

A photograph of a school computer lab. In the foreground, several students are seated at desks, each with a computer monitor and wearing headphones. They appear to be engaged in an activity. In the background, a classroom is visible with more students and a teacher. The room has large windows and a sign that says "CREATE" above a doorway. The overall scene is dimly lit, with the text overlaid in white.

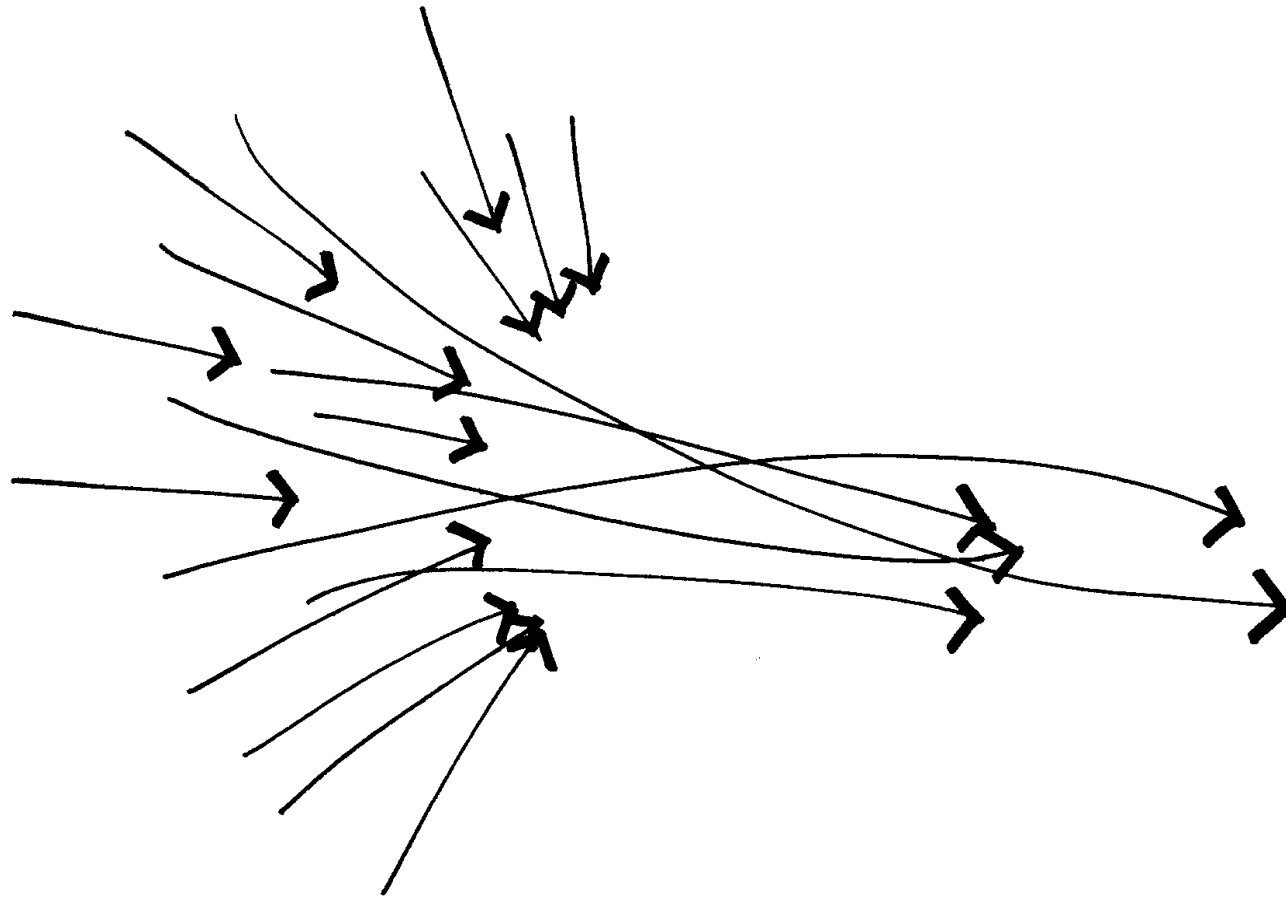
Atlanta Public Schools FACILITIES MASTER PLANNING

March 2, 2022

Agenda – Board Update

1. Overview
2. Review Approach and Scenarios:
 - Criteria
 - Findings
 - Scenarios
3. Comments
4. Next Steps

Strategic Facilities Master Planning for APS



Metro Atlanta

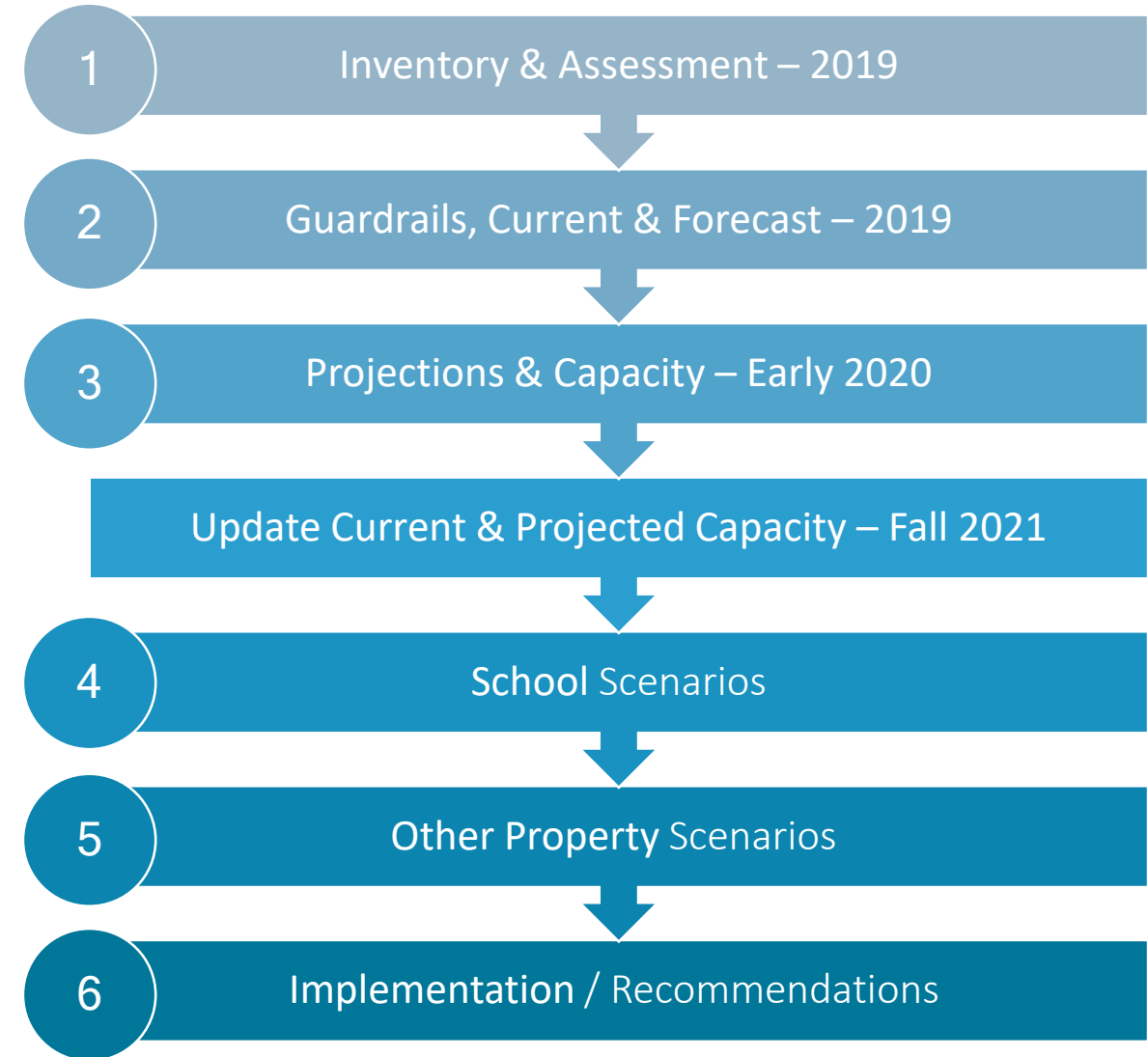
Cluster

School

Capital Project

Scope & Flow

- Through February 2020
- Update Fall 2021
- Re - ENGAGEMENT
 - Board
 - Community



Facilities Master Plan Goals

The planning for this project is guided by these goals:

To equitably create innovative, sustainable, flexible, and efficient environments.

