GERMANTOWN MUNICIPAL SCHOOL DISTRICT

MASTER FACILITIES *Plan*



2025

Prepared for
Germantown Board of Education

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EXECUTIVE SUMMARY

The Germantown community voted to create a municipal school district in July 2013. In May 2014, the Tennessee Department of Education approved the Germantown Board of Education as a local education agency, officially forming Germantown Municipal School District (GMSD). The district began operations with five schools and now includes one high school, one middle school, three elementary schools, one K-8 school, and a fully virtual K-12 program, the Germantown Online Academy of Learning (GOAL), established in 2021-22 in response to the COVID pandemic.

The Facilities Master Plan guides long-term facility improvements, drawing on enrollment trends, academic programs, and building needs. These factors are interdependent and continuously evaluated to ensure school buildings meet current and future student demands.

GMSD opened the 2025-26 school year with 5,810 students, including 576 non-residents and 208 children of district employees.

The Office of Teaching, Learning, and Assessment delivers a rigorous curriculum designed to prepare every student for success. Over the next five years, GMSD will:

- Expand STEM opportunities across all grade levels.
- Upgrade technology infrastructure.
- Strengthen academic programs including preschool, honors, fine arts, and Early Post-Secondary Opportunities (AP, dual enrollment/credit, CTE certifications).

These initiatives often require reimagining existing spaces. For example, a Physical Therapy room was remodeled into a STEM lab in 2020-21, a classroom is currently being transformed into a print shop, and future plans include updating science labs to align with safety standards and modern practices.

Fine arts programs continue to grow, requiring facilities that support both enrollment and evolving program needs. Annual inspections evaluate whether classrooms, rehearsal areas, and performance spaces are adequate in size, layout, and functionality.

FACILITIES ASSESSMENT & FUNDING

Each year, GMSD conducts an inspection to evaluate building usage and suitability. This process ensures that facilities adequately support enrollment levels and program offerings. The 2025-26 assessment rated most schools in fair to good condition but identified significant capital improvements and maintenance needs that require immediate attention.

Since the district's inception in 2014, more than $110 million has been invested in capital improvements, including new construction and maintenance needs. Funding has come from the following sources:

- City of Germantown: $45M+
- GMSD General Fund: $36M+
- Shelby County Commission: just under $18M
- Federal Government: just under $9M
- Private Donors: $2M+

MAINTENANCE NEEDS & CAPITAL PLANNING

Maintenance needs across GMSD's six schools total $21,397,000, covering mechanical improvements, structural improvements, general maintenance, and ADA projects. Delaying these repairs increases safety risks, liability, and long-term costs.

Capital improvement projects are prioritized in the budget, with the most critical needs and major projects listed first. To support students, programs, and the longevity of facilities, GMSD must continue to develop strategies that secure adequate funding for maintenance needs and other capital costs.

A significant advancement with the Shelby County Commission now provides capital improvement funding on a monthly basis, allowing the district to plan more strategically for upcoming projects.

FACILITIES MASTER PLAN DEVELOPMENT

The Facilities Master Plan process began in 2014-15 with the formation of a planning committee that included district administrators, board representatives, and parents. Over several months, the committee reviewed data, assessed community needs, and set specific goals for facilities planning.

Although membership has changed through the years, the committee continues to meet annually to provide input and guide updates to the plan.

PLAN GOALS

- Optimize school facilities to meet current and future enrollment.
- Eliminate temporary (portable) classrooms.
- Upgrade facilities to meet ADA, life safety, building, and fire codes.
- Modernize infrastructure to support innovative and advanced instructional technology.
- Preserve the model of neighborhood-based schools.
- Maintain joint-use agreements and partnerships with the City of Germantown.
- Upgrade academic, arts, and athletic facilities so students can learn, practice, compete, and perform at their home schools.
- Renovate and upgrade the high school campus to meet program needs, reflect GMSD and City of Germantown standards, and remain competitive with other area high schools.



ENROLLMENT

Enrollment and demographics provide a clear picture of the number of students attending Germantown schools and their instructional needs. Shifts in these numbers directly impact facility use and space requirements. Enrollment trends—whether growth, decline, or stability—serve as strong indicators for future planning.

This section analyzes historical, current, and projected enrollment and demographic data for GMSD schools.

TABLE 1. HISTORICAL RESIDENT ENROLLMENT

Year	K	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	Total
2014-15	336	357	351	366	339	389	360	344	336	331	253	258	198	4,218
2024-25	388	396	415	426	396	435	414	409	420	341	386	360	410	5,196
2025-26	321	405	378	413	432	391	414	406	400	403	338	365	360	5,026

TABLE 2. HISTORICAL NON-RESIDENT ENROLLMENT

Year	K	1st	2nd	3rd	4th	5th	6th	7th	8th	9th	10th	11th	12th	Total
2014-15	51	51	58	38	47	54	70	121	101	134	256	244	225	1450
2024-25 Non-Residents	12	26	18	21	34	21	54	47	29	78	74	69	96	579
2025-26 Non-Resident	11	11	25	23	19	36	32	45	49	74	89	92	70	576
2024-25 GMSD Employee Non-Resident	17	16	14	11	18	12	15	16	12	10	18	14	9	182
2025-2026 GMSD Employee Non-Resident	16	17	17	16	13	18	15	17	16	17	11	20	15	208

CHART 1. PERCENT CHANGE OF RESIDENT ENROLLMENT

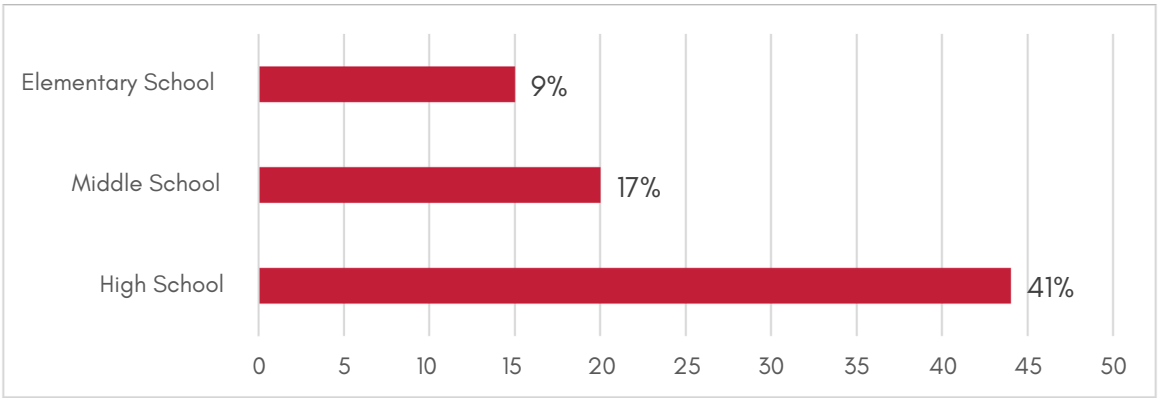


TABLE 3. NUMERIC CHANGE OF RESIDENT GRADE GROUP ENROLLMENT

Year	K -5	6 -8	9 - 12	Total
2014-15	2,138	1,040	1,040	4,218
2024-25	2,452	1,243	1,501	5,196
2025-26	2,340	1,220	1,466	5,026
Change	+ 202	+ 180	+426	+ 808

