

An outline map of Hickman County, Georgia, is centered on the page. The map shows the irregular border of the county. Inside the map, the title and author information are printed.

HICKMAN COUNTY PUBLIC SCHOOLS LONG RANGE FACILITY PLAN

**Center for Improvement of
Educational Systems
Belmont University**

Center for Improvement
of Educational Systems
BELMONT
UNIVERSITY

May 11, 2019

To: The Hickman County Board of Education
Director of Schools Michelle Gilbert

From: Jesse B. Register, CIES Director

Director of Schools Michelle Gilbert approached the Belmont Center for the Improvement of Educational Systems for assistance in developing a comprehensive facilities plan for the Hickman County Schools. CIES agreed to engage a team of experienced consultants to assist the district in developing a strategic facilities plan. This plan has been developed over the past three months and is presented in this document.

The CIES team conducted a comprehensive analysis of Hickman County school facilities and central office that included an evaluation of the structures, as well as components and operating systems. This analysis established an excellent foundation for developing a strategic facilities plan for the next decade for Hickman County Schools.

The CIES team met on several occasions with district staff and conducted site visits as necessary. I wish to acknowledge the staff and Director Gilbert for their cooperation in completing the study. Our team consisted of Dr. Jesse Register, Director of CIES at Belmont University; Mr. Joe Edgens, architect; Mr. Brent Ostermiller, mechanical engineer; and Mr. Ryan Latimer, enrollment and zoning specialist.

The report consists of the following: Cover Letter; Scope of Work; Bio of the Consultants; an Executive Summary of Findings; Details of Facility Conditions of schools and central office; School Capacity and Utilization; Enrollment Projections by school and grade; and Recommendations and Cost Estimates.

This report has been prepared for Hickman County Schools as a member of the CIES Consortium of Districts. Our goal at Belmont is to provide the best available support at a reasonable cost for our participating districts. We hope you find the information of value as you pursue strategic plans for development of facilities in Hickman County.

Sincerely,

Jesse B. Register, EdD
Director

Long-Range Facilities Plan

Scope of Work

Establish a Facilities Condition Index for Hickman County Schools and Administration Building: A Facility Condition Index (FCI) was developed for each facility assessed in order to prioritize projects and to determine the advisability of replacement vs. renovation, as well as the scope and cost of recommendations.

The FCI was developed using a program that analyzes over 40 components of each facility and its site through on-site analysis and working with school maintenance personnel. The program is similar to the program used by Metro Nashville Public Schools. Each component is graded from poor to excellent and from that grading, the FCI is calculated. The FCI is crucial when addressing deferred maintenance and modernization costs, the urgency and extent of needed renovations, and placing each facility in the appropriate priority in a long-range facility plan. New construction and renovation costs can be compared to determine recommendations.

Establish the Programmed Capacity of each school: The CIES team worked with knowledgeable, experienced staff to review each space in each school to determine its current use, as well as the number of students utilizing that space. From this data, a programmed capacity of how the school is used during the 2018-2019 school year was established.

Develop Ten-Year Enrollment Projections for each school: Enrollment projections were calculated for each school in the district using a weighted statistical model that includes a Cohort Survival Model, Average Percentage Annual Increase Model, and a Linear Regression Model. In addition, a review of local factors including census data and projected residential development for the county were factored into the projections.

Prioritize Recommendations and Identify Estimated Costs: In consultation with Hickman County administrative staff, the final report contains a list of prioritized recommendations and projected costs for implementation of the plan by project and by year. It also contains an annual capital outlay budget, staged in phases, to address in a systematic and affordable manner those remodeling projects that require debt service and/or bond funds.

CIES Consultants

Consultants used to develop the report include the following:

Jesse B. Register: Dr. Register is Director of the Center for the Improvement of Educational Systems at Belmont University. Over a twenty-seven-year career as a public-school superintendent in four districts, Dr. Register has overseen the merger of three school systems and has planned and implemented district-wide facilities planning and pupil assignment plans in these districts.

Joe Edgens: Mr. Edgens is the retired Executive Director of Facilities Services for the Metropolitan Nashville Public Schools (MNPS). He is an architect, holding a Bachelor of Architecture degree from the University of Tennessee. Mr. Edgens worked twenty years in the private sector prior to his employment with MNPS. After twenty-three years with MNPS, he retired on December 30, 2011, but continued to serve as facilities consultant for MNPS until July 1, 2017. During his employment, many departments were under his supervision including Planning and Construction, Maintenance, Operations (custodians and grounds), facility use, and ADA Compliance. Mr. Edgens has also been involved with the Council of Great City Schools (CGCS) for many years as a member of peer review teams assisting in reviews of facilities, operations and maintenance, and capital planning for large districts across the country.

Brent Ostermiller: Mr. Ostermiller is a mechanical engineer who has recently retired from full time service in Metropolitan Nashville Public Schools. He served in the Department of Planning and Construction and has expertise as a systems evaluator on the Facilities Condition Index model. He has been trained over the last two decades in the evaluative process for school facilities planning and construction.

Ryan Latimer: Mr. Latimer is Director of Boundary Planning and Enrollment Forecasting at Metropolitan Nashville Public Schools. He received a master's degree in Public Administration from Tennessee State University and has worked at MNPS since 2008. Currently, he oversees the district's short- and long-range projections and manages the district plan for school rezoning and the mapping (GIS) database. He is an expert in enrollment forecasting and school zoning. He has a working knowledge and uses the latest forecasting techniques for accurately forecasting and predicting school enrollment by school. Prior to joining MNPS, he worked for the Metropolitan Planning Department of Nashville in a variety of roles in the GIS department.

Executive Summary of Findings

1. Although the Administration Building and four schools (Hickman County Middle, Hickman County High, East Hickman Elementary, and East Hickman Intermediate) received FCI scores at the low end of the "Fair" range, and Centerville Elementary and East Hickman Middle received scores at the upper end of the "Poor" range, surveys found the facilities to be in overall good structural condition and the scores do not indicate replacement is warranted. The principle reason for lower scores is the aging of major systems, such as HVAC, plumbing, electrical, and roofing. Hickman County School System should be commended for the maintenance and upkeep of its aging buildings.
2. Demographic studies and existing enrollments indicate adequate capacity currently with no overcrowding anticipated in the near future.
3. The two high schools are significantly underutilized.
 - East Hickman High School is listed as 250,000 square feet but the programmed capacity is only 973 students. This equates to 257 square feet per student which is extremely high and indicates severe underutilization. It is speculated that the building that is separate from the main high school building was counted in the square footage calculation. By including additional programs and students in that building, a more reasonable utilization of the 250,00 square feet at this site would be achieved.
 - Hickman County High School calculates at 189 square feet per student which is in line with the norm for a 1000-1100 capacity high school.
4. East Hickman High School has the best FCI score (81.28) and is in good overall condition. The only item rated poor is the HVAC Controls. There is no comprehensive control of the system which could result in independent units in a classroom working against each other. Adding a control system would result in better efficiency. Other than controls, routine and scheduled maintenance would render this facility in good condition.
5. The Administration Building, the smallest at 24,000 square feet and with a marginal FCI of 61.39, would be the least expensive to renovate. The FCI would be even lower if suitability of the existing spaces for their administrative use were considered. However, with limited resources, it is difficult to justify addressing the needs of this building over a school.
6. The priority for the next decade is the need to renovate existing buildings using the FCI study as a guide and addressing the items with low scores as the highest priority.
7. A strategic and progressive approach to addressing facility needs over the next decade can be successful.