

# Source Documentation: Full Track Record — HPM, DeJong-Richter, and Cooperative Strategies

March 2026

This document provides verified source material for 'The Full Track Record: HPM, DeJong-Richter, and Cooperative Strategies.' Every source includes a relevance note explaining what it documents.

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## 1. CINCINNATI PUBLIC SCHOOLS (OH, 2001–02) — DeJong & Associates

1. "2002 Cincinnati Public Schools Facilities Plan," OSFC/DeJong & Associates Inc., May 2002. <https://www.cincinnati-oh.gov/sites/planning/assets/Neighborhood%20Plans/Citywide/2002%20Cincinnati%20Public%20Schools%20Facilities%20Plan.pdf>

*Relevance: Primary source. Confirms DeJong & Associates authored the Facilities Master Plan in partnership with the Ohio School Facilities Commission (OSFC). The plan proposed building 29 new elementary schools and renovating 23 others, at a total cost of \$985M over 10 years. The OSFC would fund 23% and the district 77%.*

2. "News: 'No' Is Not an Option," Cincinnati CityBeat, October 31, 2002. <https://www.citybeat.com/news/news-no-is-not-an-option-12183036/>

*Relevance: Confirms the \$480M bond (Issue 2) was sought by the district to fund the plan. Reports the district would go from 80 schools to 66 (14 fewer due to mergers). Documents community input process and some pushback.*

3. "DeJong Richter — Big Conflict of Interest!," Coalition to Strengthen Austin Urban Schools (Google Groups), February 2011. [https://groups.google.com/g/coalition-to-strengthen-austin-urban-schools/c/ZuIK6rk\\_cOM](https://groups.google.com/g/coalition-to-strengthen-austin-urban-schools/c/ZuIK6rk_cOM)

*Relevance: Third-party confirmation (from Austin, TX parents researching the firm) that Cincinnati Public Schools was a DeJong project. Note: This is a community advocacy post, not a journalistic source.*

**Notes:** DeJong & Associates (later known as DeJong-Richter) authored the 2002 Facilities Master Plan for CPS. The \$985M plan proposed replacing or renovating all schools over 10 years, reducing from ~80 to 66 schools through mergers. The district sought a \$480M bond (Issue 2) to fund the plan. The bond was approved November 2002. New schools were built. We have not independently verified specific proficiency outcomes or academic data tied to this plan, so no academic claims are included.

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## 2. BRIDGEPORT PUBLIC SCHOOLS (CT, 2003–13) — DeJong-Richter

1. "Facility Master Plan: Phase III Background Report Executive Summary," DeJong-Richter/Bridgeport Public Schools, August 2013. <https://resources.finalsite.net/images/>

[v1710958824/bridgeportedunet/hpb3eym0lu511h5vmjbt/BPS Facility Master Plan Phase 3.pdf](https://v1710958824/bridgeportedunet/hpb3eym0lu511h5vmjbt/BPS_Facility_Master_Plan_Phase_3.pdf)

**Relevance:** Primary source. Confirms DeJong-Richter conducted multi-phase facility planning for Bridgeport. This is the Phase III document from 2013.

2. "Master Plan Update 2008," DeJong/Bridgeport Public Schools, April 2008. [https://resources.finalsite.net/images/v1711662819/bridgeportedunet/wakxkkvdoyz0wwr8sovo/Master Plan Update 2008.pdf](https://resources.finalsite.net/images/v1711662819/bridgeportedunet/wakxkkvdoyz0wwr8sovo/Master_Plan_Update_2008.pdf)

**Relevance:** Primary source. Confirms "the District asked DeJONG, an educational planning firm, to work collaboratively with BPS" on the master plan. Documents the 2008 update phase of the ongoing engagement.

**Notes:** DeJong (later DeJong-Richter) conducted multi-phase facility planning for Bridgeport from approximately 2003 through 2013. New schools were built during this period including Cesar Batalla (2007) and Barnum/Waltersville (2008). Phase III (2013) left some recommendations unimplemented. No closures were proposed. No major controversy documented.

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### 3. DUVAL COUNTY PUBLIC SCHOOLS (FL, 2003–26) — Cooperative Strategies / DeJong-Richter / HPM

1. "Cooperative Strategies Proposal — JCPS RFP #3094," via Dear JCPS, October 2019. <https://dearjcps.com/wp-content/uploads/2023/08/3094-Cooperative-Strategies.pdf>

**Relevance:** DEFINITIVE SOURCE. Cooperative Strategies' own proposal states: "We began working with DCPS in 2003 as part of the facilities master planning process. Since this process, we have been the 'Planner of Record' for the District." Lists completed work including: Facility Master Plan 2003, Exceptional Student Educational Master Plan 2005, Facility Master Plan Update 2005, Facility Master Plan 2008, community engagement around consolidations 2010–2018, enrollment projections 2014 and 2019, and Facility Master Plan 2019.

2. "Florida K-12 Construction Landscape: Challenges and Opportunities with Planning Director Scott Leopold," HPM Leadership, October 2025. <https://hpmleadership.com/florida-k-12-scott-leopold/>

**Relevance:** Confirms HPM's direct involvement in Duval County. Names both Scott Leopold (HPM Director of Planning Services) and Tracy Richter (Planning VP) as working with the district. Quotes Duval County CFO Ronald Fagan: "HPM has seamlessly worked with our current program team to continuously update our data as we move through our capital program."

3. "Master Facility Plan/Half-Penny," Duval County Public Schools, ongoing. <https://www.duvalschools.org/page/master-facility-plan-implementation>

*Relevance: Official district page for the master facility plan funded by the 2020 half-penny sales tax. Does not name the consulting firm.*

4. "Board approves delays in proposed school consolidations," Duval County Public Schools, December 2, 2025. <https://www.duvalschools.org/article/2575510>

*Relevance: Documents board action to delay consolidations due to community opposition.*

5. "DCPS votes to consolidate several schools in revised Master Facility Plan," News4Jax, November 4, 2024. <https://www.news4jax.com/news/local/2024/11/04/ahead-of-final-vote-on-master-facility-plan-duval-county-school-board-lays-out-long-term-focus-for-new-builds-closures/>

*Relevance: Documents the board vote on the revised plan including school consolidations.*

6. "State representative questions Duval County school consolidations budget claims," News4Jax, December 10, 2025. <https://www.news4jax.com/news/local/2025/12/10/state-representative-questions-duval-county-school-consolidations-budget-claims/>

*Relevance: Documents a state legislator questioning the financial claims, including the \$1.4B shortfall.*

**Notes: Cooperative Strategies has been the “Planner of Record” for Duval County since 2003, per the firm’s own proposal document (JCPS RFP #3094). HPM (which hired Tracy Richter from Cooperative Strategies in 2020) now leads the planning work, with both Scott Leopold and Tracy Richter actively involved per HPM’s own published materials. The original plan now faces a \$1.4B shortfall. Voters approved a half-penny sales tax in 2020 based on specific commitments. Community protests focus on disproportionate impact on the Westside (predominantly Black neighborhoods).**

#### **4. PHILADELPHIA SCHOOL DISTRICT (PA, 2009–13) — DeJong-Richter (with URS Corp.)**

DeJong-Richter and URS Corp. were co-consultants hired by the School District of Philadelphia to develop the Imagine 2014 Facilities Master Plan. DeJong-Richter handled demographic analysis, enrollment studies, and community engagement. URS Corp. handled engineering and facilities assessment. Tracy Richter, then CEO of DeJong-Richter, personally led community meetings and presented closure criteria to the public.