To equitably provide quality schools that align facility and academic objectives to strengthen communities.

To equitably distribute instructional space among facilities.

To equitably align property use, disposition, and acquisition with APS values and priorities while exploring alternative opportunities for the usage of facilities.

Engagement and Communication



Community Conversations



Communication Briefs

Response to Let's Talk Questions
FAQ
Summary Flyers



Other



Approach and Scenarios

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graph LR; A[Set Criteria] --> B[Identify Challenges & Opportunities]; B --> C[Studied Scenarios];
```

Set Criteria

Identify
Challenges &
Opportunities

Studied
Scenarios

Our Purpose

Scenarios will leverage opportunities to accommodate Future Enrollment within APS (active and inactive) properties with the ultimate objective of:

Creating the best learning environment for our children with the resources available.



Criteria & Considerations

Criteria:

Meet APS BoE Goals: Schools and Other Properties

Build Community

Meet the FMP Guardrails: School and Site Capacity

Incorporate Facility's Geographic Setting

Considerations:

Relieve Pressure at Schools over Capacity

Boost Enrollment at under-capacity schools

Leverage Physical Boundaries: Neighborhoods, Roads, etc.

Manage the Impact of Change

Optimize 'feeder' (matriculation) pattern/flow from elementary through high school

Sample School “Feeder”

1600 STUDENTS

- 1600 per school (x1)
- 400 per grade (9-12)

HIGH SCHOOL

1200 STUDENTS

- 600 per school (x2)
- 200 per grade (6-8) X 3 grades

MIDDLE SCHOOL 1

MIDDLE SCHOOL 2

2400 STUDENTS

- 600 per school (x4)
- 100 per grade (K-5) X 6 grades

ELEMENTARY SCHOOL 1

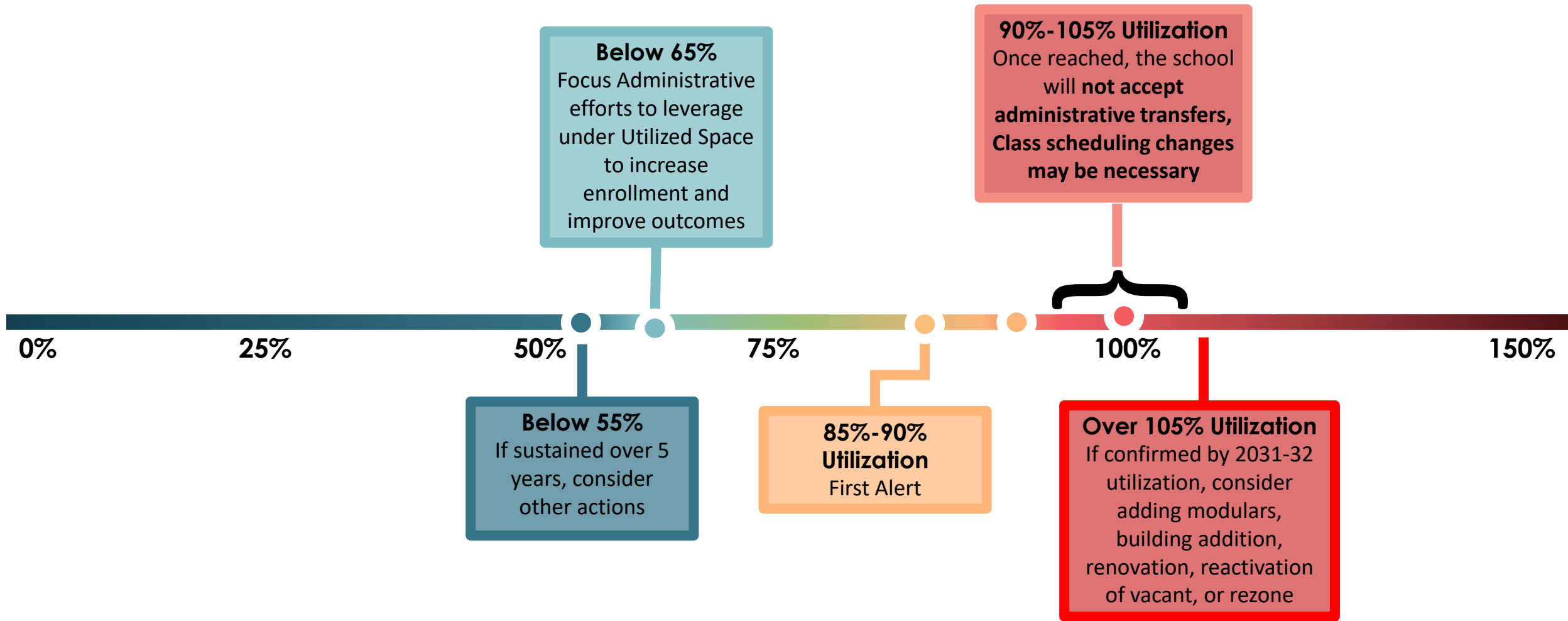
ELEMENTARY SCHOOL 2

ELEMENTARY SCHOOL 3

ELEMENTARY SCHOOL 4

ENTERING CLASS OF $100 \times 4 = 400$

Triggers by Utilization



Recommended Actions by Utilization Triggers:

If Utilization is 90% to 105% consider:

- Programmatic / administrative accommodations such as
- Elementary Schools:
 - Terminate Administrative Transfers
 - Use floating Art & Music teachers
- Middle & High Schools:
 - Terminate Administrative Transfers
 - Floating Teachers
 - Full use of classroom during Planning Period

If Utilization is over 105% consider:

- Modular Classrooms (if site will accommodate)
- Changing school zones within an existing cluster to shift enrollment from over-utilized schools to under-utilized schools
- Changing cluster boundaries
- Addition, renovation, re-activation of schools, new construction

Size changes to meet 95% of 5 Year Capacity need confirmed by 10-year Capacity

Problem Statement

Problem Statement – We found that:

- Through 2031-32, the district has enough facility space to house the 2031-32 enrollment capacity, but it is not evenly distributed;
- Growth rate is shifting from what it is today
- Growth is projected to be at a slightly slower rate than pre-COVID
- Post COVID 'norm' is still unknown

Therefore, the plan needs to focus on:

- Addressing the most immediate overcrowding conditions. This may include accelerating decisions that are critical in the next 2-3 years