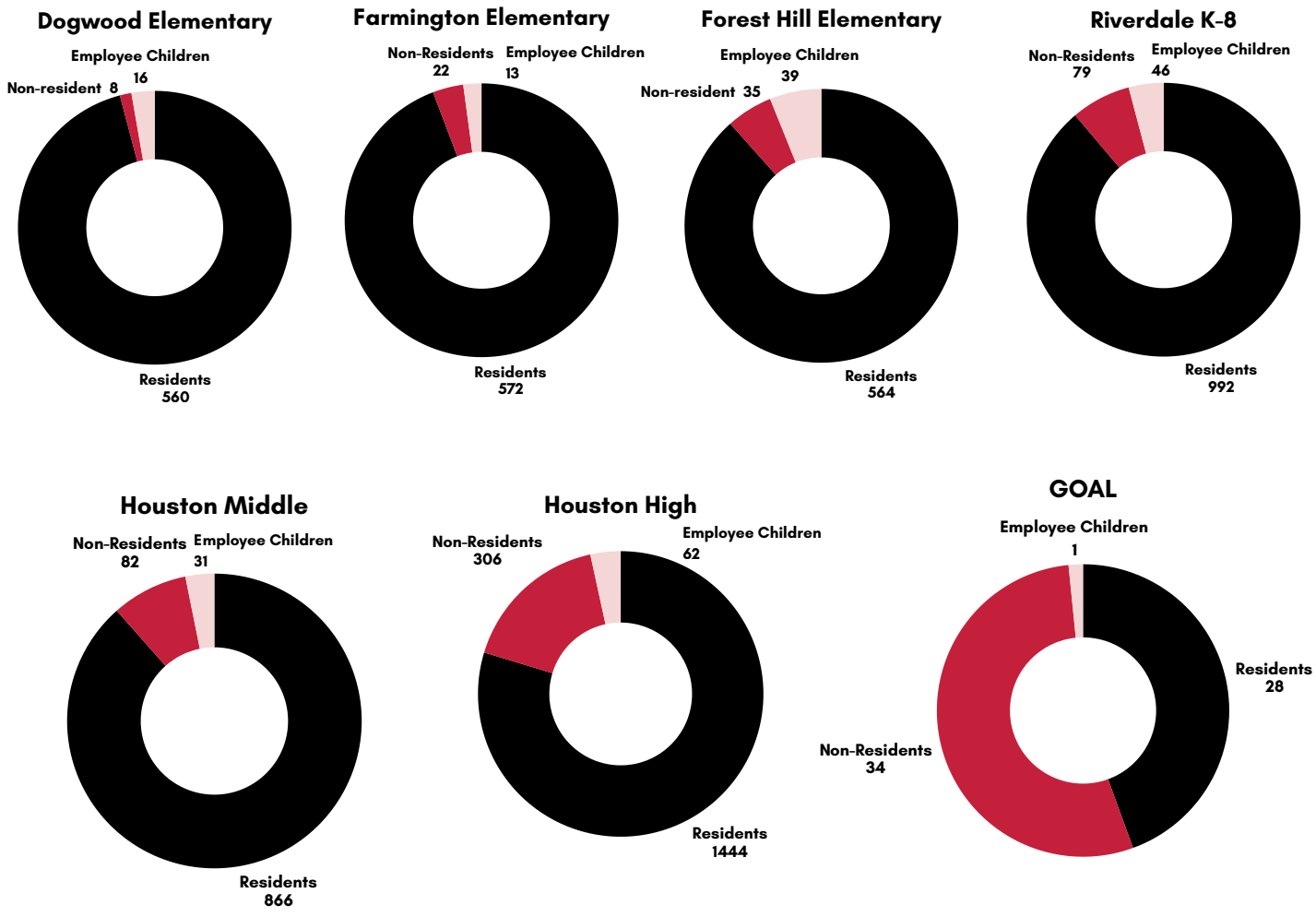
ENROLLMENT GROWTH SINCE INCEPTION

- High School: +426 resident students (41% increase)
- Middle School: +180 resident students (15% increase)
- Elementary: +202 resident students (9% increase)
- District Total: +808 resident students (19% increase)

NON-RESIDENT ENROLLMENT

Table 4 shows enrollment totals by place of residence and school of attendance. Districtwide, about 14% of students are non-residents. Houston High has the largest share (19%), followed by Houston Middle (12%). Proximity to neighboring school systems contributes to these patterns.

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

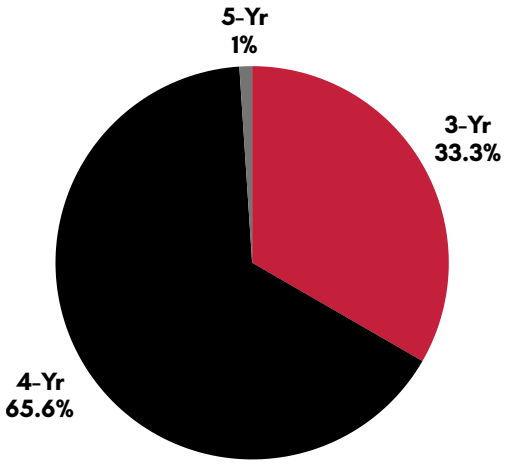


SPECIAL EDUCATION ENROLLMENT

Germantown Municipal School District is committed to ensuring that both general education and special education students have access to academic achievement, college readiness, and career pathways. Students receiving special education services make up 16% of total enrollment, and the district provides a full continuum of support, including services for intellectually gifted students.

Services range from intensive small-group interventions to co-teaching in general education classrooms. Related services include speech/language therapy, occupational and physical therapy, hearing and vision support, and social-emotional services. The most intensive programs focus on preparing students with cognitive challenges for life after school.

CHART 2. PRESCHOOL ENROLLMENT BY AGE



GMSD also secured a Transition from School to Work Grant in partnership with Vocational Rehabilitation, funding two full-time staff members dedicated to improving postsecondary outcomes for students with disabilities. This population represents 0.5%-1% of total enrollment, averaging 90 students from 2014-2025, with current enrollment at 117 students.

For intellectually gifted and talented students, approximately 244 are currently enrolled. These students receive specialized instruction beyond the general education curriculum, with a focus on critical thinking, creativity, and leadership.

The district also provides early childhood special education for ages 3-5. GMSD operates eight preschool classrooms across its four elementary schools (two each at Dogwood, Riverdale, Forest Hill, and Farmington), serving 105 students, including 44 with disabilities.

KEY NUMBERS AT A GLANCE

- 16% of total enrollment receives special education services
- 117 students in intensive support programs
- 244 students identified as gifted
- 105 preschool students (44 with disabilities)

PRESCHOOL ENROLLMENT & FOCUS AREAS

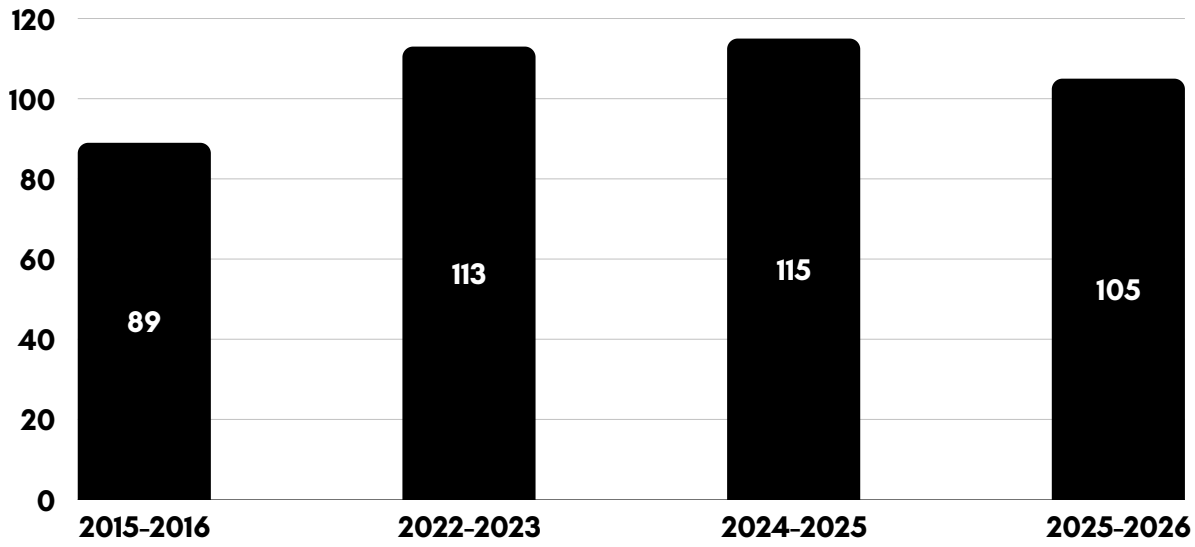
Since its inception in 2014, GMSD has experienced steady growth in preschool enrollment, supported by the creation of the municipal school district and the Child Find awareness campaign. Current enrollment is 105 preschool students, including 44 students with disabilities.

In recent years, the district has emphasized inclusive opportunities for students with disabilities ages 3-5, with initiatives that include:

- Increasing the number of positive peers per classroom
- Adding teaching assistants
- Offering an employee perk program to encourage positive peer participation

The Tennessee Department of Education has identified five statewide focus areas: early foundations and literacy, high school bridge to postsecondary, all means all, educator support, and district empowerment. GMSD will use these priorities to guide and strengthen preschool programs over the next five years.

CHART 3. ESE (SELF-CONTAINED PRESCHOOL ENROLLMENT)



DEMOGRAPHER'S REPORT

In Spring 2017, GMSD hired a professional demographer to forecast enrollment through 2027 using census data, historical enrollment, population demographics, and housing trends. In Fall 2021, the district re-engaged a demographer with updated data from the 2020 Census, actual enrollment trends, and residential development patterns in Germantown.

The analysis found that enrollment will likely remain stable over the next decade, with a projected increase of 136 students (2.3%) from 2025-2026 to 2031-32. Stability is driven by two main factors: turnover of empty nest households (age 70+) balancing with those newly entering that stage (age 50-59), and continued migration of young families with children. Year-to-year changes will primarily reflect the size of grade-level cohorts moving through the system.

For the 2025-2026 school year, the demographer predicted 2,718 K-5 students; actual enrollment was 2,541 (177 fewer). For grades 6-8, the forecast was 1,329 students; actual enrollment reached 1,394 (65 more).

The analysis found that enrollment will likely remain stable over the next decade. Key factors include:

- Turnover of empty nest households (age 70+) balancing out with homes transitioning to empty nest (age 50-59).
- Continued migration of young families with children into Germantown.
- Variations in grade-level cohorts entering and leaving the system year-to-year.

FORECAST VS. ACTUAL (2025-2026)

- K-5: Forecast 2,718 | Actual 2,541 (177 fewer students)
- 6-8: Forecast 1,329 | Actual 1,394 (65 more students)
- 9-12: Forecast 1,803 | Actual 1,812 (9 more students)

Overall, total district enrollment is projected to remain stable, with a modest increase of 136 students (2.3%) from 2025-2026 to 2031-32.

TOTAL ENROLLMENT

The demographer projected 5,850 students for the 2025-2026 school year. Actual enrollment was 5,810—40 less than forecasted. The district will continue to monitor trends and adjust as needed, including recommendations for facility additions or zoning changes.

