

## CCSD Situation Appraisal - July 2018

A situation appraisal is a tool to help teams clarify and manage the problems that face the organization. The process helps us better understand a situation or issue and prepare the organization to to address it effectively. The situation appraisal provides a tool to help us to assess situations and untangle divergent elements, opinions, possibilities, and needs (Richetti and Tregoe, 2001).

The question that the administrative committee team examined as it relates to the future facilities use report was the following: ***What issues/challenges need to be addressed so we can provide optimal facilities for teaching, learning and leading in the Clarke County School District?***

The issues that emerged as top priorities that requires action within either the next 6 to 12 months are noted with a check mark.

Issue	Denotes Priority to be addressed in next 6 months	Denotes Priority to be addressed in next 12 months
<p>Capacity - Attendance Zones</p> <ul style="list-style-type: none"> <li>● Currently have some schools over and some under capacity - not balanced</li> <li>● How do we ensure more accurate forecasting of growth in communities</li> <li>● What strategies can we use to attract student/families to our under-enrolled schools?</li> <li>● Enrollment on west side (HS) has increased - are we monitoring which students are going to assigned schools? Should we allocate resources for this?</li> <li>● Should there be consequences for parents who are fraudulent with residency information?</li> <li>● Why is it that people are preferring the west side HS over the east side HS?</li> </ul>	✓	✓  ✓
<p>Equity and access</p> <ul style="list-style-type: none"> <li>● Long-standing perception that east side of county is neglected in programming and opportunities</li> <li>● Why is the Office of Early Learning and Career Academy located on the west side only?</li> <li>● Should we pursue opportunity to do something</li> </ul>		

<p>about the absence of an Office of Early Learning and Career Academy on the east side? Are these programs that we could offer for equity and access purposes to all students in CCSD?</p> <ul style="list-style-type: none"> <li>• Handful of schools that families can't access with public transportation - keep this in mind with possible administrative office move</li> </ul>		
<p>Bringing large groups of professionals together for Professional Learning</p> <ul style="list-style-type: none"> <li>• We need location for large groups and PL, adequate technology, etc.</li> <li>• Need adequate parking for those beyond our current staff</li> <li>• We need designated board meeting space - currently setting up and taking down for every public meeting</li> </ul>	✓	✓✓
<p>What do we want for Central Office?</p> <ul style="list-style-type: none"> <li>• Does all functions of district administration need to be in one space? ✓✓✓</li> <li>• Currently certain staff have to travel for meetings, etc. ✓✓✓</li> <li>• Human Resources and Payroll separated, etc. - loss of efficiency ✓✓✓</li> <li>• Staff and parents don't know where to go to get help from Central Office ✓✓✓</li> <li>• By centralizing the location of Central Office functions, the district could clear space for other educational programming needs ✓✓✓</li> </ul>		
<p>Career Academy space and domino effect</p> <ul style="list-style-type: none"> <li>• What is the domino effect if the Career Academy gets space they need for their growth? Is there space for intro classes in our west side and east side high schools?</li> <li>• Do we have facilities to support students (e.g., labs) in their interest area of interest?</li> <li>• As we increase space and enrollment, what will be the impact on the high schools?</li> <li>• All students should have access to Career Academy offerings</li> <li>• Career Academy has become a safety valve for students who don't want to be in their home high school</li> <li>• We need to clarify the mission and purpose of the career academy</li> </ul>		✓

<ul style="list-style-type: none"> <li>We need to re-tool our high school - Need for more rigor (e.g.- advanced placement courses, dual credit offerings and introduction to career pathways that eventually concluded with an experience at the career academy)</li> </ul>		
<p>Class Size - More Rooms Required</p> <ul style="list-style-type: none"> <li>Recent class size reduction decisions means more rooms are needed; 4-5 schools have temporary buildings</li> <li>With more temporary buildings, increased costs for units and supporting structures</li> <li>All future construction must consider class size goals in mind</li> <li>We need places for all staff to meet in the main shell of the building - Gifted, Special Education, etc.</li> </ul>		
<p>Community School Services</p> <ul style="list-style-type: none"> <li>Where do we place community school services?</li> <li>What is our philosophy?</li> <li>How do we pay for this?</li> <li>How do we ensure our facilities are taken care of when the community uses the facilities?</li> <li>Need a comprehensive plan to accomplish this work</li> <li>A centralized hub where the community can receive services can be greatly beneficial to the those in need</li> <li>Improve existing educational facilities to also provide school-based health clinics;</li> <li>Extend wraparound services to specific areas of the community</li> </ul>		<ul style="list-style-type: none"> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓</li> <li>✓✓</li> <li>✓</li> </ul>
<p>Individual School Programs</p> <ul style="list-style-type: none"> <li>Because of House Bill 251, parents can request schools based on programs offered; also, students with special needs are often grouped in certain schools for better services</li> <li>Are there ways we can use programs to drive enrollment up?</li> </ul>		
<p>Temporary Placement at Old Gaines (Hilsman Middle School)</p> <ul style="list-style-type: none"> <li>Structure of school not appropriate for secondary students</li> <li>Supervision will be challenging</li> <li>Teaching/learning environment is not optimal</li> </ul>		