- Establishing sound scenarios for implementation through 2026-27
- Being Flexible – allow to adjust for the real post COVID norm
- Setting a process for more frequent reviews and updates

In some cases, up to two scenarios are provided...

From Defining the Problem to Scenarios

The following Scenarios have been divided into four sets of Clusters based on the interrelated nature of their issues, or on the similarity of their issues. Each grouping has a Recommended Scenario and an Alternate Scenario:

1. **North Atlanta, South Atlanta, and Therrell** are grouped together and characterized by generally low utilization in their school facilities.
2. **Douglass Cluster** is characterized by a mixed and uneven distribution of Utilization among its school facilities with Woodson Park nearing full utilization while other schools have lower utilization.
3. **Mays Cluster** is characterized by over utilization in a group of elementary schools which are expected to experience continued growth.
4. **Midtown, Jackson, Washington and Carver** are characterized by extremely uneven utilization among its Elementary Schools, Middle Schools and High Schools.

Strategic Approaches

The intent is to **group Clusters** according to **related or similar issues**:

- These scenarios address school facilities, school and cluster boundaries and school enrollment only
- Off-site and landscape issues are not considered by this masterplan
- The teaching, course of study, and the specific allocation of resources within schools are not considered by this masterplan

For each Similar or Related Cluster Group provide:

- Scenario 1 to solve the over-utilization in the area
- Scenario 2 to provide an alternate set of possible solutions

Scenario 1 will, wherever possible:

- Maintain existing K-5, 6-8, 9-12 grade configurations
- Provide a roughly balanced utilization among the effected schools, while maintaining guidelines, school zone and cluster zone lines along neighborhood boundaries
- Limit construction when sufficient capacity exists nearby

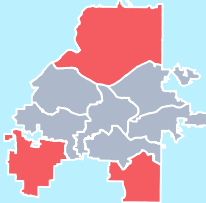
Scenario 2 will, wherever possible:

- Change school zone and district zone lines along neighborhood boundaries
- The underutilized schools will be brought to a roughly balanced utilization where rezoning is necessary between under and over utilized schools are not considered by this masterplan
- Limit construction when sufficient capacity exists nearby

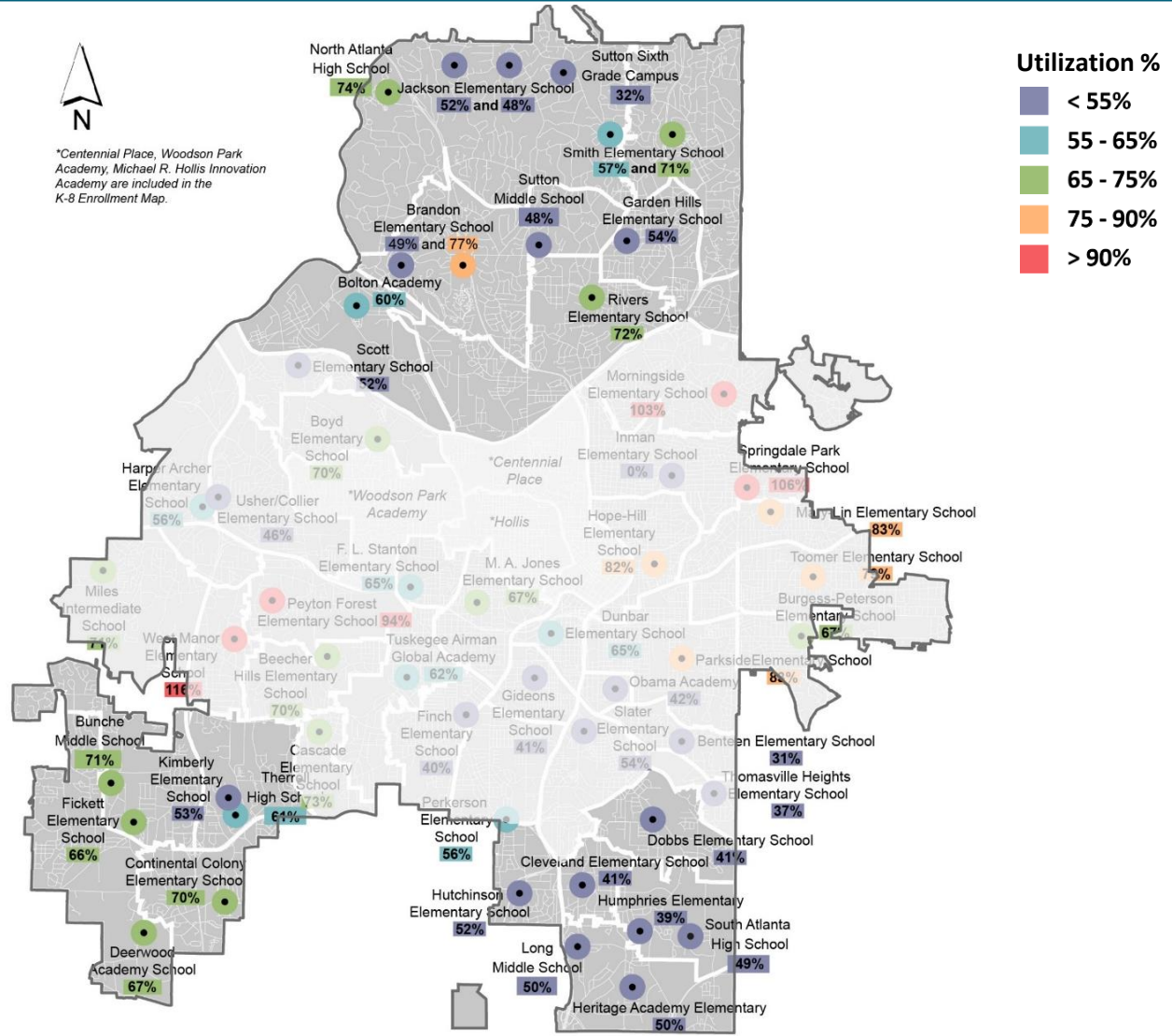
Implementation of rezoning, if needed, begins no earlier than in 2023-2024 school year

North Atlanta, South Atlanta, and Therrell Clusters – Scenario 1: 2026-27 Actions and Resulting Utilization

NORTH ATLANTA, SOUTH ATLANTA, AND THERRELL CLUSTERS



- No boundaries change
- No school closures
- Schools that are projected to be below 65% capacity in 2026-27
 - Monitored annually for 2-3 years to determine changes in Utilization before considering consolidation or other measures.
 - Administrative measures to increase enrollment
- Principals partner with the community to consider strengthening community, using underutilized space, while maintaining facilities for future educational capacity.