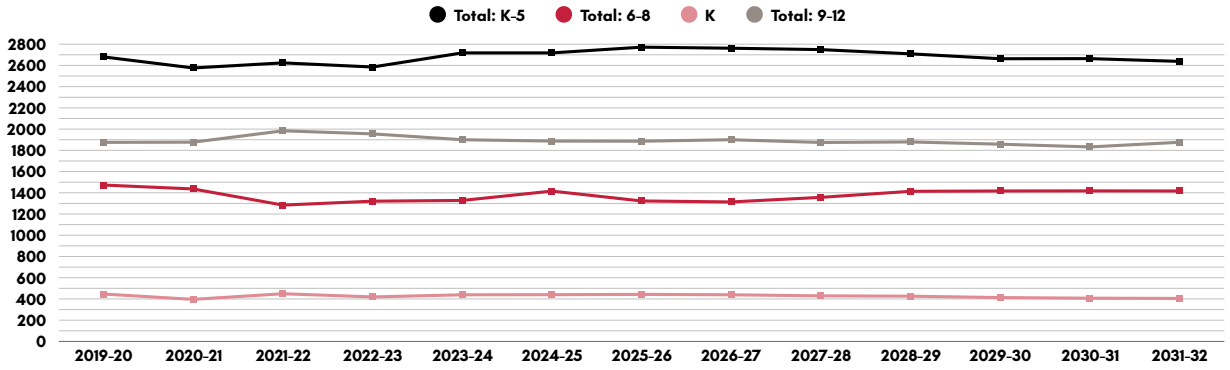
CHART 4. GRADE LEVEL PROJECTED RESIDENT ENROLLMENT

Appendix D: Enrollment Forecasts

Germantown Municipal School District: Total Enrollment

	2019-20	2020-21	2021-22	2022-23	2023-24	2024-25	2025-26	2026-27	2027-28	2028-29	2029-30	2030-31	2031-32
K	445	396	449	439	439	440	434	429	423	416	409	407	405
1	436	434	414	462	460	459	460	455	448	442	435	428	421
2	436	426	456	417	465	463	462	463	458	451	444	441	434
3	480	431	406	459	419	467	464	464	465	460	454	451	448
4	439	455	434	409	462	422	469	466	466	467	465	461	458
5	444	434	465	439	414	467	429	475	472	473	477	476	472
Total: K-5	**2680**	**2576**	**2624**	**2625**	**2659**	**2718**	**2718**	**2752**	**2732**	**2709**	**2684**	**2664**	**2638**
6	457	447	407	471	445	420	471	431	478	475	476	482	481
7	509	441	442	405	469	444	418	469	429	475	473	474	480
8	507	492	435	437	401	463	440	413	463	424	469	467	468
Total: 6-8	**1473**	**1380**	**1284**	**1313**	**1315**	**1327**	**1329**	**1313**	**1370**	**1374**	**1418**	**1423**	**1429**
9	452	531	528	459	461	423	488	466	438	491	449	497	495
10	475	450	534	523	454	456	419	486	464	436	489	447	495
11	494	440	446	523	513	445	447	413	479	457	429	482	440
12	454	494	476	450	528	518	449	454	419	486	464	435	489
Total: 9-12	**1875**	**1915**	**1984**	**1955**	**1956**	**1842**	**1803**	**1819**	**1800**	**1870**	**1831**	**1861**	**1919**
Total: K-12	**6028**	**5871**	**5892**	**5893**	**5930**	**5887**	**5850**	**5884**	**5902**	**5953**	**5933**	**5948**	**5986**

CHART 5. GRADE LEVEL PROJECTED RESIDENT ENROLLMENT OVER TIME



CAPACITY

The demand for instructional and core facility space depends on student enrollment and the programs offered each year. To meet this demand, classroom capacity is reviewed and adjusted annually. While a school's square footage does not change, its capacity can fluctuate based on factors such as student-teacher ratios, scheduling, programming, classroom design, space utilization, and curriculum.

At the start of each school year, district administrators monitor enrollment and conduct site visits to assess how classroom space is used. This process helps determine the maximum number of students each school can accommodate.

DEFINITIONS

- Maximum capacity: The number of students that can be placed in a classroom based on state ratios.
- Utilization rate: How efficiently classrooms are used in relation to enrollment.

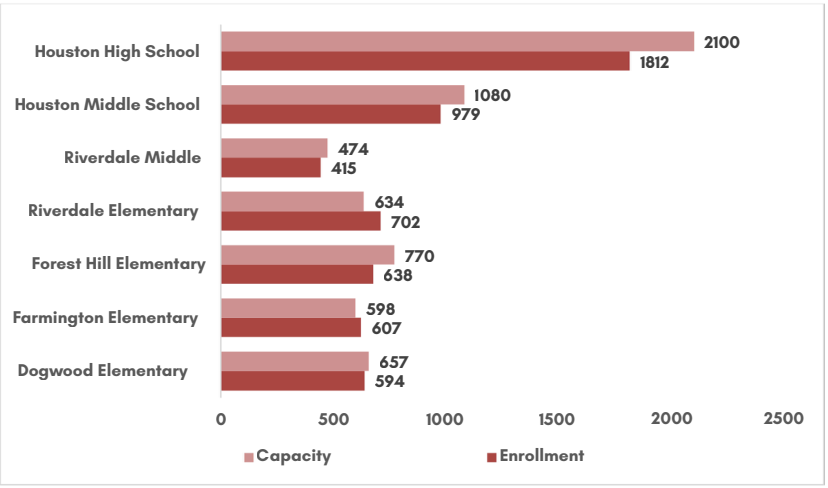
STATE MAXIMUM STUDENT-TEACHER RATIOS:

- Grades K-3 and middle/high CTE: 20:1 average, with no class exceeding 25 students.
- Grades 4-6: 25:1 average, with no class exceeding 30 students.
- Grades 7-12: 30:1 average, with no class exceeding 35 students.

These ratios, combined with the number of classrooms, establish how many students may legally attend each school. The district aims to keep enrollment below state maximum capacity.

Programmatic capacity is defined as two students fewer per teacher than the state maximum. To maintain this standard, the district may adjust enrollment among schools. The opening of Forest Hill Elementary in 2019-20 has already helped balance elementary enrollment.

CHART 5. SCHOOL ENROLLMENT AND CAPACITY UTILIZATION



PROGRAMS

Germantown Municipal School District (GMSD) includes seven schools: three elementary (K-5), one K-8, one middle (6-8), one high school (9-12), and one virtual school (K-12).

The district is known for academic excellence and a focus on continuous improvement, whether through capital projects, expanded course offerings, or support for teachers. Each school provides families with a student-focused, well-rounded environment.

STUDENT OUTCOMES

- Class of 2024: Average ACT composite 24.1, with 100% participation.
- State graduation rate for Class of 2025: 98.8%.
- About 5% of students are considered economically disadvantaged.

Parent support, high expectations, effective teachers, and rigorous curriculum drive this success. Looking ahead, GMSD will continue to strengthen programs that prepare students for college, careers, and diverse pathways, including STEM, occupational diplomas, honors diplomas, special education diplomas, alternative academic diplomas, and traditional diplomas.



STEM

Over the past ten years, Germantown schools have greatly expanded opportunities in STEM—Science, Technology, Engineering, and Mathematics—to give students hands-on experiences with the skills needed for the future. STEM classes now cover everything from robotics and coding to drone flight.

RECENT INVESTMENTS IN STEM INCLUDE:

- **Riverdale:** Added a STEM lab and digital media design space.
- **Houston Middle:** In 2022-23, built state-of-the-art STEM labs and introduced STEM for 6th graders, plus new courses in Coding and Career Exploration.
- **Houston High:** In 2020-21, remodeled the Mechatronics lab and converted a former athletic training space into a STEM classroom and lab. The district also invested in an industry-standard print shop and design lab, with plans for continued expansion.
- **Elementary Schools:** Embed STEAM (Science, Technology, Engineering, Arts, and Math), throughout instruction, giving younger students early exposure to innovation and creativity.





Looking ahead, the district is upgrading facilities to offer fully functional STEM labs and Maker Spaces, beginning with Houston Middle and Riverdale grades 6-8 in 2025-26. These spaces are essential as students prepare for life after graduation—meeting the demand for technical knowledge, especially with projects like Blue Oval City reshaping the workforce in West Tennessee, and developing professional skills such as creativity, collaboration, and project management.

Through federal Perkins Grants and Innovative School Models (ISM) funding, GMSD is also expanding specialized programs. This includes the Business Hub at Houston High School, with Stang Studios print shop and updated Business, Marketing, and Communications classrooms, leading to a fully functioning school-based enterprise. Additionally, the ISM grant will fund a transition of the CTE Nutrition kitchen into a Culinary Lab.

All labs and programs align with CTE "gold standards," preparing students for high-skill, high-wage, high-demand careers while encouraging nontraditional participation—an important measure in CTE evaluation.

FINE ARTS

The district provides a full range of arts opportunities for students at every level. All elementary schools offer art and music, with fifth graders able to choose orchestra in place of general music. Riverdale and Houston Middle both offer band, chorus, and orchestra. At Houston High School, students can participate in band, choir, orchestra, and a variety of visual arts courses.

RECENT INVESTMENTS IN THE ARTS INCLUDE:

- **Houston High School:** Auditorium renovation and band addition completed in 2019-20. Facility needs remain, including updated rehearsal space for orchestra and choir, as well as improved visual arts classrooms.







- **Houston Middle School:** A 2023 addition includes a new band room, visual arts rooms with natural lighting and sinks, and a kiln room.
- **Dogwood Elementary:** Reopened kiln room with a new kiln in 2022-23; stage upgrades with new lighting and sound in 2024-25.
- **Riverdale:** Needs a dedicated space for string orchestra instruction.

Future arts needs will also be considered in the district's Master Planning for the land formerly known as Houston Levee Park.



ATHLETICS

Houston High School offers 26 TSSAA-sanctioned sports, including the recently added lacrosse and girls' flag football programs. In recent years, the district has made major investments in facilities, including a state-of-the-art field house and weight room, a concession stand/paddock area, and new wood floors in four gyms. While these upgrades have enhanced athletic resources, additional gym space remains a top priority at Houston High.