1. “Closing Public Schools in Philadelphia: Lessons from Six Urban Districts,” The Pew Charitable Trusts, October 19, 2011. [https://www.pew.org/-/media/assets/2011/10/19/closing\\_public\\_schools\\_philadelphia\\_report.pdf](https://www.pew.org/-/media/assets/2011/10/19/closing_public_schools_philadelphia_report.pdf)  
**Relevance:** DEFINITIVE SOURCE. States: “The Philadelphia School District has hired URS Corp., a California-based engineering design firm, and DeJong-Richter, an Ohio-based company that specializes in school-closing issues. Their roles are to assist in public outreach and develop a facilities master plan.” Also quotes “facilities consultant Tracy Richter” by name multiple times.
2. “Finally, it’s closing time,” Chalkbeat Philadelphia, February 2, 2011. <https://www.chalkbeat.org/philadelphia/2011/2/2/22181307/finally-it-s-closing-time/>  
**Relevance:** Reports that “URS Corporation and DeJong Richter were conducting a demographic, enrollment, and building analysis” for the district. Confirms both firms working together.
3. “Will small Philadelphia high schools survive building consolidations?” WHYY, April 19, 2011. <https://whyy.org/articles/will-small-philadelphia-high-schools-survive-building-consolidations/>  
**Relevance:** Names “District consultant Tracy Richter” directly. Reports the 70,000 empty seats figure. Confirms DeJong-Richter’s active role in the planning process.
4. “NW Philly parents speculate on District’s potential targets,” WHYY, April 21, 2011. <https://whyy.org/articles/nw-philly-parents-speculate-which-schools-are-vulnerable-to-changes/>  
**Relevance:** States “representatives of consultant group DeJong-Richter have held a series of community meetings around the city” as part of the Imagine 2014 Facilities Master Plan process.
5. “Q&A: School District officials on closings and ‘adaptive reuse,’” WHYY (PlanPhilly/ Notebook), April 18, 2011. <https://whyy.org/articles/qa-school-district-officials-closings-and-adaptive-reuse/>  
**Relevance:** Extended interview with “consultant Tracy Richter of DeJong-Richter” and district Deputy for Strategic Initiatives Danielle Floyd about the closures and reuse plans.
6. “Phila. District’s empty seat estimate debated,” The Philadelphia Inquirer, November 14, 2011. [https://www.inquirer.com/philly/insights/20111114\\_Philadelphia\\_District\\_s\\_empty\\_seat\\_estimate\\_debated.html](https://www.inquirer.com/philly/insights/20111114_Philadelphia_District_s_empty_seat_estimate_debated.html)  
**Relevance:** Quotes “DeJong Richter” and “CEO Tracy Richter” by name regarding the 70,000 empty seats analysis that drove the closure decisions.
7. “Ackerman Presents Report On Philadelphia School Reconfiguration,” CBS Philadelphia, April 7, 2011. <https://www.cbsnews.com/philadelphia/news/ackerman-presents-report-on-philadelphia-school-reconfiguration/>  
**Relevance:** Documents the district’s official presentation of the consolidation plan citing 70,000 empty seats.

8. “A Preliminary Report on the School District of Philadelphia’s School Closure Plan,” Office of the City Controller (Alan Butkovitz), 2013. [https://controller.phila.gov/wp-content/uploads/2018/06/Controller’sReport\\_SchoolClosurePlan2013.pdf](https://controller.phila.gov/wp-content/uploads/2018/06/Controller’sReport_SchoolClosurePlan2013.pdf)

**Relevance:** *Controller’s report calling projected savings “misleading” and estimating \$86M in lost property values from the “neighborhood blight effect.”*

9. “The effects of closing urban schools on students’ academic and behavioral outcomes: Evidence from Philadelphia,” Steinberg & MacDonald, Economics of Education Review, Vol. 69, 2019, pp. 25-60. <https://www.sciencedirect.com/science/article/abs/pii/S0272775718302693>

**Relevance:** *Peer-reviewed study finding academic harm lasting 2+ years, increased absences and suspensions at both closed and receiving schools.*

10. “School Reform Commission votes to close 23 Philadelphia schools,” WHYY, March 8, 2013. <https://whyy.org/articles/school-reform-commission-votes-to-close-23-philadelphia-schools/>

**Relevance:** *Documents the SRC vote to close 23 schools.*

11. “Closing more Philadelphia schools could worsen gun violence, analysis finds,” Chalkbeat Philadelphia, November 14, 2025. <https://www.chalkbeat.org/philadelphia/2025/11/14/closing-schools-could-lead-to-more-gun-violence-activists-fear/>

**Relevance:** *Data analysis showing gun violence worsened around 12 of 30 closed school sites.*

12. “Philly school closures plan raises concerns about 2013 repeat,” PhillyVoice, February 25, 2026. <https://www.phillyvoice.com/philadelphia-school-closures-plan-2013-mistakes/>

**Relevance:** *District publicly acknowledged the 2013 process was a mistake: “Most critically, we learned that school closures have profound academic, social and community impacts.”*

13. “Academic growth and addressing vacant buildings among topics in Philadelphia’s State of Schools report,” 6ABC/WPVI, January 7, 2026. <https://6abc.com/post/academic-growth-addressing-vacant-buildings-among-topics-philadelphias-state-schools-report/18368775/>

**Relevance:** *Documents vacant school buildings sitting empty 3-30 years.*

14. “Cooperative Strategies Proposal – JCPS RFP #3094,” via Dear JCPS, October 2019. <https://dearjcps.com/wp-content/uploads/2023/08/3094-Cooperative-Strategies.pdf>

**Relevance:** *Cooperative Strategies (which merged with DeJong-Richter in 2017) lists “School District of Philadelphia, PA – Facilities Master Plan” as a completed project in their corporate proposal.*

**Notes:** This is the most extensively documented case. DeJong-Richter and URS Corp. were co-consultants hired to develop the Imagine 2014 Facilities Master Plan. Tracy Richter, then CEO of DeJong-Richter, personally led community engagement meetings citywide and presented closure criteria. The Pew Charitable Trusts, WHYY, Chalkbeat, the Philadelphia Inquirer, and CBS Philadelphia all name DeJong-Richter and/or Tracy Richter directly. The firm’s enrollment analysis identified 70,000 empty seats, which became the central justification for closures. 30 schools were closed (2012-13), displacing 10,000-15,000 students, approximately 80% African-American. The City Controller’s report called projected savings “misleading” and estimated an

\$86 million “neighborhood blight effect” in lost property values. The Steinberg & MacDonald (2019) peer-reviewed study found academic harm lasting 2+ years. Buildings remained vacant 3-30 years. The district is now proposing another round of closures and has publicly acknowledged the 2013 process was a mistake.

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## 5. AUSTIN ISD (TX, 2010–11) — DeJong-Richter

1. "What the Task Force Wrought," Austin Chronicle, May 27, 2011. <https://www.austinchronicle.com/news/what-the-task-force-wrought-11751623/>

**Relevance:** DEFINITIVE SOURCE. This investigative piece names DeJong-Richter directly, confirms the \$893,796 contract, documents the data errors, the community backlash, formation of "Save Austin Schools," and the characterization of the process as "unprofessional."

2. "Closing Schools Won't Fix AISD Budget," Austin Chronicle, January 21, 2011. <https://www.austinchronicle.com/news/closing-schools-wont-fix-aisd-budget-11750261/>

**Relevance:** Documents community opposition and the argument that closures would not solve the budget problem.

3. "AISD: Matching Buildings to Kids, or Vice Versa?," Austin Chronicle, September 24, 2010. <https://www.austinchronicle.com/news/aisd-matching-buildings-to-kids-or-vice-versa-11749158/>

**Relevance:** Early reporting on the facilities planning process and DeJong-Richter's involvement.

4. "Group releases report critical of AISD school closure plan," Austin Monitor, January 19, 2011. <https://austinmonitor.com/stories/2011/01/group-releases-report-critical-of-aisd-school-closure-plan/>

**Relevance:** Documents organized opposition releasing a critical analysis of the closure plan.

5. "DeJong Richter — Big Conflict of Interest!," Google Groups, February 2011. [https://groups.google.com/g/coalition-to-strengthen-austin-urban-schools/c/ZuIK6rk\\_cOM](https://groups.google.com/g/coalition-to-strengthen-austin-urban-schools/c/ZuIK6rk_cOM)

**Relevance:** Community advocacy post that details the firm's pattern across multiple districts. Note: advocacy source, not journalistic, but corroborated by the Austin Chronicle reporting.