North Atlanta, South Atlanta, Therrell Clusters – Scenario 1: Summary 2026-27 – Schools Below 55% Utilization

Cluster	School Name (K-5)	2026-2027 Enrollment	School Capacity (SSF)	2026-2027 UTILIZATION % (SSF)
North Atlanta	Brandon ES (3-5)	393	804	49%
	Garden Hills ES	389	715	54%
	Jackson Primary (K-1)	206	399	52%
	Jackson Elem (2-5)	356	748	48%
South Atlanta	Heritage Academy ES	339	678	50%
	Humphries ES	169	427	39%
	Hutchinson ES	296	568	52%
Therrell	Kimberly ES	289	549	53%

Cluster	School Name (6-8)	2026-2027 Enrollment	School Capacity (SSF)	2026-2027 UTILIZATION % (SSF)
North Atlanta	Sutton MS (Northside)	855	1,800	48%
	Sutton MS (Powers Ferry 6th Grade)	415	1,296	32%
South Atlanta	Long MS	519	1,031	50%

Cluster	School Name (9-12)	2026-2027 Enrollment	School Capacity (SSF)	2026-2027 UTILIZATION % (SSF)
South Atlanta	South Atlanta HS	796	1,618	49%

*Only schools below 65% to be monitored in determining changes in utilization

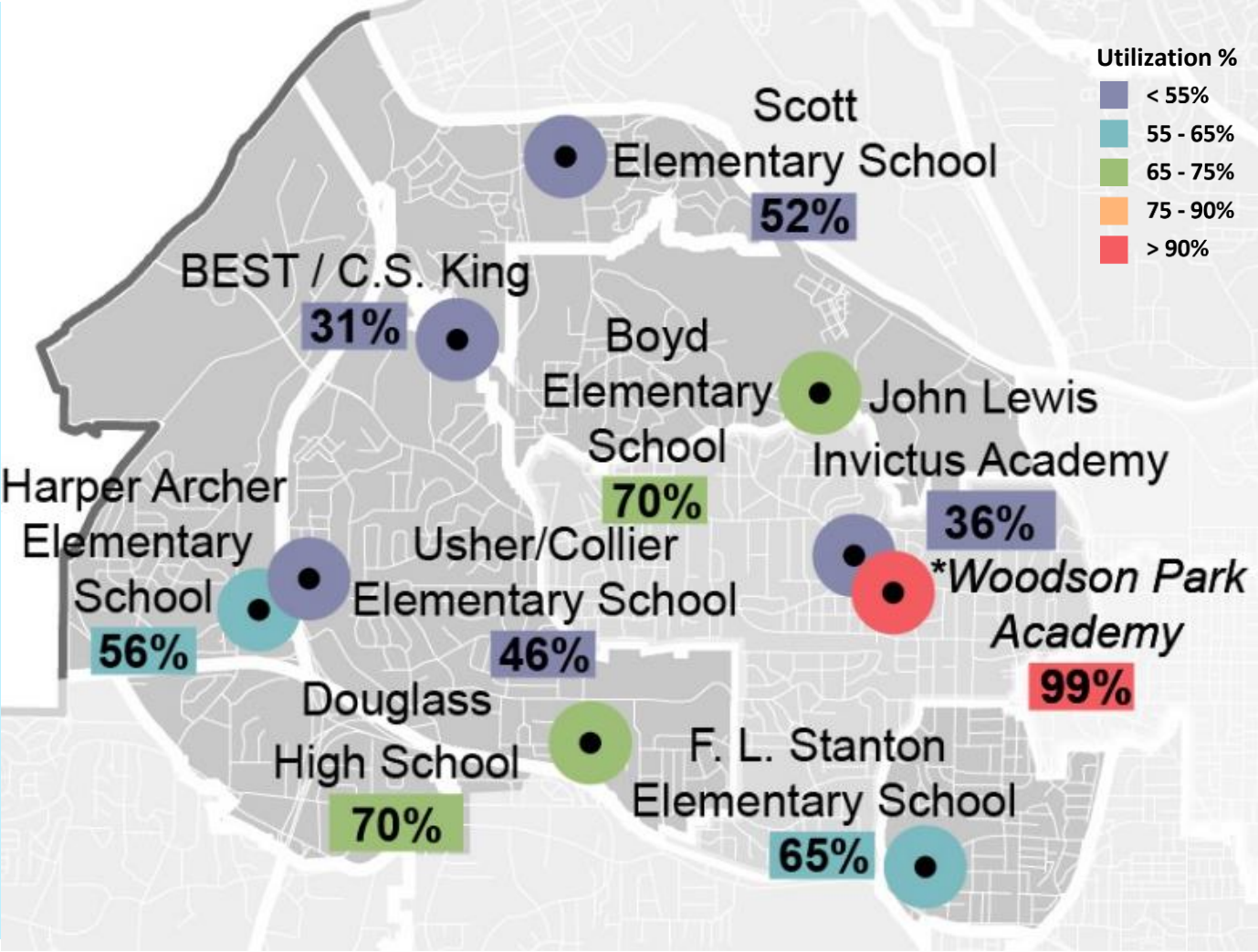
Douglass Cluster – “Do Nothing” Utilization 2026-27

DOUGLASS CLUSTER



Items to Address:

- If we do nothing by the 2026-27 school year, we may have overcrowding at Woodson Park if they calculate capacity as we do.
- John Lewis Invictus Academy (MS) is located within the zone of another middle school (Woodson Park).



Douglass Cluster - Proposed next actions

- No boundaries change
- No school closures
- Monitored schools until 2025-26 to determine changes in Utilization under 65% or over 105%
- Administrative measures below 65% to:
 - Increase enrollment
- Consider strengthening Community, using underutilized space, while maintaining facility for future educational capacity



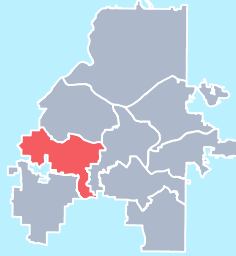
Woodson Park Academy

- KIPP and APS agree that the Woodson Park Academy will be at/over/near capacity in 2026-27
- Both parties agreed to initiate a process, per the Partnership Agreement, to develop multiple scenarios over the next few months for possible solutions to this potential overcrowding

Cluster	School	"As-Is" 2026-27 SY [Implemented Phase I]		
		Enrollment	Capacity	Utilization
Douglass	Boyd ES	362	520	70%
	FL Stanton ES	204	314	65%
	Harper Archer ES	581	1040	56%
	Scott ES	291	563	52%
	Usher-Collier ES	352	769	46%
	Lewis Academy MS (6-8)	674	1848	36%
	Douglass HS (9-12)	1483	2125	70%
	BEST/C.S. King (6-12)	542	1769	31%
	Woodson Park (K-8)	771	780	99%

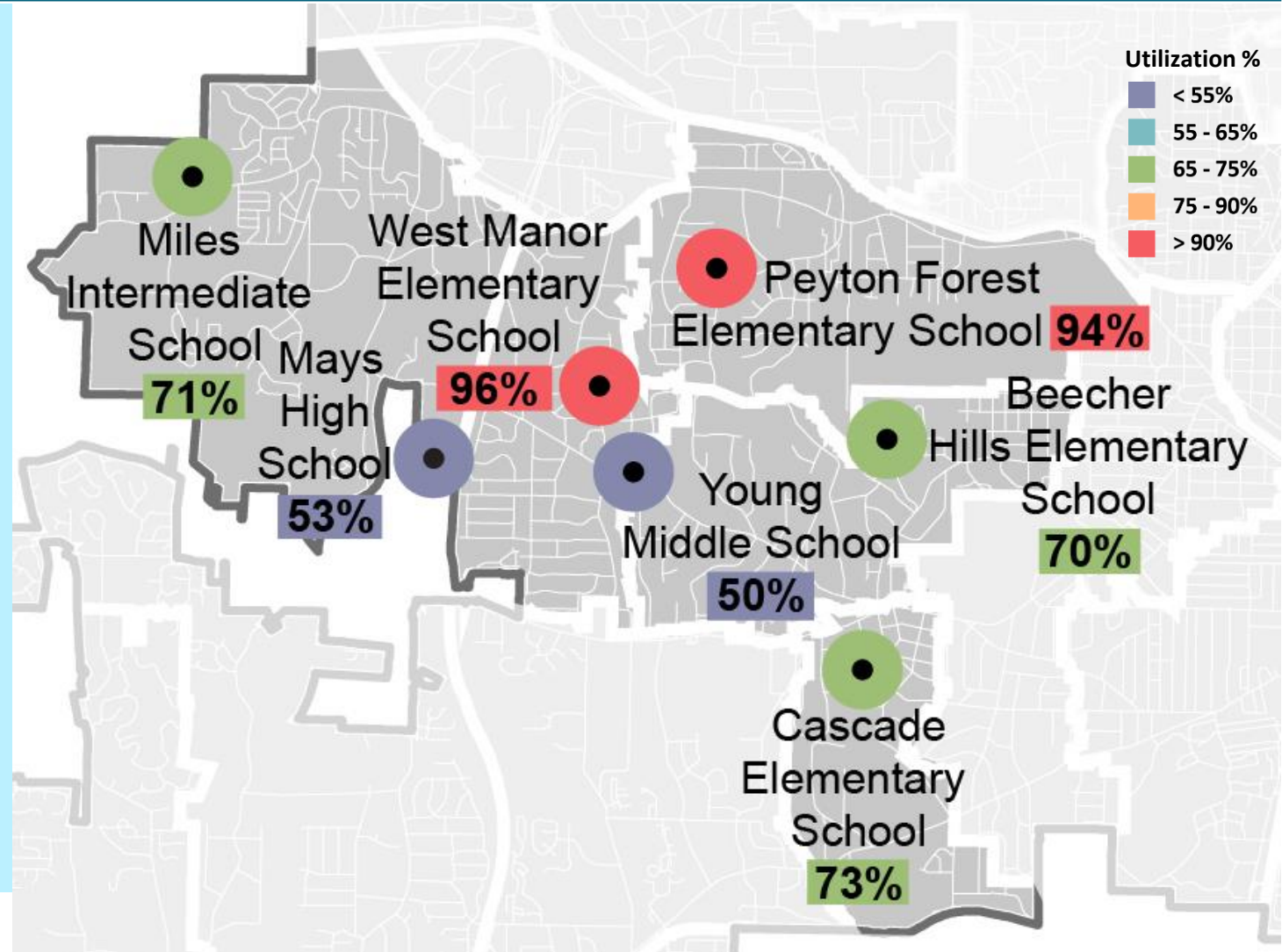
Mays Cluster – "Do Nothing" Utilization 2026-27

MAYS CLUSTER



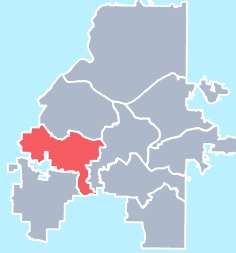
Items to Address:

- If we do nothing by the 2026-27 school year, the utilization in the elementary schools will be uneven with over-crowding at West Manor, and Peyton Forest, while the other elementary schools have a lower utilization.



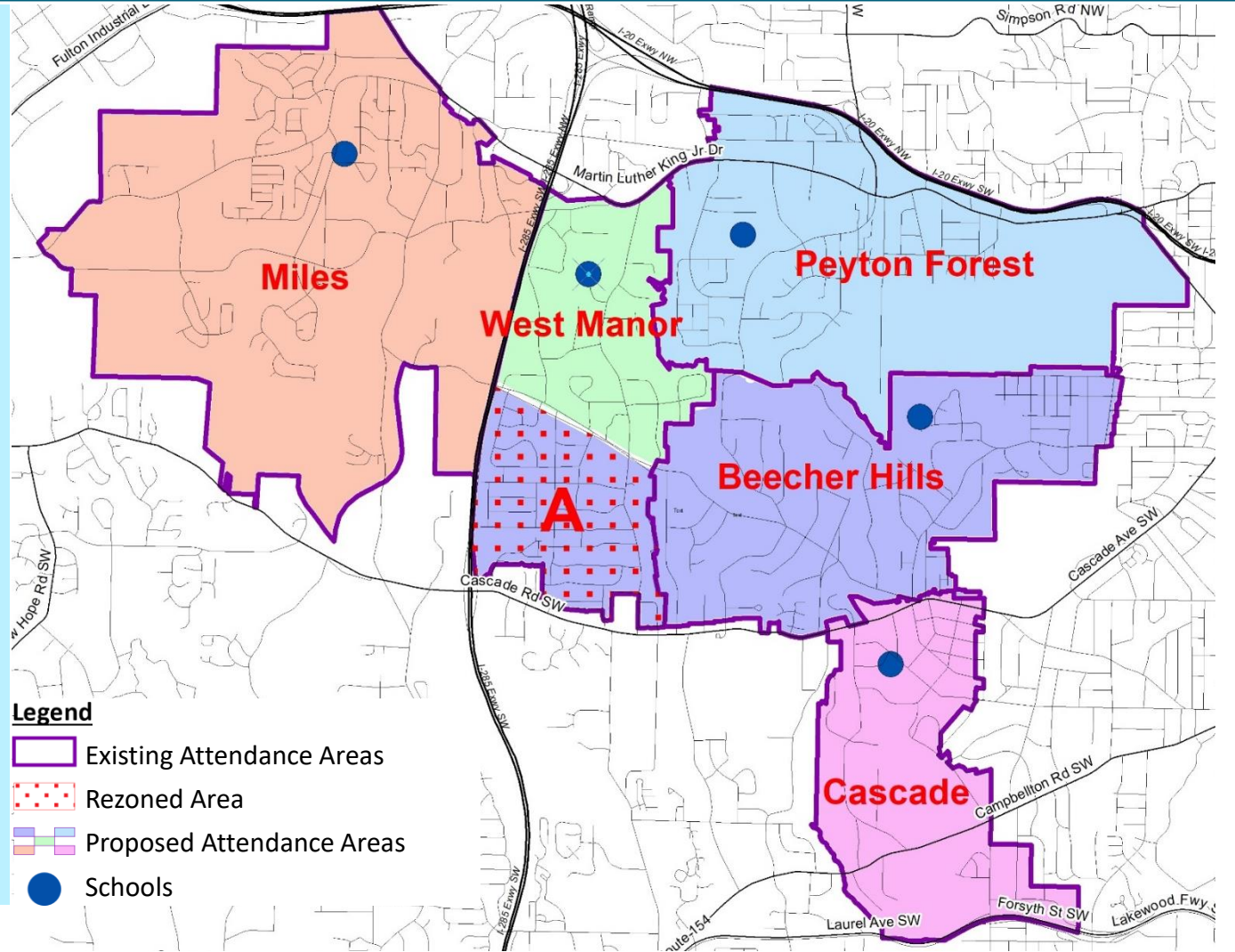
Mays Cluster- Scenario 1: Actions and Resulting Utilization 2026-27

MAYS CLUSTER



Recommendations:

- Move Beecher Hills boundary West to include the South Side of Benjamin E. Mays Dr.
- Peyton Forest is projected to be below our 95% trigger for re-zoning.
- Miles, Peyton Forest and Cascade Utilization remain the same in “Do Nothing”.