At the middle school level, Houston Middle and Riverdale offer multiple TMSAA-sanctioned sports and a wide variety of athletic clubs, giving students meaningful extracurricular opportunities at every stage. To broaden participation further, the district has launched an intramural sports program that emphasizes wellness, inclusivity, and school spirit in a less competitive environment.

Through a land-swap agreement with the City of Germantown, GMSD now owns the softball and baseball fields south of the HHS baseball complex, formerly known as Houston Levee Park. This property is part of a Master Planning Process that addresses both athletic and fine arts needs. Phase 1 of the plan has been completed, with major upgrades for the HHS girls' softball program. Looking ahead, the district's goal is to ensure all student-athletes can practice and compete on their own campuses—strengthening both school pride and community connection.



TECHNOLOGY

INFRASTRUCTURE UPGRADES

Houston High School's network cabling on the second floor and Annex has been upgraded to Cat6A, supporting 10Gbps speeds and increasing network capacity by up to 100 times in some areas. Remaining areas of the building will be upgraded in future phases.





Wireless access points have been upgraded at all schools except Forest Hill to the newest models, improving throughput for staff and student devices. These upgrades continue to support the district's 1:1 initiative for grades 6-12. Wireless systems will be refreshed on a regular rotation.

BLENDED LEARNING AND 1:1 TECHNOLOGY

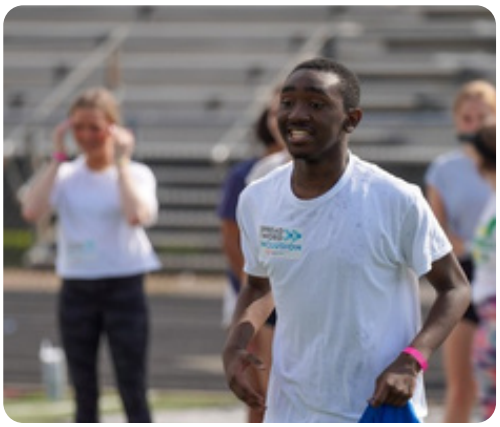
In alignment with the district's strategic plan, GMSD maintains a 1:1 classroom environment for grades 6-12, with all students issued Chromebooks to use at home and school. Devices are refreshed on a three-year cycle to ensure reliability and security. Chromebooks support online assessments and digital tools that increase engagement and academic outcomes.

All adopted textbooks include digital versions and online support materials, accessible through Classlink, the district's single sign-on (SSO) portal. Instructional Technology Coaches provide ongoing training opportunities for teachers and the community to support blended learning.

SPECIAL EDUCATION

Every school in Germantown Municipal Schools serves students with disabilities and provides essential related services such as speech and language therapy, occupational therapy, and physical therapy.





FACILITY UPGRADES

- **Dogwood Elementary:** In summer 2020, received extensive ADA upgrades, including improvements to entrances, ramp gradients, restrooms, door hardware, parking, and other accessibility features.
- **Houston High School:** In summer 2024, renovated a main building classroom and relocated the ESE self-contained classroom from the A building to the main building.
- **Farmington and Riverdale:** Planned ADA enhancements are part of a district-wide initiative to ensure accessibility for all students, staff, stakeholders, and community members.



SPED PRESCHOOL PROGRAMS

GMSD operates eight preschool classrooms serving about 105 children ages 3-5, including 44 students with disabilities who are eligible for services beginning at age 3 until they turn 6. This number will increase through referrals from TN Early Intervention System, Child Find, and parents.

The district's preschool programs are fully inclusive, balancing students with disabilities and their peers. Originally offered only at Farmington, preschool has now expanded to all four elementary schools. To support this growth, GMSD has built preschool playgrounds at Dogwood, Forest Hill, and Riverdale, along with dedicated classrooms that allow students to attend preschool at their zoned schools.

GERMANTOWN MUNICIPAL TELEVISION (GMTV)

Since its launch in June 2014, Germantown Municipal Television has been a partnership between Germantown Municipal School District and the City of Germantown. A former auto shop at Houston High School was transformed into a state-of-the-art television studio, creating new opportunities for students in broadcasting and media.



UPGRADES AND INVESTMENTS

Over the past year, GMTV replaced outdated equipment with a new broadcast switcher, Expression graphics computer, ROSS Expression system, video playback machine, and refurbished studio cameras. These upgrades have elevated production quality and expanded student opportunities. Comcast also recabled the Houston High studio, paving the way for a new streaming app for Apple TV and Roku, expected to launch in 2026.

PROGRAMMING AND STUDENT OPPORTUNITIES

GMTV now streams content on YouTube and cable, with shows like GMSD Rewind, Student Spotlights, the superintendent's weekly message, and Coaches Corner. The program's shift to Career and Technical Education has created a stronger pathway in broadcast journalism, with students producing sporting events, HNN newscasts, and live-to-tape productions. Satellite studios at Houston Middle, Riverdale K-8, and Farmington support weekly broadcasts, with Dogwood preparing to join. HUDL cameras further enhance live game coverage, including recent upgrades tied to track and field renovations.

COMMUNITY ENGAGEMENT

Beyond schools, GMTV has expanded into the community with a broadcasting booth at Germantown City Hall, ensuring live coverage of Germantown Board of Education meetings and City of Germantown Board of Mayor and Aldermen sessions. This keeps residents connected to local government and school district initiatives.

CITY OF GERMANTOWN PARTNERSHIPS

Germantown Municipal School District continues to enjoy a strong, positive working relationship with the City of Germantown. Our partnership is built on the shared use of facilities and resources, creating opportunities that benefit students, families, and the wider community. From after-school programs like REACH, to youth athletics and shared maintenance of school grounds, to school resource officers and safety support, these collaborations highlight how the City and the district work together to serve Germantown. Examples of this partnership are outlined below.



PARKS AND RECREATION

The City of Germantown uses GMSD facilities for youth sports, with basketball practices on weeknights and games on Saturdays. The city also maintains school grounds and provides playgrounds used by students for recess and activities. Together, the city and district continue to explore ways to enhance facilities and recreational opportunities.



REACH PROGRAM

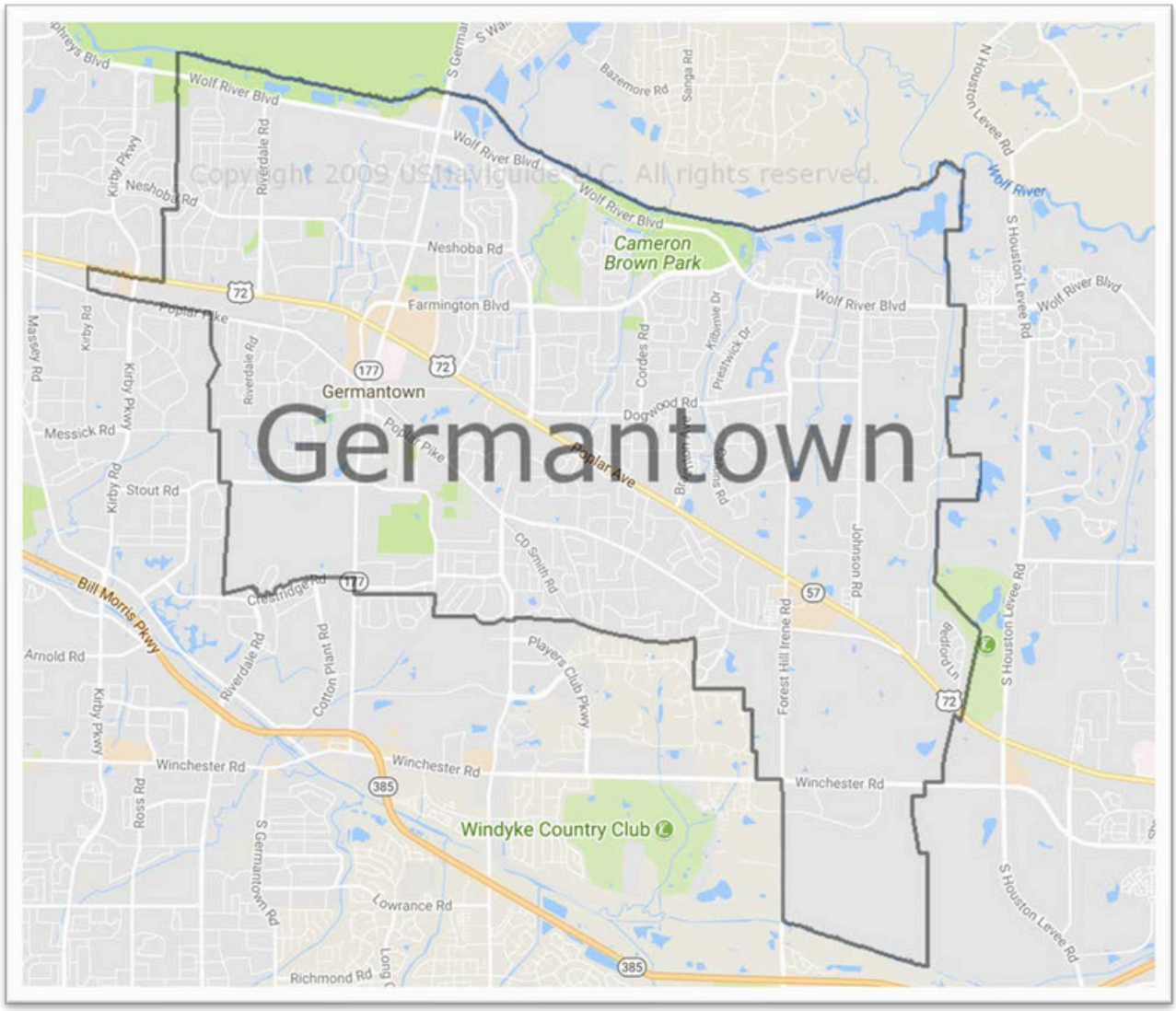
In partnership with GMSD, Germantown Parks and Recreation operates the REACH program, offering after-school activities that promote creativity, skill-building, fitness, and fun. REACH serves students at Farmington, Forest Hill, Dogwood, and Riverdale Elementary, providing engaging classes that benefit students and offer convenience for families.