6. "Past Meetings & Materials," Austin ISD Facility Master Plan. <https://www.austinisd.org/fmp/past-meetings>

**Relevance:** Official district archive of facility master plan materials.

7. "AISD Master Plan Ending," Austin Chronicle, March 25, 2011. <https://www.austinchronicle.com/news/aisd-master-plan-ending-12081543/>

**Relevance:** Reports on the rollback of the original closure scenarios, quotes “Save Austin Schools” saying key assumptions were “out-of-date, misinterpreted, or just flat out wrong,” and underscores that school names were removed from the final plan.

8. “Of Facilities and Communities,” Austin Chronicle, March 11, 2011.  
[<https://www.austinchronicle.com/news/of-facilities-and-communities-12081430/>](https://www.austinchronicle.com/news/of-facilities-and-communities-12081430/)  
Relevance: Discusses the tension between a consultant-driven facilities process and community needs, and highlights concerns that the planning work was not grounded in an educational vision.
9. “AISD Aims To Change Facilities Process,” Austin Chronicle, September 16, 2011.  
[<https://www.austinchronicle.com/news/aisd-aims-to-change-facilities-process-11752552/>](https://www.austinchronicle.com/news/aisd-aims-to-change-facilities-process-11752552/)  
Relevance: Describes how AISD leadership, after the controversy, sought to redesign the facilities process, explicitly acknowledging trust damage and the need to put academics and community engagement ahead of consultant-led closure scenarios.
10. “Austin ISD School Consolidations,” Austin ISD.  
<https://www.austinisd.org/consolidate>  
Relevance: Official district hub for the 2025 consolidation plan; documents the decision to close 10 schools, the rationale (enrollment, budget, academics), and summary numbers such as seats removed.
11. “Austin ISD board votes to close 10 schools, intervene at failing campuses,” Community Impact, November 20, 2025.  
<https://communityimpact.com/austin/south-central-austin/education/2025/11/21/austin-isd-board-votes-to-close-10-schools-intervene-at-failing-campuses/>  
Relevance: Confirms the vote to close 10 schools before the 2026–27 school year, provides figures for students reassigned and seats eliminated, and notes that many closures involve chronically low-rated campuses.
12. “2025 A–F ratings: Austin ISD campuses see some gains while failing schools remain,” Community Impact, August 14, 2025.  
<https://communityimpact.com/austin/north-central-austin/education/2025/08/15/2025-a-f-ratings-austin-isd-campuses-see-some-gains-while-failing-schools-remain/>  
Relevance: Details which campuses received F ratings and for how many consecutive years, supporting the point that 7 of the 10 closing schools have three consecutive F ratings.
13. “Austin ISD accountability update & next steps,” Austin ISD, September 4, 2025.  
<https://www.austinisd.org/announcements/2025/09/05/austin-isd-accountability-update-next-steps-en-espanol>  
Relevance: Outlines how the district is responding to state accountability pressures and required turnaround plans, linking the closure decisions to chronically low performance and state mandates.

**Notes:** DeJongRichter and subcontractors were paid \$893,796 (confirmed by Chronicle reporting). Early DeJongRichter scenarios proposed closing or consolidating roughly 9–15 schools, including several high-achieving, central-city campuses. Community backlash led to the creation of “Save Austin Schools,” which argued that the consultants’ data and assumptions were “outdated, misinterpreted, or just flat out wrong”; parents and experts identified serious errors in the facility data (e.g., stair repairs recommended for one-story schools). School names were ultimately pulled from the final plan, and the process was publicly criticized as “unprofessional”

and in need of redesign. A decade later, AISD is again closing schools (10 campuses approved for closure for 2026–27) now explicitly citing enrollment decline, excess capacity, and chronic F ratings (with 7 of 10 schools having three consecutive F's), which illustrates that later closures do not vindicate the original consultant-driven process so much as underscore the longterm costs of failing to anchor facilities planning in an academics-first, community-driven framework.

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## 6. BOISE INDEPENDENT SCHOOL DISTRICT (ID, ~2008–17) — DeJong-Richter

1. "Upgrading Aging Schools," Idaho Statesman, July 8, 2016. <http://www.idahostatesman.com/news/local/education/article88527677.html>

*Relevance:* Local news coverage of the school district's aging infrastructure and the facilities planning process that led to the bond measure.

2. "Legacy of Bonds — Boise," Idaho EdNews. <https://www.idahoednews.org/news/legacy-school-bonds-boise/>

*Relevance:* Documents the history of bond measures in Boise, providing context for the facilities planning engagement.

3. "2017 Boise School District Bond Update," Boise REALTORS, March 2019. <https://www.boirealtors.com/wp-content/uploads/2019/03/2017-Boise-School-District-Bond-Update.pdf>

*Relevance:* Tracks progress on the \$172.5M bond that resulted from the facilities plan, documenting renovation projects.

4. "Boise School District Bond Progress Video," YouTube, April 8, 2022. <https://www.youtube.com/watch?v=Nhm30C2Ua5g>

*Relevance:* District-produced progress update on bond-funded construction and renovation projects.

5. "Ada County Election Results, Boise School District bond," Ada County, March 15, 2017. <https://adacounty.id.gov/elections/wp-content/uploads/sites/38/Boise-School-District-3-15-2017-11-40-55-AM.pdf>

*Relevance:* Official election results confirming the \$172.5M bond passage.

6. "Barber Valley Neighborhood Association Meeting Minutes," Barber Valley Neighborhood Association, August 8, 2019. [https://bvna Boise.org/assets/files/2019\\_August8\\_Minutes.pdf](https://bvna Boise.org/assets/files/2019_August8_Minutes.pdf)

*Relevance:* Community-level documentation of facilities planning discussions and neighborhood impact.

**ACCURACY NOTE:** None of the sources listed below name DeJong-Richter directly. The firm's involvement is established through the Google Groups post (Entry 1, Source 3) and the Cooperative Strategies JCPS proposal, which lists Boise as a project. The bond and renovation outcomes are well-documented by local news and government records. Notes: DeJong-Richter conducted a 2015 facilities audit. Earlier (2005–06) closure proposals by the firm were defeated by community opposition to closing high-performing, walkable

**schools. Parents organized to save historic schools. The \$172.5M bond passed in March 2017 with modifications — schools were renovated rather than closed.**

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## **7. CAMPBELL COUNTY SCHOOLS (VA, 2010–15) — DeJong-Richter**

1. "Campbell Co. Supervisors Vote Against Consolidating Schools," WSET, January 6, 2015. <https://wset.com/archive/campbell-co-supervisors-vote-against-consolidating-schools>

*Relevance: Confirms the Board of Supervisors voted 5-2 against the consolidation plan, a direct rejection of the DeJong-Richter recommendation.*

2. "Board of Supervisors Meeting Minutes, January 6, 2015," Campbell County, VA, January 6, 2015. [https://www.co.campbell.va.us/AgendaCenter/ViewFile/Minutes/\\_01062015-95](https://www.co.campbell.va.us/AgendaCenter/ViewFile/Minutes/_01062015-95)

*Relevance: Official government minutes documenting the vote against consolidation.*

3. "Board of Supervisors Meeting Minutes, June 19, 2012," Campbell County, VA, June 19, 2012. [https://www.co.campbell.va.us/AgendaCenter/ViewFile/Minutes/\\_06192012-45](https://www.co.campbell.va.us/AgendaCenter/ViewFile/Minutes/_06192012-45)

*Relevance: Documents early discussions of the facilities study and consultant engagement.*

4. "Board of Supervisors Meeting Minutes, June 17, 2014," Campbell County, VA, June 17, 2014. [https://www.co.campbell.va.us/AgendaCenter/ViewFile/Minutes/\\_06172014-83](https://www.co.campbell.va.us/AgendaCenter/ViewFile/Minutes/_06172014-83)