- Renovations to Peyton Forest are recommended. An addition to Peyton Forest is not recommended. (modification to SPLOST 2022)
- Implemented 2026-27
 - **A:** 65 students, from West Manor ES to Beecher Hills ES



Mays Cluster- Comparison: 2026-27 Utilization

Cluster	School	"As-Is" 2026-27 SY			Scenario 1. West Manor to Beecher Hills [Implemented 26-27]; No addition to Peyton Forest ES				
		Enrollment	Capacity	Utilization	Enrollment	Enrollment Difference	Capacity	Capacity Difference	Utilization
Mays	Beecher Hills ES	256	368	70%	321	+65	368	0	87%
	Cascade ES	322	444	73%	322	0	444	0	73%
	Miles ES	515	726	71%	515	0	726	0	71%
	West Manor ES	252	262	96%	187	-65	262	0	71%
	Peyton Forest ES	417	444	94%	417	0	444	0	94%
	Young MS	579	1152	50%	579	0	1152	0	50%
	Mays HS	1052	1975	53%	1052	0	1975	0	53%

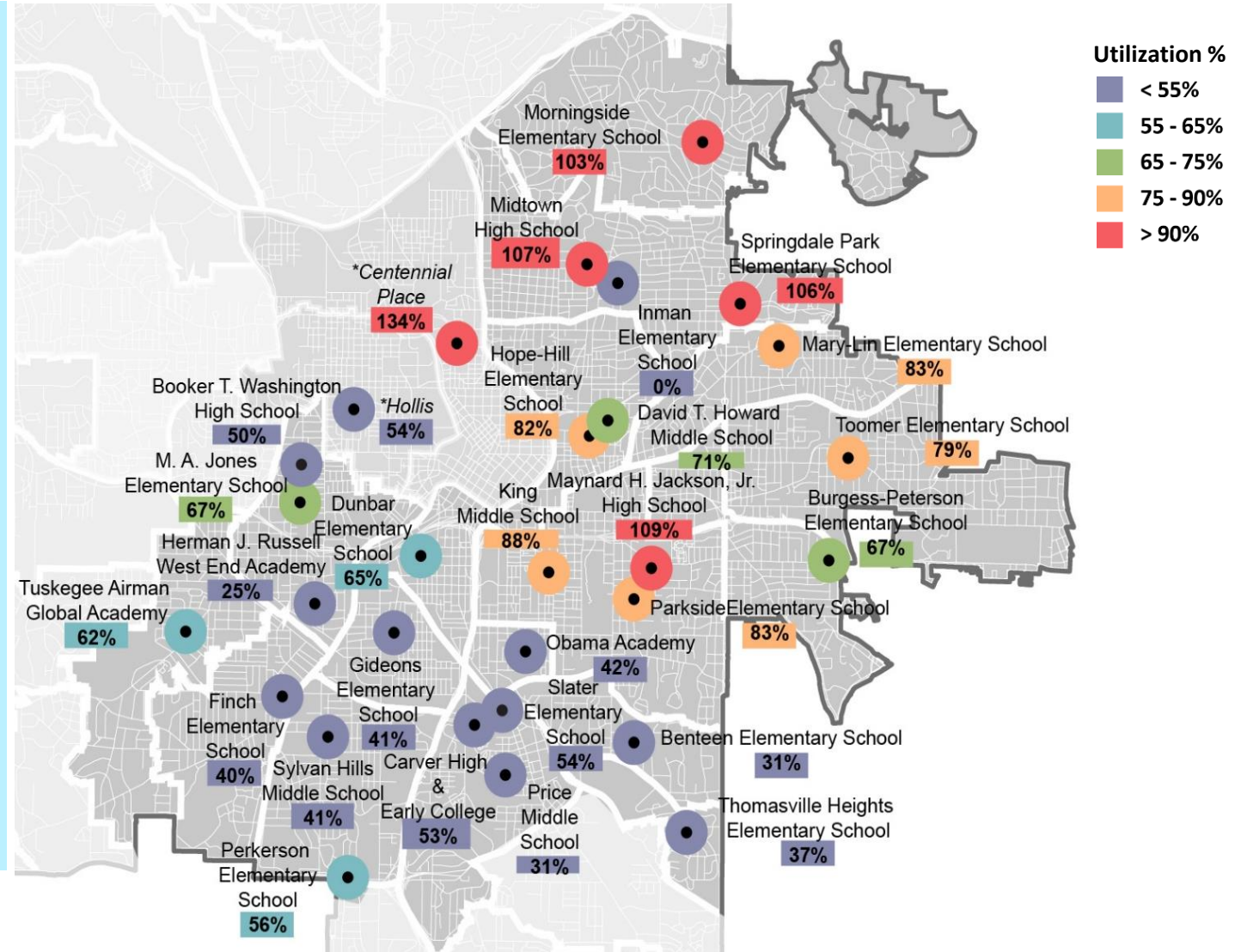
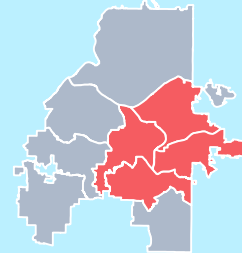
COLOR INDEX	
	Enrollment > 90% of Capacity
	Enrollment between 75% - 90%
	Enrollment between 65% - 75%
	Enrollment between 55% - 65%
	Enrollment < 54%

*West Manor capacity has been updated from 217 to 262 since the last community meeting.

Midtown, Jackson, Washington, and Carver Clusters-- “Do Nothing” Utilization 2026-27

Future utilization, without changes to the facilities,

- Midtown Clusters have over utilization in both K-5 and K-8 schools
- Midtown and Jackson High Schools will become over utilized.
- Midtown High School site cannot accommodate additional construction or portable classrooms.
- Inman facility is vacant
- Underutilization in the Middle Schools in the Carver and Washington clusters.



Midtown, Jackson, Washington & Carver Clusters

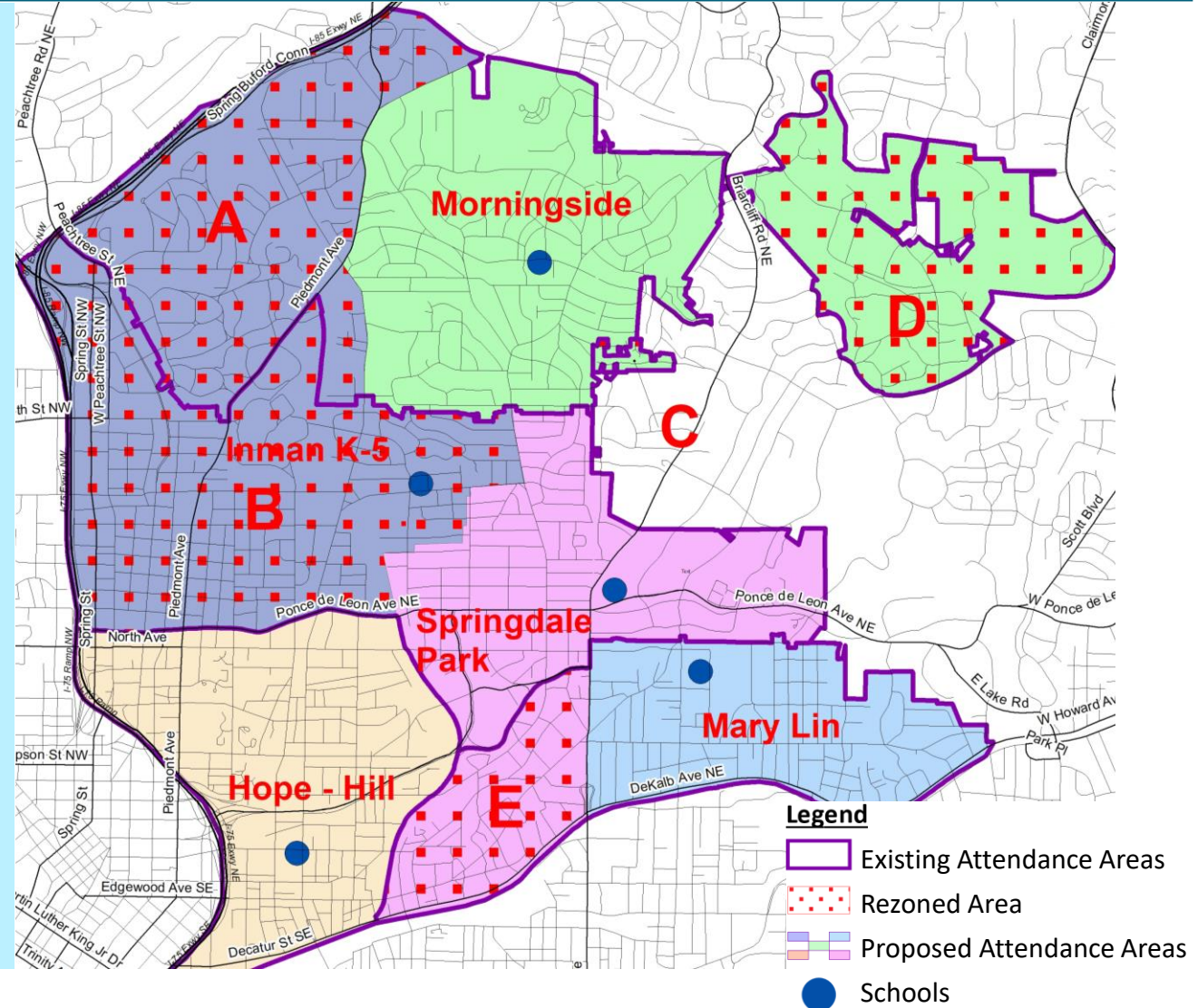
Scenario 1: Actions Addressing Elementary Schools in the Midtown Cluster in 2026-27

Midtown Cluster Elementary Schools - 2023-24 SY:

- Former Inman middle school to serve as a K-5 elementary school
- No change to the Hope Hill attendance area
- School Zone lines are redrawn in the Midtown Cluster:
 - A: Move 239 students from Morningside, north and west roughly along Piedmont Ave. to the Inman Facility.
 - B: Move 400 students from western portion of Springdale Park to the Inman facility.
 - C: Move 8 students from the Isolated area east of Morningside from Springdale to Morningside
 - D: Move 14 students from the DeKalb County/Emory Annexed area (in Springdale zone) to Morningside
 - E: Move 159 Students, west of Moreland Ave in the Mary-Lin attendance area to Springdale Park

Jackson/Washington/Carver Cluster Elementary Schools

- Renovations to Toomer are recommended. An addition to Toomer is not recommended. (modification to SPLOST 2022)



Midtown, Jackson, Washington, and Carver Clusters-- Scenario 1: Elementary School Utilization Comparison 2026-27

Cluster	School	"As-Is" 2026-27 SY			Scenario 1. Inman as K-5, Cent. to Washing., Dunbar to Carver Cluster[2023-24]				
		Enrollment	Capacity	Utilization	Enrollment	Enrollment Difference	Capacity	Capacity Difference	Utilization
Carver	Finch ES	306	758	40%	306	0	758	0	40%
	Gideons ES	283	693	41%	283	0	693	0	41%
	Perkerson ES	303	541	56%	303	0	541	0	56%