SCHOOL RESOURCE OFFICERS

Through an agreement with the City of Germantown, each school has a full-time School Resource Officer, with two stationed at Houston High. The city also provides crossing guards at every school. This partnership strengthens safety, security, and communication across the district.

MAP 1. HOUSTON HIGH ATTENDANCE ZONES



ATTENDANCE ZONES

All residents of the City of Germantown are guaranteed a seat in one of our schools. Houston High School serves all Germantown students in grades 9-12, while elementary and middle school attendance zones are carefully drawn based on student geolocation, demographer reports, and enrollment trends. The district last reconfigured its attendance zones in spring 2018.

HOUSTON HIGH SCHOOL

Maintenance Needs: $11+ million

Campus / Building Design: Two-story structure with academic wings, auditorium, athletic complex, and specialized program spaces.

Programs / Features: 26 TSSAA-sanctioned sports; robust fine arts programs; a broadcast television studio; mechatronics and STEM labs; specialized instruction transition lab; greenhouse; culinary lab; science labs; and an industry-standard print shop.

2025-26 Student Enrollment at Houston High School	
Germantown Residents	***1,444***
Non-residents	306
Employee Non-Residents	62
Total Enrolled	***1,812***
Student / Teacher Ratios	
Teachers	82
Student : Teacher Ratio	**22.1 : 1**
Allowed Average (TN)	30 : 1

Year Opened Size: Built in 1989

Size: 281,689 sq. ft. on a 70-acre campus (expanded in 2020 through a land swap with the City of Germantown)

Grades Served / Enrollment: Grades 9-12, 1,812 students, 22.1 student-teacher ratio.

Building Condition: Rated fair to good



CAPITAL PROJECTS IN THE LAST FIVE YEARS

2020: Auditorium renovations; athletic field house, concession stand/paddock, and band addition completed

2021: Bathroom renovations

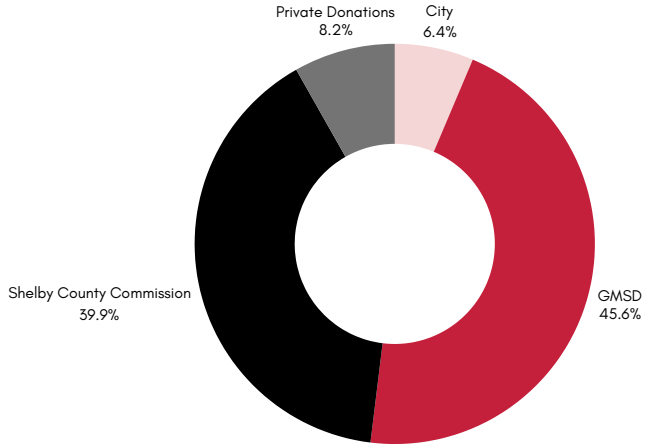
2022: Softball field and fieldhouse completed

2023: Door hardware upgrades, stadium lighting upgrades, Phase 1 ceiling grid/tile/LED replacement, Phase 1 intercom replacement

2025: Track expansion, bleacher/press box replacement, elevator replacement

CAPITAL IMPROVEMENT FUNDING, HHS 2014-2024

HHS	Amount
City	$ 1,595,037.00
GMSD	$11,401,000.00
Shelby County Commission	$ 9,975,000.00
Private Donations	$ 2,050,000.00
Total	$ 25,021,037.00



CAPITAL IMPROVEMENTS TOTALING OVER $25,000,000 INCLUDE: Gym Floor Replacement, Repaving, Carpeting, Television Studio, New HVAC, Roof Replacement, Painting, Turf Field and Jumbotron, Security Entrance & Fencing, Auditorium Renovations, Athletic Field House, Band Addition, Concession Stand/Paddock, Bathroom Renovations, a Softball Field/Fieldhouse, Door Hardware Upgrades, and Stadium Lighting, Bleacher and Press Box Upgrades.











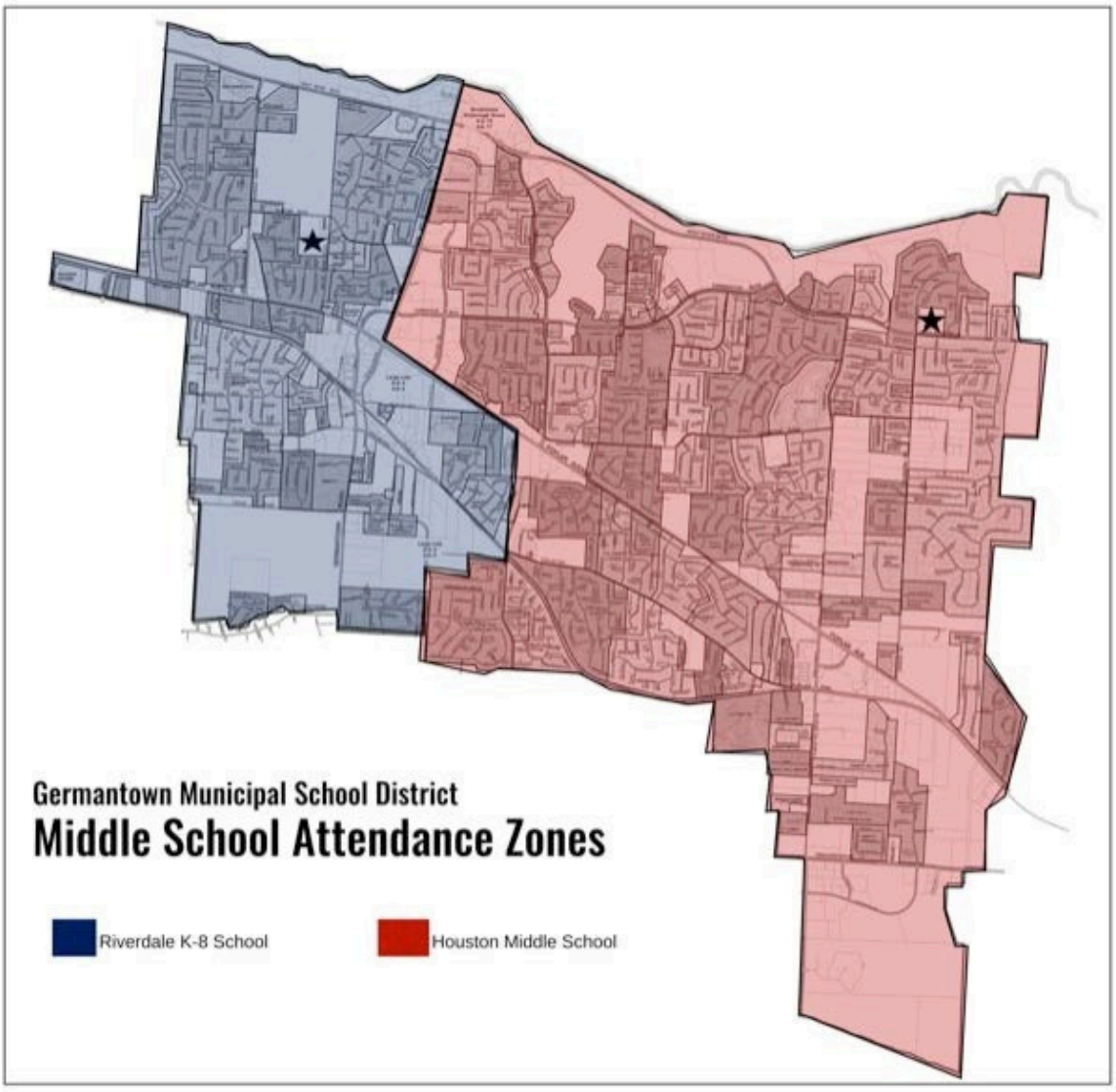


INVESTMENTS IN HOUSTON HIGH SCHOOL'S CAMPUS

SITE PLAN 1: HOUSTON HIGH SCHOOL



MAP 2. MIDDLE SCHOOL ATTENDANCE ZONES



HOUSTON MIDDLE SCHOOL

Year Opened Size: Built in 1992

Size: 135,724 sq. ft. on a 20-acre campus

Grades Served / Enrollment: Grades 6-8, 976 students, 25.7 student-teacher ratio

Building Condition: Rated fair to good

Maintenance Needs: Just under $2 million

Campus / Building Design: Single-story structure with classroom wings connected to a central commons housing the main office, library, cafeteria, and two gymnasiums. The school includes 50 classrooms with specialized spaces for special education, art, music, computer, and science labs.

Programs / Features: Robust elective schedule; band, orchestra, and chorus programs; expanding athletics; theater and visual arts; television studio; and a variety of student clubs and extracurricular activities.