*Relevance: Documents presentation of facilities plan options to the Board of Supervisors.*

5. "Penciling in Progress: Rustburg Middle School Renovation Project Timeline (2010–2015 Excerpts)," Campbell County. <https://www.co.campbell.va.us/DocumentCenter/View/6780/Penciling-in-Progress-Excerpts-2010---2015>

*Relevance: Documents the renovation alternative that was adopted after the consolidation plan was rejected.*

6. "School Board Minutes and Recordings," Campbell County Public Schools. <https://www.ccpsva.org/about/school-board-minutes-and-recordings>

*Relevance: Official archive of school board deliberations on the facilities plan.*

**The WSET article and board minutes reference the facilities study and consolidation recommendation but the specific DeJong-Richter firm name should be verified in the full board minutes recordings. The Google Groups post and Cooperative Strategies JCPS proposal list Campbell County as a client. Notes: DeJong-Richter (Tracy Richter) partnered with HBA Architects to recommend consolidation from 4 high schools to 2, at an estimated \$170.5M cost with claimed \$87M savings over 30 years. The Board of Supervisors voted 5-2 AGAINST the consolidation plan on January 6, 2015. The county adopted renovation instead. Schools are now rated Distinguished with a 96% graduation rate.**

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## **8. BEVERLY HILLS USD (CA, ~2011) — DeJong-Richter**

1. "Strategic & Long Range Facility Master Plan Final Report," Beverly Hills Unified School District, 2012. [https://www.bhusd.org/userfiles/bhusdmvc/00-homepage/BHUSD-Homepage/PDF/BOE\\_Accepted\\_Master\\_Plan.pdf](https://www.bhusd.org/userfiles/bhusdmvc/00-homepage/BHUSD-Homepage/PDF/BOE_Accepted_Master_Plan.pdf)

*Relevance:* Primary source. The district's accepted master plan confirming DeJong-Richter's authorship of the facility assessment.

2. "COC 6-month Report through June 2012," BHUSD Citizens' Bond Oversight Committee, 2012. <https://www.bhusd.org/userfiles/bhusdmvc/01-BHUSD-School-District/documents/CBOC/COC%206-month%20Report%20through%20June%202012.pdf>

*Relevance:* Oversight committee report documenting bond expenditures and project status tied to the master plan.

3. "Beverly Hills Weekly, Issue 661," Beverly Hills Weekly, May 31, 2012. [https://bhweekly.com/issues/pdf/2012\\_661.pdf](https://bhweekly.com/issues/pdf/2012_661.pdf)

*Relevance:* Local news coverage of the facilities planning process and Measure E bond implementation.

4. "Beverly Hills Weekly, Issue 630," Beverly Hills Weekly, 2011. [https://bhweekly.com/issues/pdf/2011\\_630.pdf](https://bhweekly.com/issues/pdf/2011_630.pdf)

*Relevance:* Contemporary reporting on the facilities assessment during the planning phase.

5. "COC 2014 Annual Report," BHUSD Citizens' Bond Oversight Committee, 2014. <https://www.bhusd.org/userfiles/bhusdmvc/01-BHUSD-School-District/documents/CBOC/COC%202014%20Annual%20Report.pdf>

*Relevance:* Follow-up oversight report documenting outcomes of bond-funded projects from the master plan.

**NOTE: The master plan document itself should be checked to confirm DeJong-Richter authorship. The source is listed based on the document being hosted on the district's website under the facilities master plan section. Notes: DeJong-Richter conducted a 2011–2012 facility master plan for Measure E bonds (~\$334M). Contract was approximately \$332K. No closures proposed or completed. Assessment-only engagement in an affluent district.**

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## **9. BALTIMORE CITY PUBLIC SCHOOLS (MD, 2011–12) — DeJong-Richter (with Jacobs Engineering)**

1. "Districtwide Needs Assessment — 21st Century Schools," Baltimore City Public Schools / Jacobs / DeJong-Richter, June 2012. <https://baltimore21stcenturyschools.org/sites/default/files/2012june-jacobsreport.pdf>

*Relevance:* Primary source. The needs assessment document authored jointly by Jacobs and DeJong-Richter, identifying \$2.45B in facilities needs across the district.

2. "21st Century School Buildings Plan Essential Elements," Mary E. Rodman, October 5, 2016. [https://baltimore21stcenturyschools.org/sites/default/files/maryerodman\\_essential\\_elements\\_10\\_5\\_16.pdf](https://baltimore21stcenturyschools.org/sites/default/files/maryerodman_essential_elements_10_5_16.pdf)

**Relevance:** Documents the design standards and essential elements that guided the 21st Century Schools program implementation.

3. "21st Century School Buildings Program," Maryland Stadium Authority, ongoing. <https://mdstad.com/21st-century-schools>

**Relevance:** Official program page for the state-funded construction program that implemented the recommendations from the needs assessment.

4. "School-centered community development: Lessons from Baltimore's 21st century school buildings program," Ariel H. Bierbaum et al., Community Development Journal, September 2022. <https://www.tandfonline.com/doi/full/10.1080/15575330.2022.2123015>

**Relevance:** Peer-reviewed academic analysis of the community development impacts of the school construction program.

5. "21st Century School Buildings Program 2022 Annual Report," Maryland Stadium Authority, 2023. <https://mdstat.com/sites/default/files/21st%20Century%20School%20Buildings%20Program%202022%20Annual%20Report%20.pdf>

**Relevance:** Annual progress report documenting construction milestones and expenditures.

6. "Progress and Replacement of Baltimore City Schools," Maryland Dept. of Legislative Services, March 2025. [https://dlslibrary.state.md.us/publications/Exec/MSA/EC10-645\(1\)\\_2024.pdf](https://dlslibrary.state.md.us/publications/Exec/MSA/EC10-645(1)_2024.pdf)

**Relevance:** State legislative report tracking progress on school replacement and the financial status of the program.

7. "School Project Status," Baltimore 21st Century Schools, October 2024. <https://baltimore21stcenturyschools.org/roadmap>

**Relevance:** Current project status tracker showing which schools have been completed, are under construction, or are planned.

**Notes:** Jacobs/DeJong-Richter conducted the 2011–12 districtwide needs assessment, identifying \$2.45B in needs. The 21st Century program delivered 28 new/renovated schools via state bonds. 26 school facilities were closed or merged. Utilization rose to 85%. Protests occurred at board meetings over specific closures.

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## 10. CHAMPAIGN UNIT 4 (IL, 2012–13) — DeJong-Richter

1. "City Staff Participates in Unit 4 'Futures Conference'," City of Champaign, November 8, 2012. <https://champaignil.gov/2012/11/08/city-staff-participates-in-unit-4-futures-conference/>

**Relevance:** Confirms DeJong-Richter led the Futures Conference, documenting the firm's direct involvement in the planning process.

2. "A Closer Look At Unit Four's Bond Referendum," Illinois Public Media, August 12, 2014. <https://will.illinois.edu/news/story/a-closer-look-at-unit-fours-bond-referendum>

**Relevance:** Documents the bond referendum that resulted from the facilities plan and the public debate over school relocation.

3. "Opponents Of Unit 4 Referendum Want To 'Keep Central Central'," Illinois Public Media, January 30, 2015. <https://will.illinois.edu/news/story/opponents-of-unit-4-referendum-want-to-keep-central-central>

**Relevance:** Documents the community opposition movement focused on preventing the relocation of Central High School.

4. "Unit 4 Officials Hope 3rd Time Is The Charm For Bond Referendum," Illinois Public Media, November 2, 2016. <https://will.illinois.edu/news/story/unit-4-officials-hope-3rd-time-is-the-charm-for-bond-referendum>

**Relevance:** Documents the third bond attempt after two prior failures, showing the extended controversy over the facilities plan.