<ul style="list-style-type: none"> <li>• Need facility that enhances learning environment and is safe</li> </ul>		
<p>What Does the Community Expect?</p> <ul style="list-style-type: none"> <li>• When SPLOST was approved, citizens expected new school to be built - School C</li> <li>• What are our legal and ethical obligations for building School C?</li> <li>• We have high community expectations for facilities - citizens want premier buildings</li> <li>• Do we have enough staff and recurring budget for buildings and grounds?</li> <li>• We have to continue to invest in our buildings - even our newer schools</li> <li>• We should not depend on SPLOST for building investment and maintenance</li> </ul>		
<p>High School capacity to take on Introduction classes to feed into the Career Academy</p> <ul style="list-style-type: none"> <li>• Do we have space, equipment and HR capacity to offer introduction classes to certain Career Academy pathways at the east side and west side high schools?</li> <li>• Should we offer all introduction classes at both high schools?</li> <li>• It takes 6-9 months for some programs to be equipped and ready to go for new facilities</li> <li>• We must be more strategic with what we offer and where we want career academy programming to be 3-5 years from now</li> </ul>		✓
<p>Funding Implications</p> <ul style="list-style-type: none"> <li>• Funding sources - SPLOST (Currently in SPLOST V), Fund 101, Fund Balance, General Funds</li> <li>• How are funds to be used? We have to prioritize projects</li> <li>• Maintenance dollars are less than \$1 million/year; What's our equation for maintenance (#dollars per square foot of buildings)?</li> <li>• Currently, we can't use SPLOST dollars for maintenance and repairs</li> <li>• SPLOST is just for new infrastructure, technology, buses, etc.</li> <li>• We need to prepare community that we can't just rely on SPLOST. We have to maintain what we have - need to plan strategically. Do we need fund balance/budget for construction in the general</li> </ul>	✓✓✓	

<p>funds?</p> <ul style="list-style-type: none"> <li>• Can we conduct referendums outside of SPLOST? This is needed for maintenance of existing facilities</li> </ul>		
<p>West Broad</p> <ul style="list-style-type: none"> <li>• Represents different tensions in community</li> <li>• Core group has developed strong connection to the property</li> <li>• We have failed as a district in maintaining the building - the maintenance has been deferred</li> <li>• Athens Land Trust - have a garden and conducts a community market</li> <li>• The property has great history; should we pursue as an official historical landmark? We must preserve the original structure</li> <li>• Political tension in the community on how to proceed with the use of the property</li> <li>• We are missing an opportunity to create something special at this site</li> <li>• Athens-Clarke County SPLOST 2011 funds?</li> <li>• Safety issues with the current buildings</li> </ul>	<p>✓ ✓</p>	<p>✓</p>
<p>Different Utilization of Old Gaines</p> <ul style="list-style-type: none"> <li>• Once we are through using Old Gaines for displacement of students during construction projects, what do we do with the facility? (Possibilities include: Office of Early Learning - East Side, Professional Learning location, Administrative Offices?)</li> <li>• Design no conducive for 20th Century teaching and learning - need funds to make building better for educational purposes</li> <li>• Students are in building the 12-18 months but planning for future needs to happen now (Avoid another Barber Street or West Broad situation) Make decision on this by January 2019</li> </ul>		<p>✓ ✓</p>
<p>Where do we stand on loaning our district space to community agencies?</p> <ul style="list-style-type: none"> <li>• We do not have a handle on this issue! Who has permission to use our facilities? For how long?</li> <li>• Need clear process/protocol for using district facilities</li> <li>• Not secure, safe, etc.</li> <li>• Envision Athens has created an initiative that CCSD should be the hub for community facility use needs</li> </ul>		

<p>School common areas/spaces needed and design</p> <ul style="list-style-type: none"> <li>• How do we welcome students each day? No common receiving area in high school schools</li> <li>• How do facilities support teaching &amp; learning</li> </ul>		
<p>Access to equipment, etc. at the Career Academy</p> <ul style="list-style-type: none"> <li>• How can we proactively work with industry to predict employability skills are developed in our students to prepare them for emerging work opportunities?</li> <li>• How do we ensure facility configuration to match career pathways for students? We need to invest in facilities and unique needs of pathways</li> <li>• Are there resources in the community we can collaborate with in the future?</li> <li>• Components of Career Pathways <ul style="list-style-type: none"> <li>○ High School (Intro Classes)</li> <li>○ Career Academy (Hands on skill development and deeper knowledge)</li> <li>○ Internship with community partners - practical experience</li> <li>○ Credential in high need area</li> </ul> </li> <li>• There are equipment needs in both high schools and Career Academy classes</li> </ul>		
<p>Re-zoning</p> <ul style="list-style-type: none"> <li>• There is a need - community support is always difficult</li> <li>• We have to talk about real issues (segregation of communities) when this conversation is introduced</li> <li>• How do we re-zone without exacerbating the situation of segregated communities?</li> <li>• How do we address the unresolved issue of (1) Maxine P. Eason and (2) School C?</li> <li>• What is the best option to avoid full district rezoning?</li> <li>• Create authenticity in the school boundaries assignments;</li> <li>• Promote greater neighborhood connections to school assignments</li> </ul>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓ ✓</p> <p>✓</p> <p>✓</p> <p>✓ ✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>
<p>Unused properties, Potential Expansion and Growth</p> <ul style="list-style-type: none"> <li>• How do we best use current unused properties, build and expand facilities in order to handle future growth?</li> </ul>		
<p>Parent Choice</p>		