2025-26 Student Enrollment at Houston Middle School	
Germantown Residents	***866***
Non-residents	82
Employee Non-Residents	31
Total Enrolled	***979***
Student / Teacher Ratios	
Teachers	37
Student : Teacher Ratio 6th	**25.9 : 1**
Allowed Average 6th (TN)	30 : 1
Student : Teacher Ratio 7th-8th	**26.7 :1**
Allowed Average 7th-8th (TN)	30 : 1

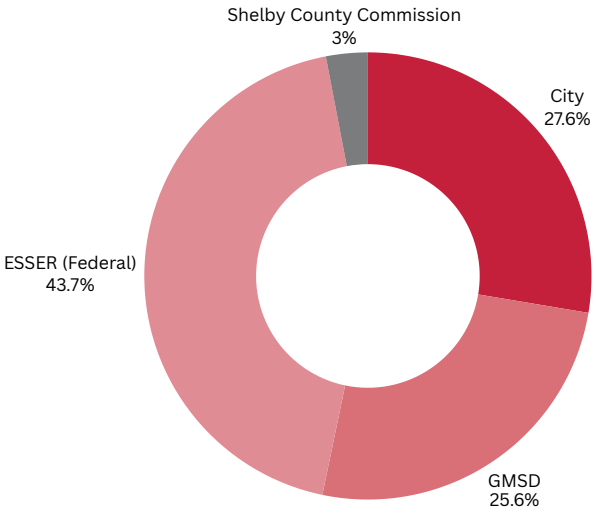
CAPITAL PROJECTS IN THE LAST FIVE YEARS

2023: Door hardware upgrades; interior painting; 42,794 sq. ft. addition completed

2024: Repainting of original building; retrofitting of the original main office to faculty space.

CAPITAL IMPROVEMENT FUNDING, HMS 2014-2024

HMS	Amount
City	$ 5,500,000.00
GMSD	$ 5,100,000.00
ESSER (Federal)	$ 8,700,000.00
Shelby County Commission	$ 600,000.00
Total	$ 19,900,000.00



CAPITAL IMPROVEMENTS TOTALING JUST UNDER $20,000,000 INCLUDE: Painting, Ceiling tile grid, LED lighting, bathroom renovations, existing Gym floor replacement, drives repaved, carpeting, water bottle filling stations, and the Houston Middle Addition/renovation which includes updated STEM, Gym, art, music spaces.













INVESTMENTS IN HOUSTON MIDDLE SCHOOL'S CAMPUS

SITE PLAN 2. HOUSTON MIDDLE SITE PLAN



RIVERDALE K-8 SCHOOL

Year Opened Size: Built in 1968

Size: 152,199 sq. ft. on a 25-acre campus (15 acres school, 10 acres city park). Multiple additions and renovations, including a state-of-the-art 64,000 sq. ft. middle school wing completed in 2017

Grades Served / Enrollment: Grades K-8, 1,152 students (709 in K-5; 443 in 6-8).

Campus / Building Design: Combination of single- and two-story structures with classroom pods organized by grade level. Facilities include administrative offices, library, cafeteria, auditorium, two gymnasiums, 111 classrooms, science and computer labs, fine arts spaces, a television studio, and dedicated areas for general and special education.

Programs / Features: Robust academic offerings, band, orchestra, chorus, theater, STEM and career/technical courses, fine arts, athletics, and weekly student-produced television programming.

CAPITAL PROJECTS IN THE LAST FIVE YEARS

- **2020:** Painting of main building, kindergarten wing, and B gym
- **2023**: Roof replacement and door hardware upgrades
- **2024**: Addition painted
- **2025**: Renovations added 6 small group teaching spaces, 4 offices, and improved guidance office privacy



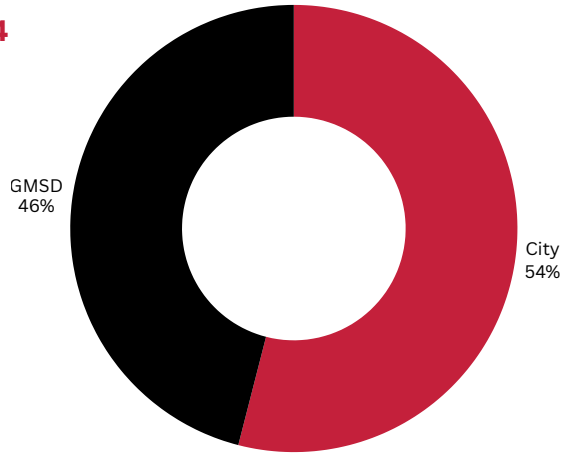
Building Condition: Rated fair to good

Maintenance Needs: Under $2 million

Germantown Residents	***992***
Non-residents	79
Employee Non-Residents	46
Total Enrolled	***1,117***
Student / Teacher Ratios	
Teachers	56
Student : Teacher Ratio K-3rd	17.7:1
Allowed Average K-3rd (TN)	20:1
Student : Teacher Ratio 4th-6th	**21.1:1**
Allowed Average 4th-6th (TN)	25:1
Student : Teacher Ratio 7th-8th	**23.4:1**
Allowed Average 7th-8th (TN)	30 : 1

CAPITAL IMPROVEMENT FUNDING, RES 2014-2024

RES	Amount
City	$ 10,500,000.00
GMSD	$ 8,950,000.00
Total	$ 19,445,000.00



CAPITAL IMPROVEMENTS TOTALING OVER $19 MILLION WHICH INCLUDES:

Riverdale 64,000 sq ft addition to replace portables, Sidewalk Additions, HVAC & Ceiling Replacement, LED Lighting Upgrades, Painting, bathroom renovations, Roof Replacement, Door Hardware Upgrades, and Office/Teaching Space Reconfiguration.





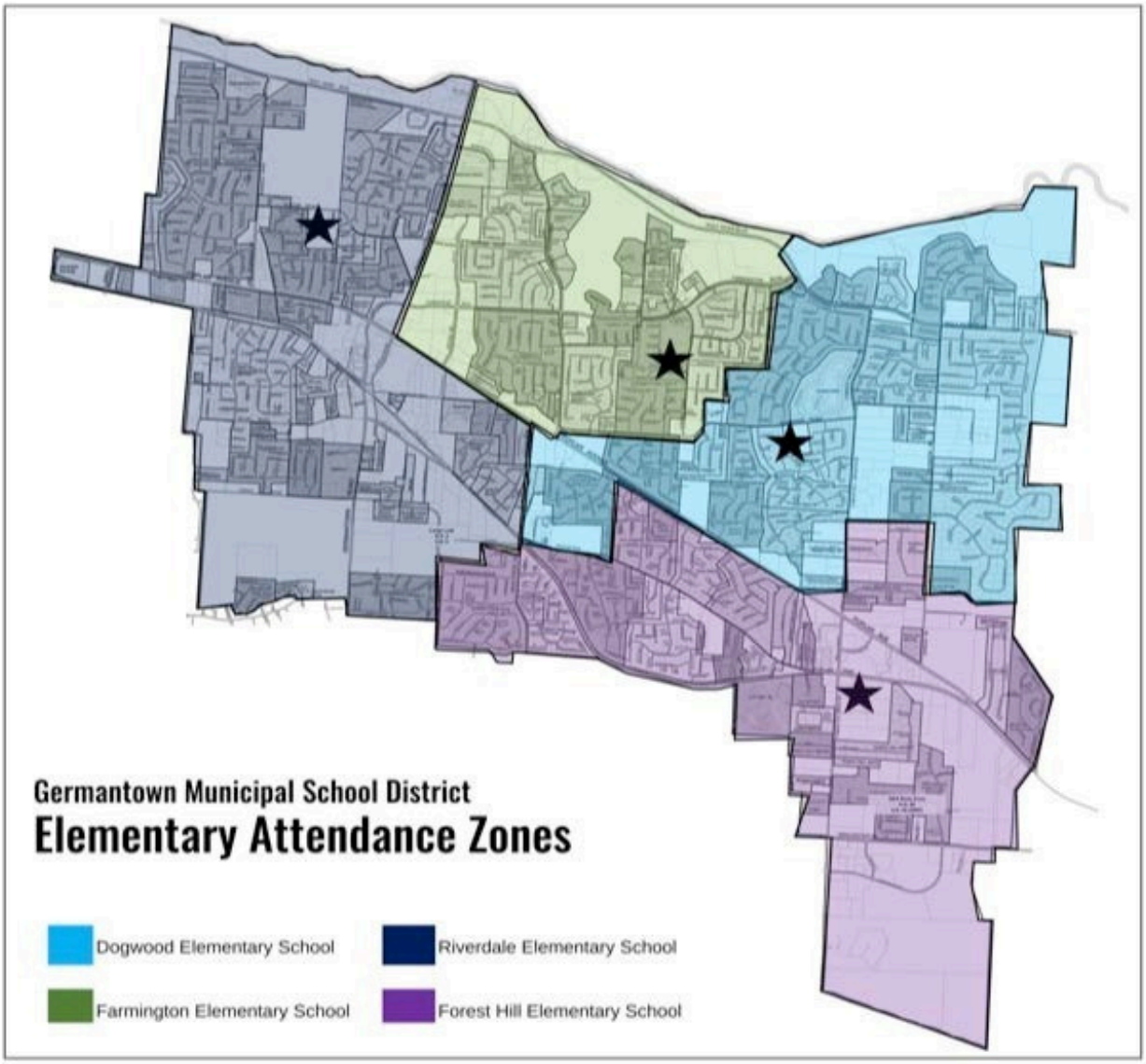



INVESTMENTS IN RIVERDALE SCHOOL'S CAMPUS

SITE PLAN 3. RIVERDALE ELEMENTARY SITE PLAN



MAP3.ELEMENTARYATTENDANCEZONES



DOGWOOD ELEMENTARY SCHOOL

Campus / Building Design: Pod-style layout with classroom clusters around a central commons that houses the main office, library, cafeteria, and gymnasium. Includes 46 standard classrooms plus specialized spaces for art, music, science, computer, and special education. Eight modular classrooms were added in 2016 and 2017 to meet enrollment growth.