5. "Results: Unit 4, Other Champaign County Ballot Measures," Illinois Public Media, November 9, 2016. <https://will.illinois.edu/news/story/results-unit-4-other-champaign-county-ballot-measures>

**Relevance:** Confirms the \$183.4M bond passed on the third attempt with 65–35% approval after the district agreed to keep Central HS on its original site.

**Notes:** DeJong-Richter led the 2012 Futures Conference and facility master plan. No closures proposed — the controversy centered on the proposed relocation of Central High School. The "Keep Central Central" movement opposed relocation. The \$183.4M bond passed on the third attempt in 2016 (65–35%) after the district agreed to keep Central HS on its original site.

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## 11. ARLINGTON ISD (TX, 2013–15) — DeJong-Richter

1. "Bond Program Fall 2014 Planning Work Fact Sheet," Arlington ISD, September 5, 2014. [https://www.aisd.net/bond/wp-content/files/sites/102/2017/10/BOND\\_bond-program-planning-work-fall-2014\\_fact-sheet\\_20140905.pdf](https://www.aisd.net/bond/wp-content/files/sites/102/2017/10/BOND_bond-program-planning-work-fall-2014_fact-sheet_20140905.pdf)

**Relevance:** Official district fact sheet documenting the bond program planning work and facilities assessment.

2. "Citizens Bond Oversight Committee Meeting Materials," Arlington ISD, November 2014. [https://www.aisd.net/bond/wp-content/files/sites/102/2017/10/BOND\\_cboc-meeting-materials\\_201511.pdf](https://www.aisd.net/bond/wp-content/files/sites/102/2017/10/BOND_cboc-meeting-materials_201511.pdf)

**Relevance:** Oversight committee materials tracking bond program implementation and expenditures.

3. "Citizens Bond Oversight Committee Meeting Materials," Arlington ISD, January 2015. [https://www.aisd.net/bond/wp-content/files/sites/102/2017/10/BOND\\_cboc-meeting-materials\\_20150120.pdf](https://www.aisd.net/bond/wp-content/files/sites/102/2017/10/BOND_cboc-meeting-materials_20150120.pdf)

*Relevance:* Additional oversight committee documentation of the facilities plan implementation.

4. "Capital Needs Steering Committee Document," Arlington ISD, January 29, 2014. <https://www.aisd.net/wp-content/files/2018/03/7.-Capital-Needs.pdf>

*Relevance:* Documents the capital needs assessment that informed the facilities master plan and bond program.

5. "CBOC Report to Board," Arlington ISD, May 16, 2019. [https://www.aisd.net/bond/wp-content/files/sites/102/BOND\\_cboc-report-to-board\\_20190516.pdf](https://www.aisd.net/bond/wp-content/files/sites/102/BOND_cboc-report-to-board_20190516.pdf)

*Relevance:* Follow-up report to the school board on bond program progress and outcomes.

6. "Debt Obligations," Arlington ISD. <https://www.aisd.net/district/about/financial-transparency/debt-obligations/>

*Relevance:* Financial transparency page documenting the district's debt obligations from the bond program.

**The bond documents reference the facilities planning work but do not explicitly name DeJong-Richter. The firm's involvement is established through the Cooperative Strategies JCPS proposal, which lists Arlington ISD as a client. Notes: \$663M bond approved May 2014. 2 junior high schools were closed and consolidated. Sites were repurposed for a CTE center. A lawsuit was filed over a bond rally on school property. No academic outcome data found.**

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## 12. NORFOLK PUBLIC SCHOOLS (VA, 2013–25) — Cooperative Strategies

1. "A Resolution Requesting the Norfolk School Board to Prioritize a Plan to Consolidate Schools," City of Norfolk, March 2025. <https://www.norfolk.gov/DocumentCenter/View/96972/R-09-Resolution-Requesting-the-Norfolk-School-Board-to-Prioritize-a-Plan-to-Consolidate-Schools>

*Relevance:* Official city resolution documenting the political pressure on the school board to consolidate, providing context for the consulting engagement.

2. "Norfolk Public Schools delays vote on closure plan despite warning from city council," WHRO, September 17, 2025. <https://www.whro.org/education-news/2025-09-17/norfolk-public-schools-will-finally-vote-on-closure-plan-but-not-one-by-the-consulting-firm-the-district-hired>

*Relevance:* Documents the board ignoring the consultant's specific recommendations and the delayed vote, naming Cooperative Strategies as the hired firm.

3. "Schools Consolidation Plan Fiscal Impact Analysis," City of Norfolk / Norfolk Public Schools, March 10, 2026. <https://www.norfolk.gov/DocumentCenter/View/109562/Schools-Consolidation-Plan--Fiscal-Impact-Analysis>

**Relevance:** Official fiscal impact analysis of the consolidation plan, documenting projected costs and savings.

4. "Norfolk School Board Votes to Advance Phase I of Consolidation Plan," Norfolk Public Schools, March 18, 2026. <https://www.npsk12.com/p/~board/division-news-norfolk-public-schools-62/post/norfolk-school-board-votes-to-advance-phase-i-of-consolidation-plan-march-2026>

**Relevance:** Documents the board's vote to advance Phase I of the consolidation, confirming the plan moved forward despite controversy.

5. "Rationale for School Closures," Norfolk Public Schools. <https://www.npsk12.com/our-division/educational-planning/rationale-for-school-closures>

**Relevance:** Official district page outlining the stated rationale for proposed school closures.

6. "NPS Redesign for the Future," Norfolk Public Schools. <https://www.npsk12.com/our-division/educational-planning/nps-redesign-for-the-future>

**Relevance:** Official district page for the broader facilities redesign initiative.

**Notes:** Cooperative Strategies was hired for a \$130,000 closure study. 10+ closures recommended. The Board proposed 9 but ignored the consultant's specific recommendations. City Council required 10 closures. The vote was delayed multiple times. As of early 2026, Phase I was advancing, but the plan has been contentious and costly in delays.

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### 13. SULLIVAN COUNTY SCHOOLS (TN, 2014–15) — DeJong-Richter

1. "Sullivan BOE votes to cut number of high schools," Kingsport Times News (Rick Wagner), August 3, 2015. <https://timesnews.net/news/202048/sullivan-boe-votes-to-cut-number-of-high-schools/>

**Relevance:** Documents the 4-2 board vote to consolidate high schools, confirming the outcome of the DeJong-Richter study.

2. "Sullivan officials updated on school options," Kingsport Times News, February 11, 2015. <https://timesnews.net/news/207027/sullivan-officials-updated-on-school-options/>

**Relevance:** Documents the presentation of facility options to officials during the planning process.

3. "Sullivan school board takes look at still-evolving facilities plans," Kingsport Times News, March 4, 2015. <https://timesnews.net/news/206386/sullivan-school-board-takes-look-at-still-evolving-facilities-plans/>

**Relevance:** Tracks the evolution of the facilities plan and board deliberations.

4. "Sullivan North closure included in all long-term facilities plans," WCYB, March 10, 2015. <https://wcyb.com/news/tennessee-news/sullivan-north-closure-included-in-all-long-term-facilities-plans>

**Relevance:** Confirms Sullivan North HS was targeted for closure in every scenario presented by the consultant.

5. "Sullivan North High School to become new Kingsport middle school," WCYB, July 14, 2021. <https://wcyb.com/news/local/sullivan-north-high-school-to-become-new-kingsport-middle-school-opening-fall-2023>

**Relevance:** Documents the repurposing of the closed Sullivan North HS building, confirming the closure was implemented.

6. "County Commission Regular Session Minutes, December 2015," Sullivan County, December 2015. <https://www.sullivancountyclerktn.com/wp-content/uploads/2017/08/December-2015.pdf>

**Relevance:** Official government minutes documenting county commission deliberations on the school consolidation plan.

**Notes:** DeJong-Richter (Tracy Richter) conducted the facilities study. A board member publicly clashed with Richter. The BOE voted 4-2 to consolidate high schools. Sullivan North HS was sold to Kingsport for \$20M and became a middle school. New West Ridge HS was built. The process was contentious.