	Slater ES	420	780	54%	420	0	780	0	54%
	Thomasville ES	292	780	37%	292	0	780	0	37%
Midtown	Hope-Hill ES (K-5)	408	497	82%	408	0	497	0	82%
	Inman ES (K-5)	0	932	0%	639	639	932	0	69%
	Mary Lin ES (K-5)	625	758	82%	466	-159	758	0	61%
	Morningside ES (K-5)	896	867	103%	679	-217	867	0	78%
	Springdale Park ES (K-5)	801	758	106%	552	-249	758	0	73%
Jackson	Benteen ES	185	596	31%	185	0	596	0	31%
	Burgess-Peterson ES	539	802	67%	539	0	802	0	67%
	Dunbar ES	280	433	65%	280	0	433	0	65%
	Obama ES	267	628	43%	267	0	628	0	43%
	Parkside ES	550	661	83%	550	0	661	0	83%
	Toomer ES	417	531	79%	417	0	531	0	79%
Washington	MA Jones ES	511	764	67%	511	0	764	0	67%
	Tuskegee Academy	491	798	62%	491	0	798	0	62%

Midtown, Jackson, Washington, and Carver Clusters

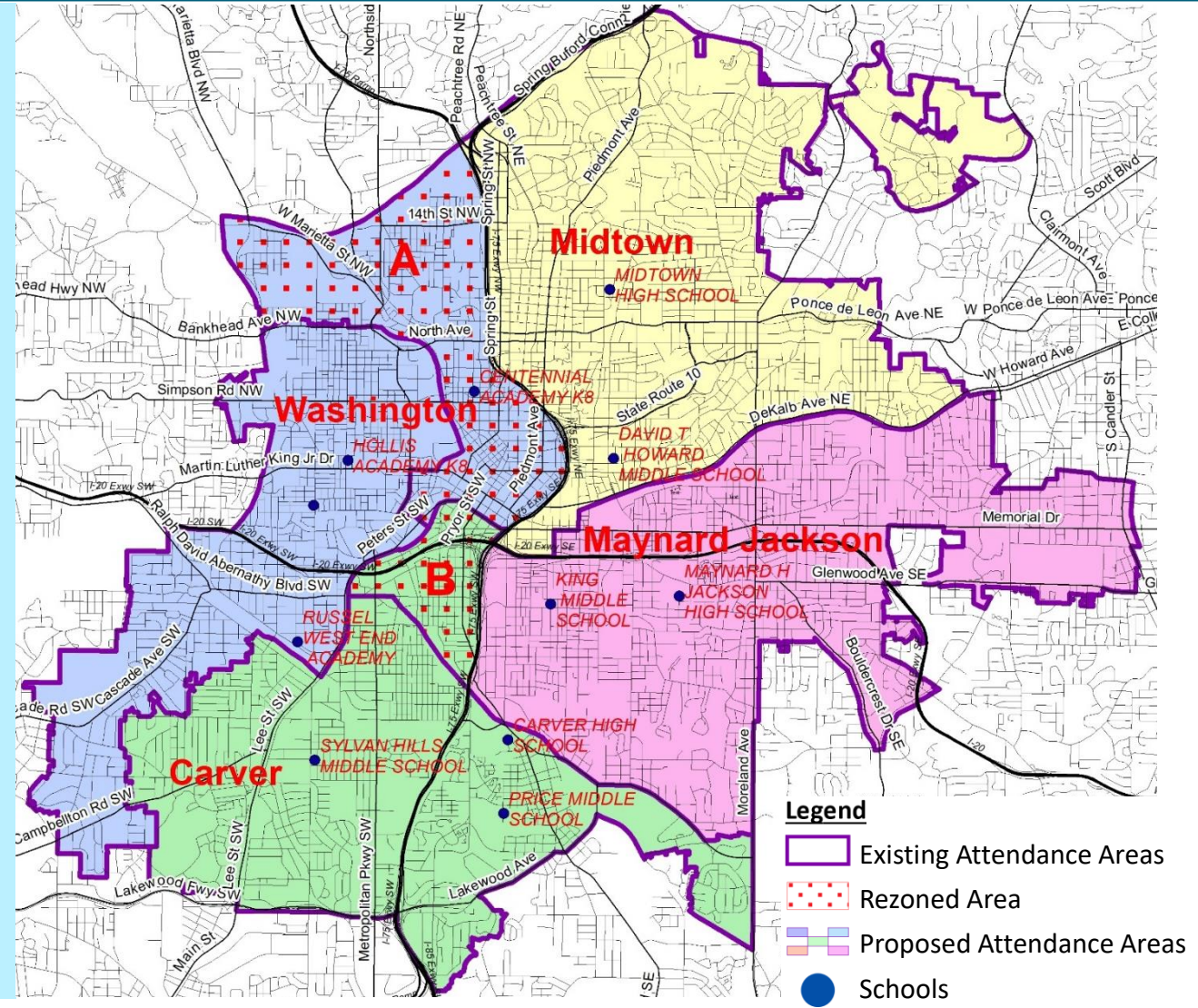
Scenario 1: Actions Addressing Middle, High & K-8 Schools 2026-27

Middle School and High School Cluster Moves

- Redistrict in 2023-24 SY across Midtown, Jackson, Washington, and Carver clusters:
 - **A: Redistrict Centennial attendance area** from Midtown HS to Washington HS (effects 229 students).
 - **B: Redistrict Dunbar attendance area** from MLK MS (Jackson HS) to Price MS (Carver Cluster HS) (163 middle school students effected and 255 High School students).

To Provide Capacity at Centennial Academy(K-8):

- In the Fall of 2022, Centennial and APS will determine a pathway for charter renewal which will effect Scenario 1 or Scenario 2 which will be subject to ABIOE and GaDoE approvals.
- Centennial Academy will **change to a K-8 Locally Authorized charter** for the 2025-26 SY contingent on ABOE and GaDOE approval.
- The Centennial attendance area will be incorporated into Hollis Academy (K-8):
 - **A:** Redistrict 293 students from Centennial Academy to Hollis Academy during the 2025-26 school year (these are all of the in-zone K-8 students).
- For the 2025-26 renewal, Centennial and APS would negotiate enrollment and facilities, limited by whatever enrollment cap is set by the Charter.
- Centennial's Capacity is now 606. Modularitys are used to achieve its currently chartered maximum enrollment of 800 at the loss of athletic and recreational field space.



Midtown, Jackson, Washington, and Carver Clusters-- Scenario 1: Middle, High & K-8 School Utilization Comparison 2026-27

Cluster	School	"As-Is" 2026-27 SY			Scenario 1. Centennial to Washington [2023-24], Dunbar to Price [2023-24]				
		Enrollment	Capacity	Utilization	Enrollment	Enrollment Difference	Capacity	Capacity Difference	Utilization
Carver	Price MS	295	960	31%	458	+163	960	0	48%
	Sylvan Hills MS	378	922	41%	378	0	922	0	41%
	Carver HS + Early College	820	1550	53%	1075	+255	1550	0	69%
Midtown	Centennial Academy(K-8)*	812	606	134%	0	-812	606	0	0%
	Howard MS	1173	1656	71%	1173	0	1656	0	71%
	Midtown HS	1820	1700	107%	1591	-229	1700	0	94%
Jackson	King MS	842	960	88%	679	-163	960	0	71%
	Maynard Jackson HS	1643	1513	109%	1388	-255	1513	0	92%
Washington	Hollis (K-8)	610	1125	54%	903	+293	1125	0	80%
	HJ Russell MS	295	1194	25%	295	0	1194	0	25%
	Washington HS	810	1633	50%	1039	+229	1633	0	64%
	Centennial Academy* (K-8 locally authorized charter)	0	606	0%	519	+519	606	0	86%

