



**S—State the Decision**

**L—List Alternatives**

**E—Establish & Classify Criteria**

**E—Evaluate Alternatives**

Establish Criteria	Classify Criteria —MUSTs / WANTs	Alternative 1		Score	Alternative 2		Score	Alternative 3		Score	Alternative 4		Score
		<ul style="list-style-type: none"> <li>County Office moves out of ACCA in phases (space at District Services, PIC remains until permanent location is secured)</li> <li>Renovate/rebuild Old Gaines as OEL (1.5 years)</li> <li>Renovate/rebuild W. Broad as hub for family/community services</li> <li>Rezone eliminating School "C" options (increase Cleveland Road enrollment)—(start design—two years) CMS goes to SPLOST 6</li> </ul>	2 3 1 4		<ul style="list-style-type: none"> <li>Repurpose W Broad—PIC, Hearings, clinics, OEL, community (immediate)</li> <li>Build School C and find temporary location for BOE move</li> <li>Old Gaines remains swing site</li> <li>Cleveland Road becomes BOE eventually</li> <li>Rezone Easom and School C</li> </ul>	1A 2 1B 3		<ul style="list-style-type: none"> <li>Additions to Whit, Gaines, Chase, Fowler, JJH, Tim</li> <li>Rezone all elementary schools</li> <li>Find BOE location to purchase</li> <li>Repurpose W Broad as agreed upon</li> </ul>	3 4 2 1		<ul style="list-style-type: none"> <li>Old Gaines tear down and new building for PIC, Hearings, Clinics, OEL, Comm and BOE—18 months</li> <li>Additions to schools—Whit, Gaines, Chase, Fowler, JJ, Timothy</li> <li>Rezone elementary schools</li> </ul>	2 1 3	
Adhere to all legal requirements, policies and constraints pertaining to district oversight and utilization of property	MUST	<ul style="list-style-type: none"> <li>Ensure legality of W Broad actions</li> </ul>		?	<ul style="list-style-type: none"> <li>Ensure legality of W Broad actions</li> </ul>		?	<ul style="list-style-type: none"> <li>Ensure legality of W Broad actions</li> </ul>		?	<ul style="list-style-type: none"> <li>Ensure legality of W Broad actions; legality of PIC and clinic at Old Gaines</li> </ul>		?
Maximize opportunities to increase academic growth of students	10	<ul style="list-style-type: none"> <li>Addresses Career Academy, OEL</li> <li>Trailers may still remain with partial rezoning</li> <li>East side either overcrowded or has trailers</li> </ul>		8/80	<ul style="list-style-type: none"> <li>Addressed OEL and Career Academy increased growth</li> <li>Trailers on east dies</li> </ul>		8/80	<ul style="list-style-type: none"> <li>OEL and Career Academy increase growth</li> <li>Eliminates trailers on East side—not sure on West side</li> <li>Additional student transitions impact learning community</li> </ul>		10/100	<ul style="list-style-type: none"> <li>OEL and Career Academy growth increased</li> <li>Reduced trailers</li> <li>Additional student transitions impact learning community</li> </ul>		10/100
Maximize operational effectiveness and efficiency of district	10	<ul style="list-style-type: none"> <li>Temporary increased inefficiencies for adult transportation</li> <li>Improves transportation efficiency with new school "C"</li> <li>Added meeting space for PL</li> <li>Addresses critical space needs</li> <li>Limited parking at W. Broad</li> <li>No designated Board meeting space</li> </ul>		7/10	<ul style="list-style-type: none"> <li>Decreased transportation needs for Building C students</li> <li>Cleveland Rd. becomes BOE so have Board meeting space</li> <li>Community transportation to BOE is more difficult—not centrally located</li> <li>If Gaines isn't used, will cost more to resurrect</li> <li>Two (2) moves for BOE</li> <li>Limited parking—Broad</li> <li>Critical space needs met</li> </ul>		9/90	<ul style="list-style-type: none"> <li>Critical space needs met</li> <li>PL space in BOE?</li> <li>Multi-purpose space at W. Broad</li> <li>Potential transportation efficiencies for kids with rezoning</li> <li>Limited parking at Broad</li> </ul>		8/80	<ul style="list-style-type: none"> <li>Adequate space needs met</li> <li>Transportation efficiencies with rezoning</li> </ul>		10/100
Minimize one-time initial costs		<ul style="list-style-type: none"> <li>Need more info</li> </ul>			<ul style="list-style-type: none"> <li>Need more info</li> </ul>			<ul style="list-style-type: none"> <li>Need more info</li> </ul>			<ul style="list-style-type: none"> <li>Need more info</li> </ul>		
Maximize opportunities for professional learning of staff	8	<ul style="list-style-type: none"> <li>Multi-purpose space at Broad or Gaines</li> <li>Increased PL space but not located at BOE</li> <li>PL space on both sides of river</li> <li>Limited parking at Broad</li> <li>Delay three (3) years</li> </ul>		6/48	<ul style="list-style-type: none"> <li>Multi-purpose wherever BOE is located</li> <li>Adequate PL space a ?? at BOE</li> <li>Parking helps drive decision of location</li> <li>Delay but not three (3) years</li> </ul>		10/80	<ul style="list-style-type: none"> <li>Gaines—multi-purpose</li> <li>Adequate PL space and at BOE</li> <li>Good parking</li> <li>Delayed for three (3) years</li> </ul>		8/64	<ul style="list-style-type: none"> <li>Multi-purpose possibilities</li> <li>Should be adequate PL space and parking</li> </ul>		8/64
Maximize equity and access for students	8	<ul style="list-style-type: none"> <li>OEL on East side = equity; also on</li> </ul>		7/56	<ul style="list-style-type: none"> <li>Cleveland Rd is challenge for public</li> </ul>		8/64	<ul style="list-style-type: none"> <li>Supports neighborhood schools</li> </ul>		6/48	<ul style="list-style-type: none"> <li>Equity/access—transportation</li> </ul>		10/80