#### 14. CANUTILLO ISD (TX, 2015–16) — DeJong-Richter

1. "Facilities Master Plan 2016," Canutillo ISD. <https://www.canutillo-isd.org/departments/facilities/facility-master-plans/facilities-master-plan-2016>

**Relevance:** Official district page for the 2016 facilities master plan confirming the engagement.

2. "CISD Facilities Master Plan | Recommendations," Jacobs & DeJong-Richter, March 31, 2016. [https://resources.finalsite.net/images/v1718653188/canutilloisdorg/tredliaa5az3tfr9wjci/CISDFMPRecommendations\\_03312016.pdf](https://resources.finalsite.net/images/v1718653188/canutilloisdorg/tredliaa5az3tfr9wjci/CISDFMPRecommendations_03312016.pdf)

**Relevance:** Primary source. The recommendations document authored by Jacobs and DeJong-Richter, confirming the firms' involvement.

3. "Steering Committee #1 Questions Regarding New Development," Jacobs & DeJong-Richter, December 1, 2015. [https://resources.finalsite.net/images/v1718652602/canutilloisdorg/t6iond5ouawyty20gttw/CISD\\_SC1\\_QA.pdf](https://resources.finalsite.net/images/v1718652602/canutilloisdorg/t6iond5ouawyty20gttw/CISD_SC1_QA.pdf)

**Relevance:** Q&A document from the first steering committee meeting, documenting the planning process.

4. "Steering Committee #1 Meeting Presentation," Canutillo ISD, December 1, 2015. <https://www.canutillo-isd.org/fs/resource-manager/view/038e9232-1891-47a8-8b9e-aebc8741dde6>

**Relevance:** Presentation materials from the initial steering committee meeting.

5. "Steering Committee #1 Meeting Summary," Canutillo ISD. [https://resources.finalsite.net/images/v1718652648/canutilloisdorg/pgndi52jfvyebtduzzk2/CISDFMPMeetingSummary\\_SC1.pdf](https://resources.finalsite.net/images/v1718652648/canutilloisdorg/pgndi52jfvyebtduzzk2/CISDFMPMeetingSummary_SC1.pdf)

**Relevance:** Summary of the first steering committee meeting, documenting community input and planning priorities.

6. "Canutillo ISD Board Meetings," BoardBook. <https://meetings.boardbook.org/public/Organization/864>

**Relevance:** Archive of board meeting records for the district.

**Notes:** \$11.4M in near-term needs identified; \$70.5M total. No school closures. 1 admin building repurposed. Later bonds failed in 2021 and 2022 due to tax concerns. A \$379M bond passed in 2024. No controversy over closures.

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## 15. BELLEVUE PUBLIC SCHOOLS (NE, 2015–16) – DeJong-Richter

1. "2015-16 Facilities Master Plan Background Report," DeJong-Richter & Jacobs, October 8, 2015. <https://www.healthyschoolbuildings.com/wp-content/uploads/2017/01/BellevuePublicSchoolsFCA2015.pdf>

**Relevance:** Primary source. The facilities master plan background report authored by DeJong-Richter and Jacobs, confirming the firms' involvement.

2. "Facilities Master Plan," Bellevue Public Schools. <https://www.bellevuepublicschools.org/district-f3/facilities-master-plan>

**Relevance:** Official district page for the facilities master plan.

3. "Bond Issue Passes," Bellevue Public Schools, September 2016. <https://www.bellevuepublicschools.org/district-f3/facilities-master-plan/bond-issue-passes>

**Relevance:** Confirms the bond passed in September 2016 without a closure component, after the board rejected closures.

4. "Board of Education Meetings," Sparq Data. <https://meeting.sparqdata.com/Public/Organization/60>

**Relevance:** Archive of board meeting records for the district.

5. "Industry Veteran Tracy Richter to Lead Planning Services," HPM Leadership, July 20, 2020. <https://hpmleadership.com/hpm-hires-industry-veteran-tracy-richter-to-lead-new-planning-services-division/>

**Relevance:** Confirms Tracy Richter's transition from DeJong-Richter/Cooperative Strategies to HPM, establishing corporate lineage.

6. "Educational Planning Firms Announce Merger," Spaces4Learning, January 19, 2017. <https://spaces4learning.com/articles/2017/01/19/cooperative-strategies-dejong-richter.aspx>

**Relevance:** Documents the merger of Cooperative Strategies and DeJong-Richter, establishing the corporate lineage between the firms.

**Notes:** DeJong-Richter led the facilities master plan. Closures were proposed but explicitly rejected by the board. The board approved the plan "with the exclusion of any school closures." The bond passed in September 2016 without a closure component.

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## 16. WORTHINGTON CITY SCHOOLS (OH, 2015–22) — Cooperative Strategies

1. "State of the Schools 2022 — Master Facilities Planning," Worthington Schools Blog, March 17, 2022. <https://wcsdistrict.wordpress.com/2022/03/17/state-of-the-schools-2022-master-facilities-planning/>

**Relevance:** Documents the master facilities planning process and confirms Cooperative Strategies' involvement in the multi-phase plan.

2. "Master Facilities Plan — Phase Three," Worthington Schools Blog, November 18, 2025. <https://wcsdistrict.wordpress.com/2025/11/18/master-facilities-plan-phase-three/>

**Relevance:** Documents the ongoing Phase Three of the facilities plan, showing continued implementation of the original recommendations.

3. "Monthly Financial Report, February 2026," Worthington City Schools, February 2026. [https://resources.finalsite.net/images/v1772806886/worthingtonk12ohus/oxix9lzcxbcijk6e2ean/MonthlyFinancialReport8\\_February2026.pdf](https://resources.finalsite.net/images/v1772806886/worthingtonk12ohus/oxix9lzcxbcijk6e2ean/MonthlyFinancialReport8_February2026.pdf)

**Relevance:** Financial report documenting the district's fiscal health during the facilities plan implementation.

4. "Document Archive / Board Minutes," Worthington Schools. <https://www.worthington.k12.oh.us/our-district/board-of-education-members/document-archive>

**Relevance:** Archive of board meeting records documenting governance decisions on the facilities plan.

**Notes:** The only engagement assessed as "Positive." No closures proposed or completed. \$89M Phase 1 bond (2018) and \$234M Phase 2 (2022) both approved. Renovations and expansions completed as planned. District maintains high ratings. No controversy.

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## 17. STATE OF ARKANSAS (AR, 2017–18) — Cooperative Strategies

1. "Arkansas School Facility Assessment," Arkansas Department of Education (white paper). [https://dpsaft.ade.arkansas.gov/Files/White\\_Paper\\_6\\_-\\_An\\_assessment\\_of\\_an\\_Assessment\\_201020154421.pdf](https://dpsaft.ade.arkansas.gov/Files/White_Paper_6_-_An_assessment_of_an_Assessment_201020154421.pdf)

**Relevance:** Primary source. State department white paper on the statewide facility assessment process that Cooperative Strategies conducted.

2. "Assessment Services," Cooperative Strategies, LLC. <https://coopstrategies.com/assessment-services/>

**Relevance:** Firm's own description of their assessment services, confirming their statewide capabilities.

3. "The Impacts of School District Consolidation on Rural Communities," EdWorkingPapers. <https://edworkingpapers.com/sites/default/files/ai22-530.pdf>

**Relevance:** Academic research on the impacts of school district consolidation on rural communities, providing context for the Arkansas engagement.

