51 percent) over Option A (45 percent) and Option C (4.5 percent).
- Chamblee (30%) and Dunwoody (32%) combined provided 62 percent of the responses, followed by Lakeside (15%) and Cross Keys (14%).
- The most important factor cited by all schools – even those preferring for Option B – is keeping one-to-one feeder patterns.
- The next most important factor cited by all schools is the number of student moves.
- The Chamblee community’s support for Option A is based primarily on two factors: 1) Keeping magnet programs in place, and 2) Keeping one-to-one feeder patterns.
- The Dunwoody community’s support for Option B is based on a strong desire to keep the Dunwoody community intact (under Option A, some students likely would be redistricted out of Dunwoody if a new high school cluster is created). They would prefer to see an addition built on Dunwoody HS, and many expressed support for a new option that keeps the Dunwoody community intact, keeps one-to-one feeder patterns, and includes an addition on Peachtree MS.
- Cross Keys prefers Option B because that option would build a new Cross Keys High School. They expressed concerns about the cost of Option A and the uncertainty of finding land for a new high school under that option.
- Lakeside is fairly balanced between supporting Option A and Option B – no dominant preference – but also expressed a strong desire to maintain one-to-one feeder patterns, and keep the Lakeside community intact if possible.
- Many of those supporting Option A believe it to be a better long-term solution for the school district because it provides the most additional seats.
- Many of those supporting Option B believe it to be the least disruptive solution for families because it requires fewer student moves and keeps school communities more intact.
- Some respondents who preferred Option A indicated they would have preferred Option B if not for the one-to-one issue.
- While not necessarily opposed to the idea, many expressed concerns about using the Briarcliff site for a middle school or a high school. Those concerns are related to traffic congestion primarily, but also to distance of travel to the school, student safety, and the possibility of the property being annexed by the city of Atlanta.
- There is little support for Option C or moving the Chamblee magnet programs.

SECTION 2 – Study Recommendations

Executive Summary

The recommendations in this report are the result of quantitative and qualitative analysis of comprehensive district-provided data and stakeholder feedback objectively weighing effectiveness, feasibility, cost, and consensus opinion, among other considerations. Education Planners, LLC recognizes the importance that all facility planning should be conducted under the guidance of the District's vision, mission, core beliefs, goals and objectives. The following is a summary of findings:

- DeKalb County School District identified challenges:
 - Rapidly increasing enrollment projected in seven high school clusters in Regions 1, 2 and parts of 3
 - High schools and middle schools in Regions 1 & 2 well over capacity by 2022
 - Cross Keys HS/Sequoyah MS enrollment already over capacity and doubling in the next six years
 - Magnet, charter and other curricular programs providing choice, but also contributing to under-enrollment in Regions 4 & 5
 - Inefficient attendance lines in some areas, i.e., students zoned to attend schools farther away
 - One-to-one middle-high feeders – a positive for maintaining school communities, but may not ensure an efficient use of school capacity
- Identified tools to address overcrowding of schools:
 - Adjusting middle & high school attendance zones
 - Building new middle schools & high schools/adding clusters
 - Adding on to existing middle & high schools
 - Converting middle schools to high schools, or vice versa
 - Shifting or adding curricular programs to middle and/or high schools
- This study initially considered three potential broad approaches to address the current and projected capacity needs of seven high school clusters:
 - Adding a new middle school/high school cluster, plus additions at existing schools
 - Adding on to existing facilities, plus building a replacement high school and new middle school without adding a new cluster
 - Moving students from over-capacity schools to schools where capacity exists
- The approach of addressing capacity needs entirely by moving students from over-capacity schools to schools where capacity exists, while feasible and ultimately far less expensive, was quickly determined impractical and undesirable due to the extensive student moves involved and significant disruption to school communities that would result.
- The possibility of finding a suitable, cost-effective tract of land in Regions 1 or 2 for the construction of a new high school and/or middle school is a substantial unknown, thereby limiting the appeal of any option requiring new land.
- The extensive Stakeholder Engagement process identified several key themes:
 - Opposition to split feeders (keep one-to-one feeder patterns)
 - Concern over budget constraints