*Centennial Academy is listed twice. Once to show it moving out of the Midtown Cluster and once again to show it entering the Washington Cluster

Midtown, Jackson, Washington & Carver Clusters

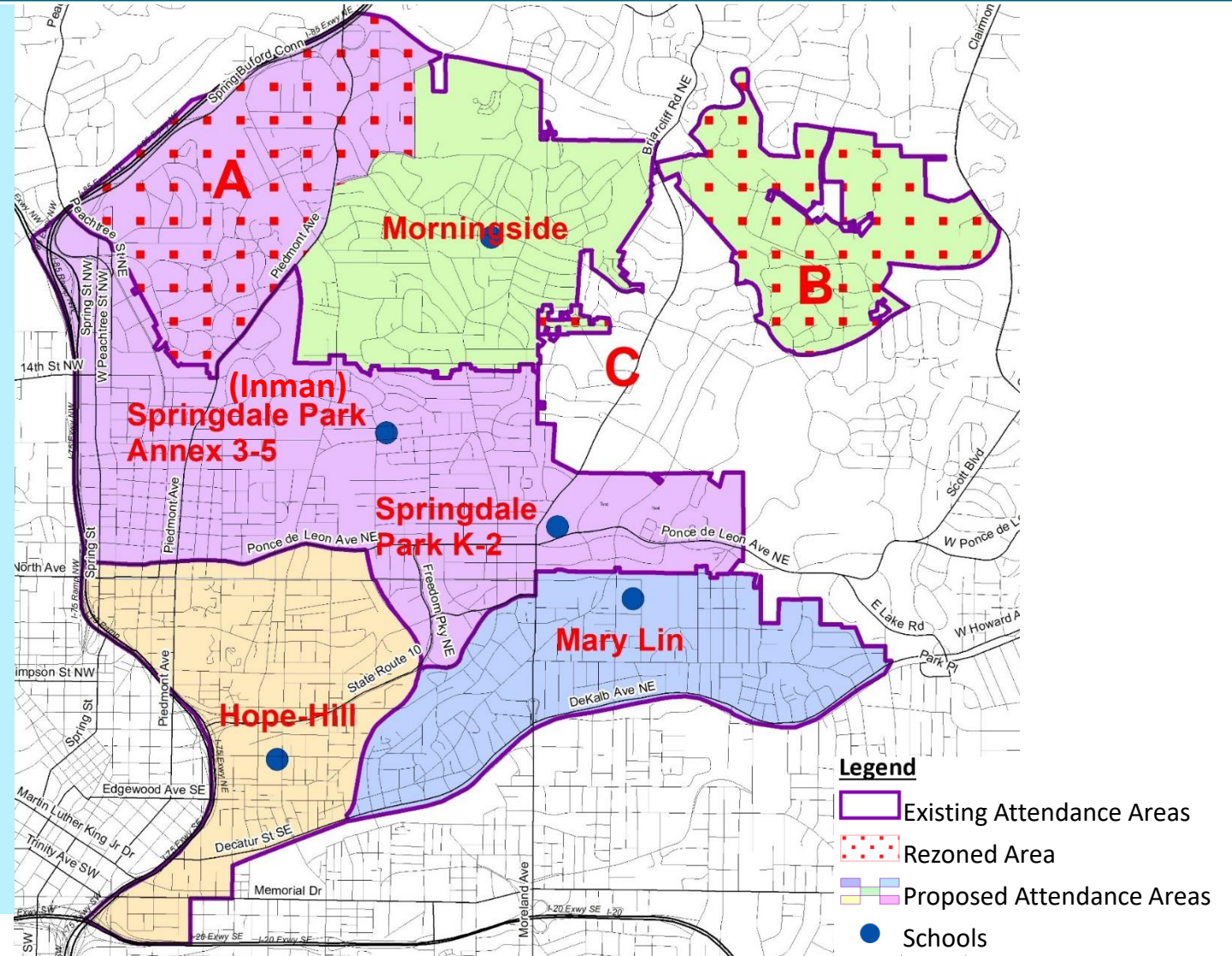
Scenario 2: Actions Addressing Elementary Schools in the Midtown Cluster in 2026-27

Midtown Cluster Elementary Schools – Implementation 2023-24:

- Springdale Park Facility is a K-2, with the Inman Facility as a 3-5 annex
- No changes to Mary Lin and Hope Hill attendance areas
- School Zone lines are redrawn in the Midtown Cluster:
 - **A:** Move 282 students from Morningside (K-5) North and West roughly along Piedmont Ave. to Springdale Park (K-2/3-5)
 - **B:** Move 14 students from the DeKalb County/Emory Annexed area in Springdale to Morningside
 - **C:** Move 8 students from the Isolated area east of Morningside from Springdale to Morningside

Jackson/Washington/Carver Cluster Elementary Schools

- Renovations to Toomer are recommended. An addition to Toomer is not recommended. (modification to SPLOST 2022)



Midtown, Jackson, Washington, and Carver Clusters-- Scenario 2: Elementary School Utilization Comparison 2026-27

Cluster	School	"As-Is" 2026-27 SY			Sc 1. Inman rezoned as K-5 [2023-24]				
		Enrollment	Capacity	Utilization %	Enrollment	Enrollment Difference	Capacity	Capacity Difference	Utilization %
Carver	Finch ES	306	758	40%	306	0	758	0	40%
	Gideons ES	283	693	41%	283	0	693	0	41%
	Perkerson ES	303	541	56%	303	0	541	0	56%
	Slater ES	420	780	54%	420	0	780	0	54%
	Thomasville ES	292	780	37%	292	0	780	0	37%
Midtown	Hope-Hill ES (K-5)	408	497	82%	408	0	497	0	82%
	Springdale Park Annex @ Former Inman (3-5)	0	932	0%	553	+553	932	0	59%
	Mary Lin ES (K-5)	625	758	82%	625	0	758	0	82%
	Morningside ES (K-5)	896	867	103%	606	-290	867	0	70%
	Springdale Park ES (K-2)	801	758	106%	553	-249	758	0	73%
Jackson	Benteen ES	185	596	31%	185	0	596	0	31%
	Burgess-Peterson ES	539	802	67%	539	0	802	0	67%
	Dunbar ES	280	433	65%	280	0	433	0	65%
	Obama ES	267	628	43%	267	0	628	0	43%
	Parkside ES	550	661	83%	550	0	661	0	83%
	Toomer ES	417	531	79%	417	0	531	0	79%
Washington	MA Jones ES	511	764	67%	511	0	764	0	67%
	Tuskegee Acad.	491	798	62%	491	0	798	0	62%

Midtown, Jackson, Washington, and Carver Clusters-- Scenario 2: Middle, High & K-8 School Utilization Comparison 2026-27

Cluster	School	"As-Is" 2026-27 SY			Scenario 2. Dunbar to HJ Russ & Inman rezoned as K-5 [23-24], Centennial to Washington [2026-27]				
		Enrollment	Capacity	Utilization	Enrollment	Enrollment Diff	Capacity	Capacity Diff	Utilization
Carver	Price MS	295	960	31%	295	0	960	0	31%
	Sylvan Hills MS	378	922	41%	378	0	922	0	41%
	Carver HS + Early College	820	1550	53%	820	0	1550	0	53%
Midtown	Centennial Academy (K-8) - In Zone Out of Zone	398	606	134%	0	-812	606	0	0%
		414							
	Howard MS	1173	1656	71%	1173	0	1656	0	71%
	Midtown HS	1820	1700	107%	1591	-229	1700	0	94%
Jackson	King MS	842	960	88%	679	-163	960	0	71%
	Maynard Jackson HS	1643	1513	109%	1388	-255	1513	0	92%
Washington	Hollis (K-8)	610	1125	54%	610	0	1125	0	54%
	HJ Russell MS	295	1194	25%	458	+163	1194	0	38%
	Washington HS	810	1633	50%	1294	+484	1633	0	79%