Programs / Features: Comprehensive elementary curriculum; strong fine arts program (art, music, chorus); STEM and science spaces; inclusive special education classrooms; and extracurricular activities that extend learning.



Year Opened Size: Built in 1976

Size: 88,000 sq. ft. on an 18.5-acre site (14 acres school, 4.5 acres city park)

Grades Served / Enrollment: Grades K-5, 637 students, 19.9 student-teacher ratio

Building Condition: Rated fair to good

Maintenance Needs: Just under $1 million

2025-26 Student Enrollment at Dogwood Elementary School	
Germantown Residents	***560***
Non-residents	18
Employee Non-Residents	16
Total Enrolled	***594***
Student / Teacher Ratios	
Teachers	32
Student : Teacher Ratio K-3rd	**17.1:1**
Allowed Average K-3rd (TN)	20:1
Student : Teacher Ratio 4th-5th	**20.4:1**
Allowed Average 4th-5th (TN)	25:1

CAPITAL PROJECTS IN THE LAST FIVE YEARS

2020: ADA improvements, ceiling tile/grid with LED lighting, secure entrance completed

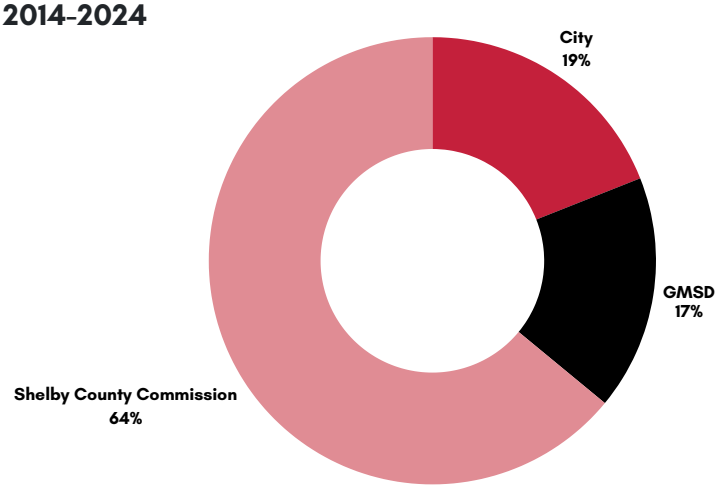
2021: Outdoor classroom completed

2023: Renovations to gym, cafeteria, and kitchen

DOGWOOD ELEMENTARY SCHOOL

CAPITAL IMPROVEMENT FUNDING, DES 2014-2024

Dogwood	Amount
City	$ 1,520,000.00
GMSD	$ 1,360,000.00
Shelby County Commission	$ 5,125,000.00
Total	$ 8,005,000.00



CAPITAL IMPROVEMENTS TOTAL OVER $8 MILLION 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, ADA Renovations, Ceiling Tile/Grid, LED Lights, a New Secure Entrance, an outdoor classroom, Gym Renovations, Cafeteria Renovations, and Kitchen Remodel.













INVESTMENTS IN DOGWOOD ELEMENTARY SCHOOL'S CAMPUS

SITE PLAN 4. DOGWOOD ELEMENTARY SITE PLAN



FARMINGTON ELEMENTARY SCHOOL

Campus / Building Design: Single-story structure with two parallel classroom wings intersected by a central commons housing administrative offices, library, cafeteria, and gymnasium. Includes 46 classrooms with dedicated spaces for art, science, computer labs, and special education. Six modular classrooms were added in 2016; four portable classrooms were removed in 2019.

Programs / Features: Comprehensive elementary curriculum; strong fine arts program (art, music, chorus); STEM and science labs; inclusive special education programming; and extracurricular activities for younger students.



Year Opened Size: Built in 1973

Size: 73,908 sq. ft. on an 18-acre site (9 acres school, 9 acres park)

Grades Served / Enrollment: Grades K-5, 621 students, 18.8 student-teacher ratio

Building Condition: Rated fair to good

Maintenance Needs: $2.45 million

2025-26 Student Enrollment at Farmington Elementary School	
Germantown Residents	***572***
Non-residents	22
Employee Non-Residents	13
Total Enrolled	***607***
Student / Teacher Ratios	
Teachers	32
Student : Teacher Ratio K-3rd	**17.5:1**
Allowed Average K-3rd (TN)	20:1
Student : Teacher Ratio 4th-5th	**21.1:1**
Allowed Average 4th-5th (TN)	25:1

CAPITAL PROJECTS IN THE LAST FIVE YEARS

2021: Additional bathroom renovations

2023: Gym renovations and door hardware upgrades

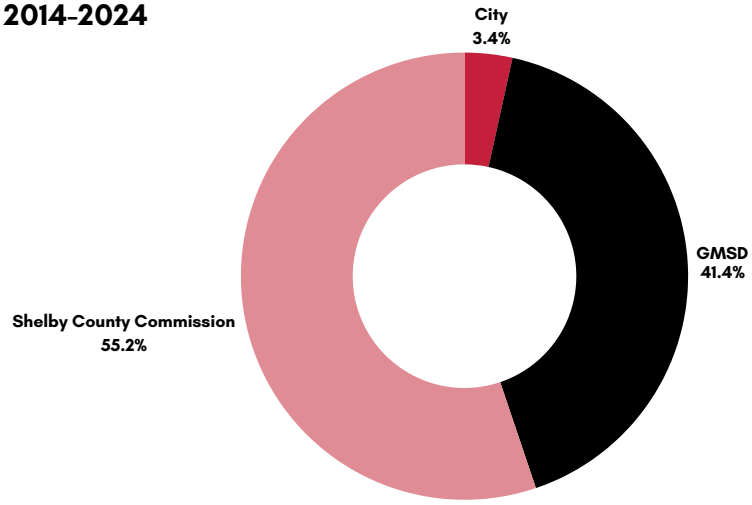
2024: Interior painting

2025: Installation of new playground

FARMINGTON ELEMENTARY SCHOOL

CAPITAL IMPROVEMENT FUNDING, FES 2014-2024

Farmington	Amount
City	$ 125,000.00
GMSD	$ 1,500,000.00
Shelby County Commission	$ 2,000,000.00
Total	$ 3,625,000.00



CAPITAL IMPROVEMENTS TOTALING JUST UNDER $4 MILLION WHICH INCLUDES:
Modular Classrooms, Bathroom Renovations, Window Replacement, HVAC & Ceiling Replacement, LED Lighting Upgrades, Repainting, Carpeting, Energy Management System, bathroom renovations, Gym Renovations, and Door Hardware Upgrades.













INVESTMENTS IN FARMINGTON ELEMENTARY SCHOOL'S CAMPUS

FARMINGTON ELEMENTARY SITE PLAN



FOREST HILL ELEMENTARY SCHOOL

Campus / Building Design: Two-story structure with two classroom wings extending north-south and east-west. The building includes administrative offices, a library, cafeteria, gymnasium, arts wing, and STEM spaces. There are 53 standard classrooms and two half-classrooms, with dedicated areas for general education, special education, art, music, and activity space.

Programs / Features: Comprehensive elementary curriculum; fine arts (art, music, chorus); STEM and activity spaces; inclusive special education programming; and extracurricular opportunities that encourage creativity and innovation.



Year Opened: Built in 2019

Size: 105,780 sq. ft. on a 26-acre site (after a 2020 land swap with the City of Germantown and Taylor Land Investors)

Grades Served / Enrollment: Grades K-5, 676 students, 19.3 student-teacher ratio

Building Condition: Rated good

Maintenance Needs: Approximately $517,000.

2025-26 Student Enrollment at Farmington Elementary School	
Germantown Residents	***564***
Non-residents	35
Employee Non-Residents	39
Total Enrolled	***638***
Student / Teacher Ratios	
Teachers	35
Student : Teacher Ratio K-3rd	**17:1**
Allowed Average K-3rd (TN)	20:1
Student : Teacher Ratio 4th-5th	**20.9:1**
Allowed Average 4th-5th (TN)	25:1

CAPITAL PROJECTS IN THE LAST FIVE YEARS

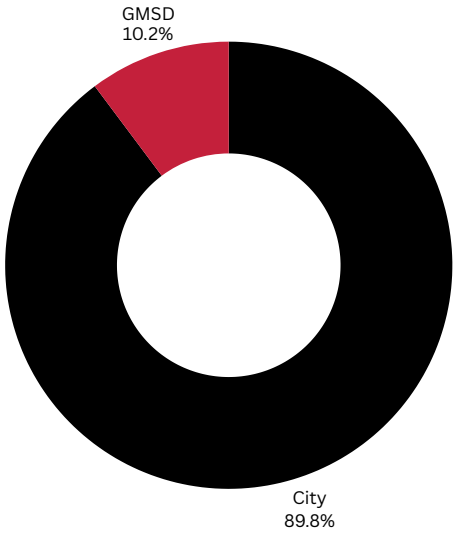
2023: Playground improvements

2024: Additional playground improvements

FOREST HILL ELEMENTARY SCHOOL

CAPITAL IMPROVEMENT FUNDING, FHES 2014-2024

Forest Hill	Amount
City	$ 27,000,000.00
GMSD	$ 3,075,000.00
Total	$ 30,075,000.00



CAPITAL IMPROVEMENTS TOTALING OVER $30,075,000

These improvements built the school in 2019.













INVESTMENTS IN FOREST HILL ELEMENTARY SCHOOL'S CAMPUS

FOREST HILL ELEMENTARY SITE PLAN



FACILITIES ADDITIONS:

HOUSTON HIGH SCHOOL MASTER PLAN

In summer 2020, GMSD completed a land exchange with the City of Germantown, gaining ownership of Houston Levee Park and expanding the Houston High campus. This allowed the district to begin a comprehensive Master Planning process to reimagine the school.