- Anxiety over potential future redistricting
- Consensus to keep Chamblee magnet programs at current locations
- Consensus to keep existing attendance areas intact and communities together in all areas except for the Chamblee/Cross Keys clusters where this need was a lower priority.
- Based on overwhelming input from stakeholders, this study recommends keeping the existing magnet programs at Chamblee MS and Chamblee HS as they are now. If the consideration to relocate these programs should arise again, the District's Curriculum and Instruction Department should be directly involved in the feasibility analysis.
- This study does not constitute a redistricting plan, although in order to determine the feasibility of specific options to address overcrowding, certain assumptions were made regarding the number of student moves that would be needed (*See Appendix C*). Future redistricting processes will occur one year prior to new schools/additions opening.
- Expressed Regional Steering Committee/Stakeholder Concerns:
 - Overcrowding
 - ◆ Projected significant overcrowding anticipated in Regions 1, 2, and part of 3 in fall 2022
 - ◆ Seven overcrowded clusters: Dunwoody, Chamblee, Cross Keys, Lakeside, Tucker, Druid Hills, Clarkston
 - ◆ 3,853 HS Seats Needed in Fall 2022 (14,672 Enrollment with 10,819 Capacity for seven high schools)
 - ◆ 1,934 MS Seats Needed in Fall 2022 (9,832 Enrollment with 7,898 Capacity for seven middle schools)
 - ◆ A shortage of nearly 5,800 seats in MS/HS by Fall 2022
 - HVAC
 - ◆ One of the most commonly expressed concerns across the district was the need for improved performance of HVAC systems.
 - Athletic facilities
 - ◆ Condition of existing on-campus facilities. Lack of on-campus facilities. Desire for on-campus stadiums.
 - Safety & Security
 - ◆ Need for additional security personnel, cameras, access control, fencing, controlled access doors, etc.)
 - Parking
 - ◆ Lack of available parking – particularly at schools experiencing over-crowding
 - Technology
 - ◆ Desire for additional access to computer technology, computer labs, upgrades in technology
 - Curricular programs
 - ◆ Desire expressed to enhance curricular programs (STEM, IB, Arts, Culinary, Dual-language, etc.) as a means for encouraging higher enrollment in areas currently experiencing low enrollment

Final Recommendation

Guiding Principles:

- Address overcrowding and current shape of Cross Keys cluster;
- Eliminate portable classrooms and overcrowding in all middle and high schools by Fall 2022;
- As much as possible, minimize impact on students and families;
- No split feeders, but multiple middle schools could feed into one high school;
- Use existing district property (i.e., Briarcliff site) and/or leverage the revenue-neutral sale of the property;
- Do not relocate Chamblee magnets; and
- Keep existing 18 clusters and, as a result, create larger capacity high schools where needed.

RECOMMENDATIONS TO ADDRESS CAPACITY NEEDS IN SEVEN CLUSTERS	
1. Re-cluster existing Chamblee and Cross Keys Clusters	<ul style="list-style-type: none"> ○ Build a new 2,500-seat Cross Keys HS at Briarcliff site (or “cost-neutral” location in Brookhaven area) ○ Convert existing Cross Keys HS to new 1,500-seat Cross Keys MS (classroom addition is required) ○ Build new 600-seat addition at the existing Chamblee HS (2,400-seat capacity) ○ Sequoyah MS and Chamblee MS will serve as a Chamblee cluster middle schools
2. Build new additions in Dunwoody cluster:	<ul style="list-style-type: none"> ○ 600 seats at Dunwoody HS (2,100-seat capacity) ○ 450 seats at Peachtree MS (1,700-seat capacity)
3. Build new 750-seat addition at Lakeside HS (2,500-seat capacity)	
4. Build new additions in Clarkston cluster:	<ul style="list-style-type: none"> ○ 650 seats at Clarkston HS (1,925-seat capacity) ○ 300 seats at Freedom MS (1,675-seat capacity)
5. Build new auditorium at Cedar Grove HS	
TOTAL ESTIMATED BUDGET: \$202.5 MILLION	