	Centennial Academy (K-8 conversion charter) - In Zone Out of Zone	0	606	0%	398	+398	606	0	94%
		172			+172				

*Centennial Academy is listed twice. Once to show it moving out of the Midtown Cluster and once again to show it entering the Washington Cluster

Recommended Phasing

- Phase 1: 23-24 SY implementation
 - *First Read: May 2022; Approval June 2022*
 - Midtown/Washington/Carver/Jackson clusters
 - K-5 or K-2/3-5 for Midtown elementary schools and rezone as needed
 - Redistrict MS/HS students in Dunbar to Carver/Washington cluster(s)
 - Redistrict HS students in Centennial Academy attendance area from Midtown HS to Washington HS
- Phase 2: 24-25 SY and thereafter
 - *First read: Oct 2022; Approval Nov 2022*
 - 24-25 SY: Determine enrollment cap/facility size for potential new charter for Centennial Academy as resized K-8 Conversion or Locally Authorized Charter
 - 26-27 SY: Mays: rezone from West Manor to Beecher Hills
 - 26-27 SY: Woodson Park Academy rezoned, different grades, or resized, per stipulations of Partner Agreement
 - SPLOST 2022 adjustments: Additions at Toomer and Peyton Forest are not recommended
 - Surplus Property Recommendations

Next Steps: Engagement (March-April 2022)

1

Community Conversations

A virtual Kick Off meeting with all clusters to share the “big picture” draft of recommended school options with all stakeholders. Meeting will set the stage for more focused, in person conversations to occur over the next few weeks as follows.

- March 10: Virtual Overview

Focused conversations on cluster-specific impacts. Meeting to occur in person at school or other meeting spaces/facilities (e.g., recreation centers, churches) within the community.

- March 15: Centennial Academy*
- March 17: Dunbar*
- March 22: Midtown Cluster*
- March 24: West Manor & Beecher Hills
- March 29: North Atlanta, South Atlanta, Therrell Clusters

* Phase 1 Scenarios (SY 2023-24)

2

Additional Engagement Opportunities

The following engagements are being planned to provide additional opportunities for feedback and awareness.

- Cluster Advisory Team Meetings
- State of the Cluster Meetings
- School-specific PTA/GO Team Meetings
- Additional engagement based on the needs of the school

3

Outreach Tools

The following tools and methods are recommended to educate and inform stakeholders of the opportunity to participate and provide feedback.

- “Here’s what you need to know” Infographic
- FAQ
- Informational boards at schools in high traffic areas
- Flyer distribution by school staff at carpool drop off/pick up
- Board Member standing meetings/opportunities
- Information distribution through Go Teams
- Information distribution to NPU leadership
- Let’s Talk feedback

Next Steps

1

**Conduct 4th round
of Community Conversations**

- March 10 – 29th, 2022

2

**Finalize Recommendation:
Phase 1**

- Final Recommendations (Phase 1):
April 15, 2022
- First Read: May 2, 2022
- Approval: June 6, 2022

3

**Finalize Recommendation:
Phase 2**

- Board Retreat (Phase 2
and Surplus Properties): Aug 2022
- Round 5 Community
Conversation (Phase 2): Aug-Sep 2022
- Final Recommendations (Phase 2):
Sep 15, 2022
- First Read: October 3, 2022
- Approval: November 7, 2022