Subcommittee work on Arts, Athletics, Academics, and Operations was completed in spring 2021. Using this input, Fleming Architects developed multiple conceptual designs, which were presented to the Board of Education in September 2022.

The district is now preparing for next steps, while also honoring a land use agreement that provides the City's girls recreational softball program seasonal field access through 2030. GMSD leadership continues to work with the City of Germantown to secure funding for this important project.



EXPLORE THE HOUSTON HIGH SCHOOL MASTER PLAN

Learn more about the Master Planning process, explore the community's wish list, and see what's ahead for Houston High at our website: Houston High School Master Plan

SCAN HERE









The Houston High School Master Plan is a collaborative vision for Germantown's only high school. Nearly 100 teachers, parents, students, coaches, and community members contributed ideas through subcommittees on academics, fine arts, athletics, and operations. Working with Fleming Architects, the district developed conceptual designs to create state-of-the-art facilities that meet the needs of students and the community.

The planning process began in 2020 with brainstorming and design work, followed by community and board input and budget discussions. In 2024-25, the focus shifted to funding and phasing projects to match financial capacity while advancing priorities in arts, academics, and athletics.

Funding remains the biggest challenge. GMSD has requested $100 million in phases, while the City of Germantown currently has $10 million earmarked for 2026-27. City leaders are reviewing borrowing policies, bond options, and partnerships to close the gap.

The plan outlines major upgrades: new science labs, a modern auditorium, expanded music and theater spaces, renovated gyms and fields, and operational improvements such as traffic flow and office upgrades. Together, these efforts aim to ensure Houston High remains a top-tier school with facilities that empower personal potential for years to come.

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. The District re-engaged Fleming for an update and new facility analysis in the Fall of 2020. 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	Parking Lots
Windows	Fire Alarm	Entrances	Stadiums
Ceiling Tile/Grid	Intercoms	Hallways	Food Service
Foundation	Lighting HVAC	Restrooms	Bleachers
Cracks Flooring	Plumbing	Playgrounds	Elevators
	Chiller/Boiler		Painting
	Technology		

FACILITY ASSESSMENT

TABLE 11. MAINTENANCE NEEDS

SCHOOL	HHS	HMS	RES	DES	FES	FHES	DO	TOTAL
Year Built	***1989***	***1992***	***1968***	***1976***	***1973***	***2019***	***2019***	--
Additions/ Renovations	2004	2022	1973, 1976, 1986, 1993, 1996, 2017	1979, 1985	1978, 1985	None	None	--
Sq. Ft.	281,689	135,724	152,199	88,000	73,908	105,780	20,016	839,316
Structural	*$5,500,000.00*	*$400,000.00*	*$1,000,000.00*	*$110,000.00*	*$1,200,000.00*	*$0.00*	*$0.00*	*$8,110,000.00*
ADA	$2,050,000.0	$0.00	$500,000.00	$0.00	$0.00	$0.00	$0.00	$2,550,000.0
Mechanical	$650,000.00	$100,000.00	$0.00	$0.00	$700,000.00	$0.00	$0.00	$1,450,000.00
General Maintenance	$1,600,000.00	$1,200,000.00	$1,350,000.00	$1,600,000.00	$400,000.00	$1,050,000.00	$0.00	$7,200,000.00
Design/ Contingency	$1,137,500.00	$165,000.00	$180,000.00	$85,000.00	$355,000.00	$47,000.00	$0.00	$1,969,500.00
TOTAL	**$10,937,500.00**	**$1,865,000.00**	**$3,050,000.00**	**$1,795,000.00**	**$2,455,000.00**	**$1,097,000.00**	**$0.00**	**$21,379,500.00**

Table 11 summarizes the maintenance needs among Germantown's six schools. It is noteworthy that the items included are considered upcoming replacement items and/or maintenance items and do not include projects that are considered capital improvements or new construction. Only items that would fall under Priority 1 or Priority 2 are included here. Facility improvement costs total over $21 million dollars. Structural improvements comprise the majority of maintenance need costs, followed by general maintenance expenses.

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 needed maintenance costs to the replacement value. A low FCI is indicative of 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 consider the replacement of a building structure.

TABLE 12. FACILITIES CONDITION INDEX

SCHOOL	IMPROVEMENT COST	REPLACEMENT COST	FCI
Houston High	$10,937,500.00	$55,000,000.00	0.19
Houston Middle	$1,865,000.00	$29,000,000.00	0.06
Riverdale Elementary	*$3,030,000.00*	*$25,500,000.00*	*0.11*
Dogwood Elementary	$1,795,000.00	$12,800,000.00	0.14
Farmington Elementary	$2,455,000.00	$10,500,000.00	0.23
Forest Hill Elementary	$1,097,000.00	$23,500,000.00	0.04
District Office	$0.00	$3,754,000.00	0

1. VFA Inc. 2012. Facility Condition Index, Retrieved from www.vfa.com. Huber & Lamb Appraisal Group, Inc.
Member of the Tennessee Municipal League of Risk
2. Management Pool. Valuation Report for Germantown Board of Education, April, 2018.

1

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 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 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 IMPROVEMENTS

The capital improvement budget is based on each municipal school district receiving a percentage of Shelby County's education fund, calculated by average daily attendance.
The City of Germantown has been a key partner in funding GMSD's capital needs, contributing more than $45 million since the district's founding. Notable investments include:

- **FY 2015**: $1 million for Dogwood Elementary's roof and paving at Houston High.
- **FY 2016**: $7 million toward a $12 million addition at Riverdale.
- **FY 2017–2018**: $27 million toward a $30 million project for Forest Hill Elementary.
- **FY 2018–2019**: $2.5 million for Riverdale boiler/chiller renovations and $500,000 for districtwide security upgrades.
- **FY 2020–2021**: $500,000 for a secure entrance at Dogwood.
- **FY 2021–2022**: $5.5 million for Houston Middle's addition/renovation and secure entrance.
- **Additional projects**: $1 million for a Riverdale roof replacement and $250,000 for gym upgrades at Dogwood and Farmington.

In addition, from 2014 to 2020 the City paid $355,453 annually to Shelby County Schools on GMSD's behalf as part of the facilities/OPEB settlement. Since 2020, GMSD has assumed this responsibility through 2026, requiring adjustments to its general fund capital budget.

The Shelby County Commission has also provided nearly $18 million for deferred maintenance since GMSD's inception. These funds have supported window replacements, HVAC upgrades, bathroom renovations, lighting and ceiling grid replacements, ADA improvements, and athletic facility enhancements, including the Houston High softball field and fieldhouse (FY 2021–2022) and the track and bleacher renovation project (FY 2025–2026).

Alongside city and county support, GMSD has invested more than $36 million from its general fund to address capital improvements and deferred maintenance. Funding priorities are informed by the district's inherited Shelby County Schools list, Fleming Architects' facility analysis, GMSD needs assessments, community engagement, staff feedback, and the school board's vision. GMSD will continue to seek annual support from both the City of Germantown and Shelby County Commission to ensure safe, modern, and effective learning environments for all students.

GERMANTOWN MUNICIPAL SCHOOL DISTRICT FIVE-YEAR CAPITAL IMPROVEMENT PLAN		
2026	Houston High Intercom Replacement Phase 2	$150,000
	Farmington Portable Removal	$125,000
	Farmington Addition	$6,000,000
	Houston High Bathroom Upgrades/Renovations	$1,250,000
	Houston High Ceiling Tile/ Light/ Grid Phase 2	$1,000,000
	Farmington Roof Replacement	$1,200,000
	Forest Hill Wireless Access Point Replacement	$150,000
	TOTAL	**$9,875,000**
2027	Houston High Bathroom Upgrades/Renovations	$600,000
	Riverdale Bathroom Upgrades/Renovations	$500,000
	Farmington Sprinkler System Install/Duct Work Replacement	$500,000
	Farmington Fire Alarm System Replacement	$200,000
	Houston High Southern Field Addition	$2,500,000
	Dogwood Painting	$300,000
	Riverdale Orchestra Addition	$1,000,000
	Houston High Flooring Phase 1	$750,000
	TOTAL	**$6,350,000**
2028	Houston High School Painting	$1,000,000
	Dogwood Window Replacement	$110,000
	Dogwood Parking Lot Resurfacing	$300,000
	Houston High Boiler Replacement	$300,000
	Houston Middle Window Replacement	$400,000
	Houston Middle Boiler/Water Heater Replacement	$100,000
	Houston High Baseball Facility Renovation	$350,000
	Dogwood Portable Removal	$125,000
	Houston High Gym Bleacher Replacement	$250,000
	Houston High Flooring Phase 2	$750,000
	TOTAL	**$3,685,000**
2029	Dogwood Addition	$5,000,000
	Forest Hill Painting	$900,000
	Riverdale Painting (All Buildings Except Addition)	$900,000
	Farmington Parking Lot Resurfacing	$400,000
	Houston High Roof Replacement	$2,000,000
	Houston High ADA Upgrades	$200,000
	Houston Middle Resurface Parking Lot	$600,000
	TOTAL	**$11,000,000**
2030	Houston High Window Replacement	$1,000,000
	Dogwood Parking Lot Resurfacing	$300,000
	Houston Middle School Painting	$600,000
	Dogwood Flooring	$1,000,000
	Riverdale Flooring Original Building	$1,000,000
	Houston High HVAC Replacement	$200,000
	Riverdale Parking Lot Resurfacing	$450,000
	TOTAL	**$4,550,000**