<ul style="list-style-type: none"> <li>• We can waive House Bill 251 and eliminate parent choice - What are the unintended consequences?</li> <li>• Do we continue to allow parents with resources to have choice (example - Transportation) to have choice? There is an equity issue here</li> <li>• We have to design schools for large number of parent drop offs</li> <li>• 150 families were approved in the 2017-18 SY for "choice"</li> <li>• Should we have criteria to select parent choice candidates instead of a lottery?</li> <li>• Should there be guidelines that parents/students have to follow in order to stay at desired school (example - attendance)</li> </ul>		
<p>Transportation Costs</p> <ul style="list-style-type: none"> <li>• With a potential School C, transportation costs should be reduced</li> <li>• We've decreased age of fleet; no longer leasing</li> <li>• Goal: Not to exceed 10-year old buses</li> <li>• Sparsely populated students students have longer bus rides</li> <li>• Staff travel to outer region schools is costly and takes a lot of time</li> <li>• It's difficult to get and keep bus drivers</li> </ul>		
<p>Career Academy and Culinary</p> <ul style="list-style-type: none"> <li>• Career Academy - What is it?</li> <li>• High School culinary program shares space with Nutrition - both use kitchen, equipment, etc.</li> <li>• It is difficult for teachers to instruct in the kitchen when Nutrition is preparing food to be served</li> <li>• 40-45 students in the culinary program, it is our "flagship" program at the Career Academy</li> </ul>		
<p>Long Range Planning to Reduce the need for Temporary Buildings</p> <ul style="list-style-type: none"> <li>• Challenge - student population is transit and mobile</li> <li>• Difficult to get a sense of trends of student movement</li> <li>• Extended educational services reduced class size necessitate need for temporary buildings</li> </ul>		
<p>Early Learning Opportunities</p> <ul style="list-style-type: none"> <li>• We need 10-15 more classrooms</li> <li>• We deny families access and they go other places for early learning; these other options are often not</li> </ul>	✓	

<p>as well prepared as our programs and are not vertically aligned</p> <ul style="list-style-type: none"> <li>● Research supports the importance of a good early learning foundation</li> <li>● Lottery in the spring is only for a family's assigned school zone; parents can select to self-provide transportation if other locations are available</li> <li>● There are specialized facility needs for Early Learning - must meet childcare licensing and have minimum requirement for green space</li> <li>● Many kids in our community really need our program - we want to be proactive in addressing their needs!</li> <li>● Adding Pre-Kindergarten classrooms to meet the community's need for high quality early learning opportunities is critical</li> <li>● Create an Office of Early Learning on the east side of the school district to address community needs</li> <li>● Offering early childhood education services from birth to three-years-old is critical to breaking the cycle of poverty and academic underachievement in the district</li> </ul>		
<p>School safety and facilities</p> <ul style="list-style-type: none"> <li>● Security audit recommendations will require next steps (and additional funding) <ul style="list-style-type: none"> <li>○ Lighting</li> <li>○ Main office ability to initiate lockdown at push of a button</li> <li>○ Classroom doors lockable from both sides of the door</li> <li>○ Secure zoning for after-hours facility use</li> <li>○ Eliminate the use of temporary buildings over a ten-year period;</li> <li>○ Upgrade facilities to address security upgrades recommended in the security audit</li> </ul> </li> <li>● Adult access in buildings after hours - protocol not always followed; protocol is not consistent across the district</li> <li>● Are we too accommodating RE: facility access?</li> </ul>	<p>✓</p> <p>✓</p> <p>✓</p>	



<ul style="list-style-type: none"> <li>● Career Academy design requires attention immediately</li> <li>● Isolated facilities - Don't always feel safe going places after hours (example - Whitehead Annex)</li> </ul>	<p>✓</p> <p>✓</p>	
<p>Ensuring our K-12 educational programs have physical environments that provide for:</p> <ul style="list-style-type: none"> <li>(a) Low class sizes in all schools;</li> <li>(b) Conduct classes in the school's physical shell (minimizing the use/need for temporary buildings/classrooms);</li> <li>(c) Ensuring that services such as Special Education, Early Intervention Programming, Gifted, Speech and Language, School Psychology, Counseling, Social Work and Nursing have permanent space within the physical shell of the school; and</li> <li>(d) Ensuring allied arts/related arts have space for potential expansion.</li> </ul>		
<p>Special Education Programming</p> <ul style="list-style-type: none"> <li>● We have many groupings of SpEd and behavior need students at non-home schools</li> <li>● Cleveland Road Elementary School house several special programs - They have the space (distance is an issue)</li> </ul>		