and community (buildings, equipment, transportation)		<ul style="list-style-type: none"> <li>bus line</li> <li>Centrally located Community Service</li> </ul>		<ul style="list-style-type: none"> <li>access</li> <li>Supports neighborhood schools' concept</li> <li>W. Broad—community center</li> <li>Reduces OEL travel (Broad) east and west side for staff</li> <li>Addresses ESOM access</li> </ul>		<ul style="list-style-type: none"> <li>Central location (if feasible) for admin offices—find place for equity and access</li> <li>W. Broad—community service</li> <li>Reduce staff travel for OEL</li> </ul>		<ul style="list-style-type: none"> <li>Neighborhood school concept</li> <li>Community service</li> <li>Accessible to BOE office</li> <li>OEL on east and west side</li> </ul>	
Maximize safety of students, staff and community	6	<ul style="list-style-type: none"> <li>Academy—closed campus opportunities increased</li> <li>Increase distance from Police Office with PIC</li> </ul>	8/48	<ul style="list-style-type: none"> <li>Academy—closed campus opportunities increased</li> <li>Police Chief's office not centrally located (at BOE); also PIC</li> </ul>	6/36	<ul style="list-style-type: none"> <li>Academy—closed campus opportunities increased</li> <li>Increased distance from police office with PIC</li> </ul>	8/48	<ul style="list-style-type: none"> <li>Academy—closed campus opportunities increased</li> </ul>	10/60
Maximize opportunities to support social/emotional growth of students	6	<ul style="list-style-type: none"> <li>Elementary C could have additional space for community support services</li> </ul>	5/30	<ul style="list-style-type: none"> <li>Elementary C could have additional space for community services</li> <li>Allows wraparound for OEL</li> <li>Wraparound close to Career Academy</li> </ul>	7/42	<ul style="list-style-type: none"> <li>Additional space at elementary schools for resources—rezone plus additional buildings</li> <li>Allows wraparound for OEL</li> <li>Wraparound close to Career Academy</li> </ul>	10/60	<ul style="list-style-type: none"> <li>Additional space at elementary schools for resources—rezone and additional buildings</li> <li>Allows wraparound for OEL</li> </ul>	10/60
Maximize opportunities to provide support, resources and optimal teaching and learning for student career preparation	5	<ul style="list-style-type: none"> <li>Quick exit of County Office to allow Career Academy to optimize services provided</li> </ul>	9/45	<ul style="list-style-type: none"> <li>OEL gets out of building quickly</li> </ul>	7/35	<ul style="list-style-type: none"> <li>Quickest exit of County Office to allow Academy to optimize program and services</li> </ul>	10/50	<ul style="list-style-type: none"> <li>Nothing anytime soon</li> </ul>	5/25
Maximize likelihood that pre-k children are academically and socially prepared for kindergarten entry	5	<ul style="list-style-type: none"> <li>OEL not near service sites</li> </ul>	5/25	<ul style="list-style-type: none"> <li>More space and happens most quickly</li> </ul>	10/50	<ul style="list-style-type: none"> <li>More space and happens quickly</li> </ul>	10/50	<ul style="list-style-type: none"> <li>More space, but not quickly</li> <li>Close to clinic</li> </ul>	6/30
Minimize annual facility operating costs	2	<ul style="list-style-type: none"> <li>Need more info</li> </ul>		<ul style="list-style-type: none"> <li>Need more info</li> </ul>		<ul style="list-style-type: none"> <li>Need more info</li> </ul>		<ul style="list-style-type: none"> <li>Need more info</li> </ul>	
<b>TOTAL SCORE</b>			<b>402</b>		<b>477</b>		<b>500</b>		<b>519</b>



**C—Consider Risks**

1) *Identify risks*  
*If we choose this alternative, what could go wrong?*

2) *Assess threat*  
*What is the probability or likelihood of this problem occurring? (H, M, L)*  
*What is the seriousness or negative impact if the problem does occur? (H, M, L)*

Risks	Assess Threat	
	Probability	Seriousness
<i>If we choose top-scoring alternative, what could go wrong?</i>		
• If we neglect W. Broad facility there will be community outrage	<b>H</b>	<b>H+</b>
• If we rezone, may increase already escalating racial tension in community	<b>H</b>	<b>H</b>
• If we re-purpose Old Gaines, there is potential of major traffic congestion	<b>H (initially)</b>	<b>L</b>
• If we move community services to east side, perception of west side community will be negative	<b>M</b>	<b>L</b>
<i>If we choose next highest scoring alternative, what could go wrong?</i>		
• Same critical risk with escalating racial tension		
<i>If we choose another alternative, what could go wrong?</i>		

**T—Trust Your Work—Make the Best Balanced Choice**

*Which alternative should we choose? Which provides the best balance of benefit and risk?*

- Next Steps—there is too much risk in moving forward with options 3 and 4. We will reconvene on September 19, 2018 to look at Option 2 (with possible tweaks) and conduct thorough risk analysis. Meanwhile, we will get more information on the cost factors—initial cost of startup and annual operating costs.