4. "ADE 320 Arkansas Department of Education Rules Governing Education Service Cooperatives," Arkansas Department of Education, ~2018. [https://dese.ade.arkansas.gov/Files/20201102105719\\_ADE\\_320\\_-\\_Education\\_Service\\_Cooperatives.pdf](https://dese.ade.arkansas.gov/Files/20201102105719_ADE_320_-_Education_Service_Cooperatives.pdf)

**Relevance:** State regulatory framework governing education service cooperatives in Arkansas.

5. "Commission for Division of Arkansas Public School Academic Facilities," Arkansas Department of Education (rules on facilities distress), 2024. [https://dpsaft-admin.ade.arkansas.gov/Files/5a%20-%20Academic%20Facilities%20Distress\\_Markup%20-%20103124\\_241025164118.pdf](https://dpsaft-admin.ade.arkansas.gov/Files/5a%20-%20Academic%20Facilities%20Distress_Markup%20-%20103124_241025164118.pdf)

**Relevance:** Current state rules on facilities distress designation, showing the regulatory context for the assessment work.

**Notes:** Statewide assessment. \$1.37B in authorized projects (FY2005–19). No closures. Cooperative Strategies conducted statewide enrollment projections. Report issued with recommendations. Ongoing state Partnership Program funding.

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## 18. JCPS LOUISVILLE (KY, 2019–23) – Cooperative Strategies

1. "Cooperative Strategies Proposal to Provide Student Assignment Plan Consulting Services, RFP #3094," via Dear JCPS, October 9, 2019. <https://dearjcps.com/wp-content/uploads/2023/08/3094-Cooperative-Strategies.pdf>

**Relevance:** Primary source. The firm's actual proposal document confirming the scope, terms, and \$240,000 contract value.

2. "Data Sharing/Use Agreement Between Jefferson County Board of Education And Cooperative Strategies, LLC," KSBA Portal. <https://portal.ksba.org/public/Meeting/Attachments/DisplayAttachment.aspx?AttachmentID=622802>

**Relevance:** Official data-sharing agreement confirming the contractual relationship between the district and Cooperative Strategies.

3. "JCPS proposes facility changes for 2026-27," Jefferson County Public Schools, November 20, 2025. <https://www.jefferson.kyschools.us/article/2561308>

**Relevance:** Documents the district's proposal for facility changes, providing context for the post-engagement period.

4. "JCPS revives plan for school closures, with changes," Courier Journal (Krista Johnson), January 14, 2026. <https://www.courier-journal.com/story/news/education/2026/01/14/these-schools-could-close-under-revised-jcps-plan/87945987007/>

**Relevance:** Documents the revival of school closure plans, showing the trajectory from the Cooperative Strategies boundary work to subsequent closures.

5. "Board accepts draft budget, closes 2 JCPS elementary schools as part of \$142M in cuts," WDRB (Adi Schanie), January 21, 2026. [https://www.wdrb.com/news/education/board-accepts-draft-budget-closes-2-jcps-elementary-schools-as-part-of-142m-in-cuts/article\\_533d46a0-712f-4a97-9328-f84d58f9677d.html](https://www.wdrb.com/news/education/board-accepts-draft-budget-closes-2-jcps-elementary-schools-as-part-of-142m-in-cuts/article_533d46a0-712f-4a97-9328-f84d58f9677d.html)

**Relevance:** Confirms 2 elementary school closures as part of budget cuts, documenting the district's fiscal crisis.

6. "Jefferson County Board of Education leaders call for pause on school closure and consolidation plan," JCPS, 2026. <https://www.jefferson.kyschools.us>

**Relevance:** Documents the board calling for a pause on the closure plan, showing the political dynamics around the process.

**Notes:** Cooperative Strategies had a \$240,000 contract for boundary analysis. No closures directly from this engagement. Separately, JCPS experienced a transportation collapse (\$188M deficit, 4 million minutes of instructional time lost) during the period when Cooperative Strategies' student assignment work was active. The district closed schools in 2026 due to a separate budget crisis.

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## 19. CITY SCHOOLS OF DECATUR (GA, 2020) — Cooperative Strategies

1. "K-2 School Utilization Process," City Schools of Decatur, October 27, 2025. <https://www.csdecatur.net/our-district-5f/departments/operations/k-2schoolutilization>

**Relevance:** Official district page documenting the K-2 school utilization review process.

2. "'Save Decatur Schools' group forms to fight possible campus shutdowns," FOX 5 Atlanta, November 11, 2025. <https://www.fox5atlanta.com/news/save-decatur-schools-group-forms-fight-possible-campus-shutdowns>

**Relevance:** Documents the formation of organized community opposition to proposed school closures.

3. "City Schools of Decatur backs off of K-2 school closure plan... for now," Atlanta Journal-Constitution, January 23, 2026. <https://www.ajc.com/education/2026/01/city-schools-of-decatur-backs-off-of-k-2-school-closure-plan-for-now/>

**Relevance:** Confirms the district backed off the closure plan due to community opposition.

4. "Parents say they've lost faith in Decatur school board after letter appears to choose closing school," WSB-TV, January 13, 2026. <https://www.wsbtv.com/news/local/dekalb-county/parents-say-theyve-lost-faith-decatur-school-board-after-letter-appears-choose-closing-school/WA5G6YSXGRF3RI4ZNFBUQYAD3M/>

**Relevance:** Documents the erosion of public trust in the school board over the closure process.

5. "CSD K-2 School Consolidation and Redistricting Process," City Schools of Decatur, October 28, 2025. <https://www.csdecatur.net/view-all-news/post-details/~board/csd-news/post/csd-k-2-school-consolidation-and-redistricting-process>

**Relevance:** *Official district announcement of the consolidation and redistricting process.*

**Notes:** Cooperative Strategies was initially engaged for redistricting and yield analysis in 2020 with no documented controversy. However, the district later moved toward K-2 school consolidation in 2025–26, generating significant community opposition. The district backed off the closure plan in January 2026.

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## 20. FORT WORTH ISD (TX, 2023–29) — HPM

1. "TEA takeover of Fort Worth ISD explained," The Texas Tribune, October 24, 2025. <https://www.texastribune.org/2025/10/24/what-you-need-to-know-about-texas-takeover-of-fort-worth-isd/>

**Relevance:** *Documents the state takeover of the district, providing critical context for the facilities plan's aftermath.*

2. "Fort Worth ISD trustees discuss possibly closing as many as 25 schools to rightsize district," KERA News, February 12, 2025. <https://www.keranews.org/education/2025-02-12/fort-worth-isd-trustees-discuss-possibly-closing-as-many-as-25-schools-to-rightsized-district>

**Relevance:** *Documents board discussion of closing up to 25 schools based on the facilities master plan.*

3. "Here's what parents need to know about the state takeover of Fort Worth ISD," KERA News, October 28, 2025. <https://www.keranews.org/education/2025-10-28/heres-what-parents-need-to-know-about-the-state-takeover-of-fort-worth-isd>

**Relevance:** *Explains the state takeover implications for parents and the community.*

4. "'Comes with some sacrifice': Fort Worth ISD tells communities about school closure options," KERA News, February 26, 2025. <https://www.keranews.org/2025-02-26/comes-with-some-sacrifice-fort-worth-isd-tells-communities-about-school-closure-options>

**Relevance:** *Documents the district's messaging to communities about the closure plan and the acknowledgment of community sacrifice.*

5. "Better Spaces. Greater Opportunities," Fort Worth ISD official program page. <https://www.fwisd.org/about/betterspaces>

**Relevance:** *Official district program page for the facilities initiative, confirming the branding and scope.*

6. "Facility Master Planning," Fort Worth ISD [PDF], August 27, 2024. <https://www.fwisd.org/fs/resource-manager/view/6d941b80-87f8-426e-8d06-d55874b03d19>

**Relevance:** *Primary planning document for the facility master plan.*

7. "Election results: Voters favor \$1.2 billion Fort Worth ISD bond by slim margin," KERA News, November 2, 2021. <https://www.keranews.org/politics/2021-11-02/heres-what-you-need-to-know-for-election-day>

**Relevance:** *Documents the \$1.2B bond passing by only 42 votes, showing the narrow margin of public support.*

8. "Fort Worth ISD 2021 Bond Program," Fort Worth ISD. <https://fwisd2021bond.com>

**Relevance:** Official bond program page documenting the scope of the facilities investment.

**Notes:** HPM was hired for approximately \$2.7M to develop the facilities master plan. The \$1.2B bond passed in 2021 by only 42 votes. 18 closures proposed, phased through 2029. At least 2 schools closed by June 2025. F-rated schools dropped from 31 to 11, but overall proficiency remained static. The state (TEA) took over the district in October 2025. Strong parent protests documented.