Highlights of Recommendations:

- Addresses overcrowding in all middle and high schools, by 2022, including removal of portable classrooms at secondary schools;
- Keeps one-to-one feeders (Chamblee HS fed by two middle schools);
- Significantly minimizes student moves (3,200 vs 5,400-7,000 students from previous options);
- Keeps Chamblee magnet programs intact;
- An estimated **\$32.5 million** in additional revenue is needed to support this plan. A possible option may include applying for Ga DOE State Capital Outlay Reimbursements.

Facilities Recommended for Substantial Renovation or Replacement based on condition and age of buildings:

- | | |
|-----------------------|--|
| ▪ Cedar Grove HS: | Substantial renovation & auditorium |
| ▪ Cross Keys HS: | Auditorium (Included in recommendation for new school) |
| ▪ Champion Theme MS: | Substantial renovation or replacement |
| ▪ Miller Grove MS: | Substantial renovation (E-SPLOST IV project) |
| ▪ Salem MS: | Substantial renovation |
| ▪ Stone Mountain HS: | Substantial renovation (E-SPLOST IV project) |
| ▪ Druid Hills MS: | Substantial renovation |
| ▪ M.L. King, Jr., HS: | Substantial renovation (E-SPLOST III/IV project) |

Recommendations for All District Regions**Auditoriums**

DCSD high schools include an auditorium as part of their facilities program. Two high schools, Cross Keys HS and Cedar Grove HS currently do not have an auditorium. If the recommendation to re-build Cross Keys HS is adopted, the new school should include an auditorium as part of its facilities program. Additionally, it is recommended that an auditorium be constructed at the Cedar Grove HS site to ensure equity and consistency with other District high schools.

Recommendation: Include an auditorium in the facility program for the new Cross Keys HS facility and add an auditorium at the Cedar Grove HS facility.

HVAC System Performance

A common concern identified in the Regional Steering Committee discussions in all regions involved the poor performance of HVAC systems in many DCSD buildings. Common symptoms identified included inadequate cooling, inadequate distribution of air, systems not functioning at all or frequently failing, and an overall dissatisfaction with the performance and its impact on teaching and learning. These issues did not appear only with older systems, but often were noted in new facilities and in newly replaced systems. In some cases, problems were observed soon after new facilities were opened or existing systems replaced, perhaps reflecting on the quality of equipment or installation.

Recommendation: Ensure that high quality HVAC equipment is specified and increase quality control requirements on installations of equipment.

Safety and Security

The second most common item identified in the Regional Steering Committee discussions related to improving safety and security at each campus. Specific improvements identified include additional security personnel, access control devices, additional security camera monitoring, and additional site fencing.

Recommendation: Expand on efforts to identify safety and security concerns and implement measures to address these needs where feasible and as available funds allow.

Technology

Multiple Regional Steering Committee members expressed the need for upgraded technology, including additional computer laboratories, as well as expanded access to the technology for students.

Recommendation: Consider accelerating technology re-fresh schedule.

Athletic Facilities

Regional Steering Committee members identified, and our observations confirmed, that outdoor athletic facilities such as athletic fields, tracks, etc., generally are in need of improvement. Some committee members also expressed interest in expanding the number of sports offered to students, however, available land to do so is very limited. Finally, some committee members expressed a desire for each high school campus to have its own football stadium.

Recommendation: Provide additional resources to repair and maintain athletic facilities.

Non-Facility Issues

Although the focus of this study was on facility related issues, a number of other non-facility issues were identified. These included the desire to expand locally offered curricular programs that would encourage students to remain at their local schools instead of opting for choice programs. STEM, IB, Arts, Culinary, Dual-language, and other such programs were mentioned at multiple Regional Steering Committee and Public meetings. Additionally, numerous stakeholders expressed the need to increase parent involvement in the schools and to expand efforts to retain teachers in Regions 4 and 5.