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## 21. ATLANTA PUBLIC SCHOOLS (GA, 2024–25) — HPM

1. "Atlanta school board votes to close or repurpose 16 schools under APS Forward 2040 plan," CBS News Atlanta, December 4, 2025. <https://www.cbsnews.com/atlanta/news/atlanta-school-board-votes-to-close-or-repurpose-16-schools-under-sweeping-aps-forward-2040-plan/>

**Relevance:** Confirms the board voted unanimously to close/repurpose 16 schools, documenting the scope and timeline.

2. "Final APS plan on repurposing schools," FOX 5 Atlanta, October 29, 2025. <https://www.fox5atlanta.com/video/1731851>

**Relevance:** Documents the final version of the plan as presented to the public before the board vote.

3. "Atlanta Public Schools Outlines School Closures, Investments, and E-SPLOST Funding," Center for Civic Innovation / Civic Atlanta, October 31, 2025. <https://civicatlanta.org/blog/aps-facilities-recommendations-2025>

**Relevance:** Independent civic organization's analysis of the closures, investments, and funding mechanisms.

4. "ATLANTA PUBLIC SCHOOLS Facility Recommendations," Atlanta Public Schools [PDF], October 28, 2025. [https://resources.finalsite.net/images/v1764550118/atlantapublicschoolsus/k7erwodvjijmzjh0wlyq/APS\\_Recommendations\\_Oct28\\_v3.pdf](https://resources.finalsite.net/images/v1764550118/atlantapublicschoolsus/k7erwodvjijmzjh0wlyq/APS_Recommendations_Oct28_v3.pdf)

**Relevance:** Primary source. The official facility recommendations document from the district.

5. "STATE OF SCHOOL FACILITIES REPORT 2025," Atlanta Public Schools [PDF], November 2025. [https://resources.finalsite.net/images/v1764550121/atlantapublicschoolsus/zqtrbrjnoe6twqgxsckf9/APS\\_StateOfSchools\\_UpdatedNovember2025\\_v2.pdf](https://resources.finalsite.net/images/v1764550121/atlantapublicschoolsus/zqtrbrjnoe6twqgxsckf9/APS_StateOfSchools_UpdatedNovember2025_v2.pdf)

**Relevance:** Comprehensive facilities condition report documenting the state of school buildings across the district.

6. "School Changes," The Porch Press, December 24, 2025. <https://theporchpress.com/school-changes/>

**Relevance:** Community journalism coverage of the school changes and local impact.

7. "Facilities Assessment," HPM Leadership. <https://hpmleadership.com/service/facilities-assessment/>

**Relevance:** HPM's own service page, confirming their facilities assessment capabilities and approach.

**Notes:** Board approved unanimously in December 2025. 16 schools approved for closure/repurposing starting fall 2027. \$300M+ in investments planned. \$325M E-SPLOST projected. Significant community protests over equity concerns and targeting of Black communities. No outcomes yet — closures have not been implemented.

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## 22. DEKALB COUNTY SCHOOLS (GA, 2025–26) — HPM

1. "DCSD: 2025 State of the School Facilities Report," DeKalb County School District, November 19, 2025. [https://www.dekalbschoolsga.org/uploaded/Operations/Planning/DCSD\\_StateOftheSchools\\_20251119.pdf](https://www.dekalbschoolsga.org/uploaded/Operations/Planning/DCSD_StateOftheSchools_20251119.pdf)

**Relevance:** Primary source. The official state of facilities report documenting conditions across the district.

2. "Round 2 Scenarios," DeKalb County School District SAP Survey, March 19, 2026. <https://www.dekalbschoolsga.org/divisions/access-and-opportunity/student-assignment/sap/sap-survey>

**Relevance:** Documents the revised scenarios presented to the community in the second round of planning.

3. "DeKalb changes which schools are slated for closure in updated plan," Atlanta Journal-Constitution, March 20, 2026. <https://www.ajc.com/education/2026/03/dekalb-changes-which-schools-are-slated-for-closure-in-updated-plan/>

**Relevance:** Documents revisions to the closure list, showing the plan has been modified multiple times under community pressure.

4. "HPM to Lead Planning and Program Management for DeKalb County School District Capital Improvement Program," HPM Leadership, June 11, 2025. <https://hpmleadership.com/hpm-dekalb-county-schools/>

**Relevance:** Primary source confirming HPM's selection and role in the \$1.5B Capital Improvement Program.

5. "DeKalb school district releases revised list of potential school changes," FOX 5 Atlanta, March 20, 2026. <https://www.fox5atlanta.com/news/dekalb-releasing-new-revised-list-potential-school-changes>

**Relevance:** Broadcast news coverage of the revised school change list and community reaction.

6. "Vanderlyn proposed to be converted into Dunwoody High School annex," Rough Draft Atlanta, March 20, 2026. <https://roughdraftatlanta.com/2026/03/20/vanderlyn-elementary-school-closure/>

**Relevance:** Hyperlocal news coverage of a specific school conversion proposal, documenting community-level impact.

7. "DeKalb County Schools makes changes to closure list," WABE, March 20, 2026. <https://www.wabe.org/dekalb-county-schools-makes-changes-to-closure-list/>

**Relevance:** Public radio coverage of the revised closure list and ongoing community organizing against the plan.

**Notes:** HPM selected via RFP in late 2024, approved February 2025, for the \$1.5B Capital Improvement Program. Up to 26 schools proposed for closure. Strong community organizing against closures. The plan has been revised multiple times. Board vote expected fall 2026. No outcomes yet — process is ongoing.

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## GENERAL / CROSS-CUTTING ACADEMIC SOURCES

*These peer-reviewed studies and reports were used to support the document's overall analysis:*

1. "The Short-Term Effects of School Consolidation on Student Achievement: Evidence of Disruption?," IZA Discussion Paper No. 10195 (published in *Economics of Education Review*, 2018, Vol. 65, pp. 31-47). <https://docs.iza.org/dp10195.pdf>

**Relevance:** Peer-reviewed study finding that school consolidation reduced test scores by 5.9% of a standard deviation, with the worst effects for students from small schools. Provides the academic foundation for concerns about consolidation impacts.

2. "The effects of closing urban schools on students' academic and behavioral outcomes: Evidence from Philadelphia," Matthew P. Steinberg and John M. MacDonald, *Economics of Education Review*, Vol. 69, 2019, pp. 25-60. <https://www.sciencedirect.com/science/article/abs/pii/S0272775718302693>

**Relevance:** The key peer-reviewed study on Philadelphia, finding academic harm lasting 2+ years. Widely cited in school closure debates and policy discussions.

3. "Does School District Consolidation Cut Costs?," Syracuse University Center for Policy Research, 2002. <https://surface.syr.edu/cgi/viewcontent.cgi?article=1121&context=cpr>

**Relevance:** Examines whether consolidation achieves claimed cost savings, providing an important counterpoint to consultant projections.

4. "Industry Veteran Tracy Richter to Lead Planning Services," HPM Leadership, July 20, 2020. <https://hpmleadership.com/hpm-hires-industry-veteran-tracy-richter-to-lead-new-planning-services-division/>

**Relevance:** Confirms Tracy Richter's move from DeJong-Richter/Cooperative Strategies to HPM. Establishes the personnel continuity connecting all three firms.

5. "Educational Planning Firms Announce Merger (Cooperative Strategies acquires DeJong-Richter)," Spaces4Learning, January 19, 2017. <https://spaces4learning.com/articles/2017/01/19/cooperative-strategies-dejong-richter.aspx>

**Relevance:** Documents the corporate lineage from DeJong-Richter to Cooperative Strategies. Essential for understanding that these are successor entities, not separate firms.