



APS

**Douglass Cluster
Public Hearing
February 27, 2017**

www.atlantapublicschools.us/schoolchanges

Revised 02/27/2017

Agenda

Welcome & Introductions

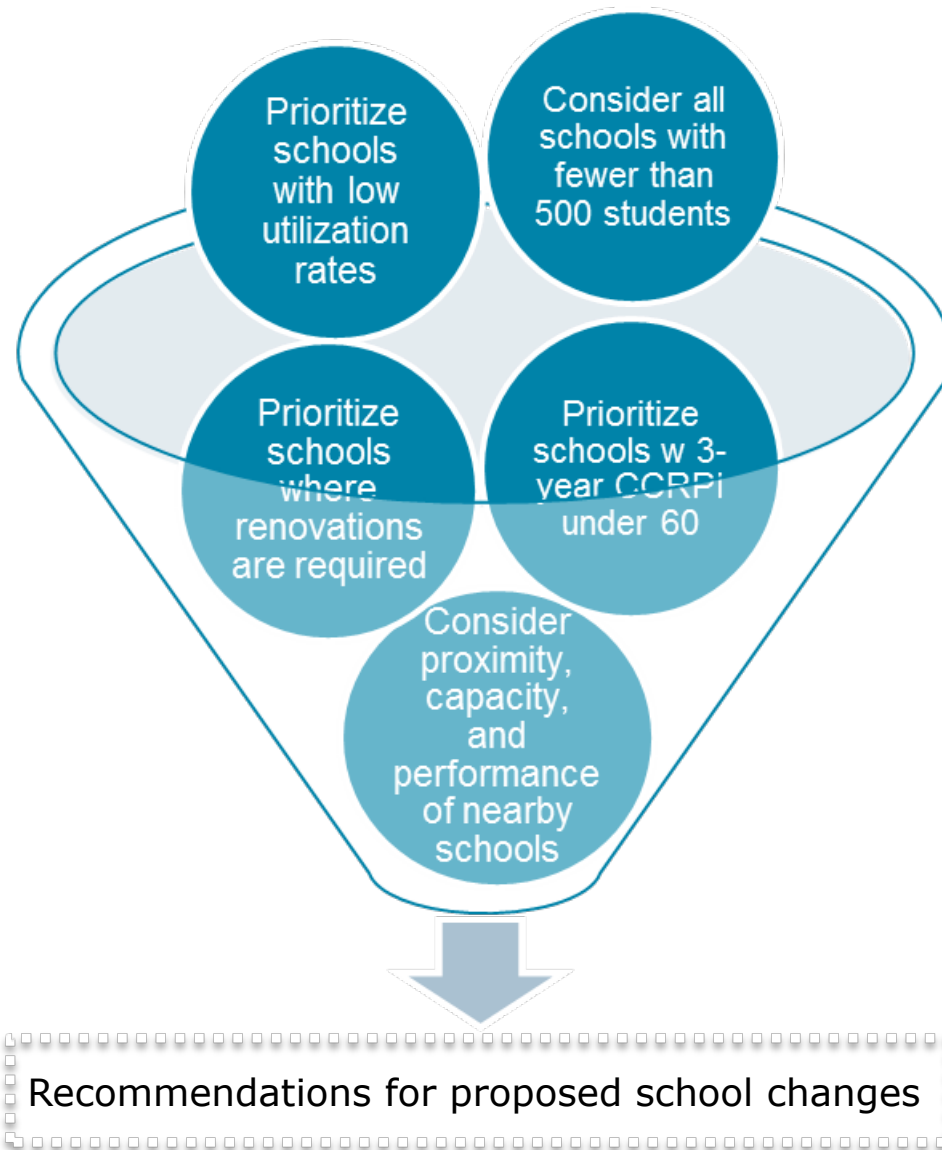
Purpose of Meeting

Proposal for School Changes in Douglass Cluster

Public Comment

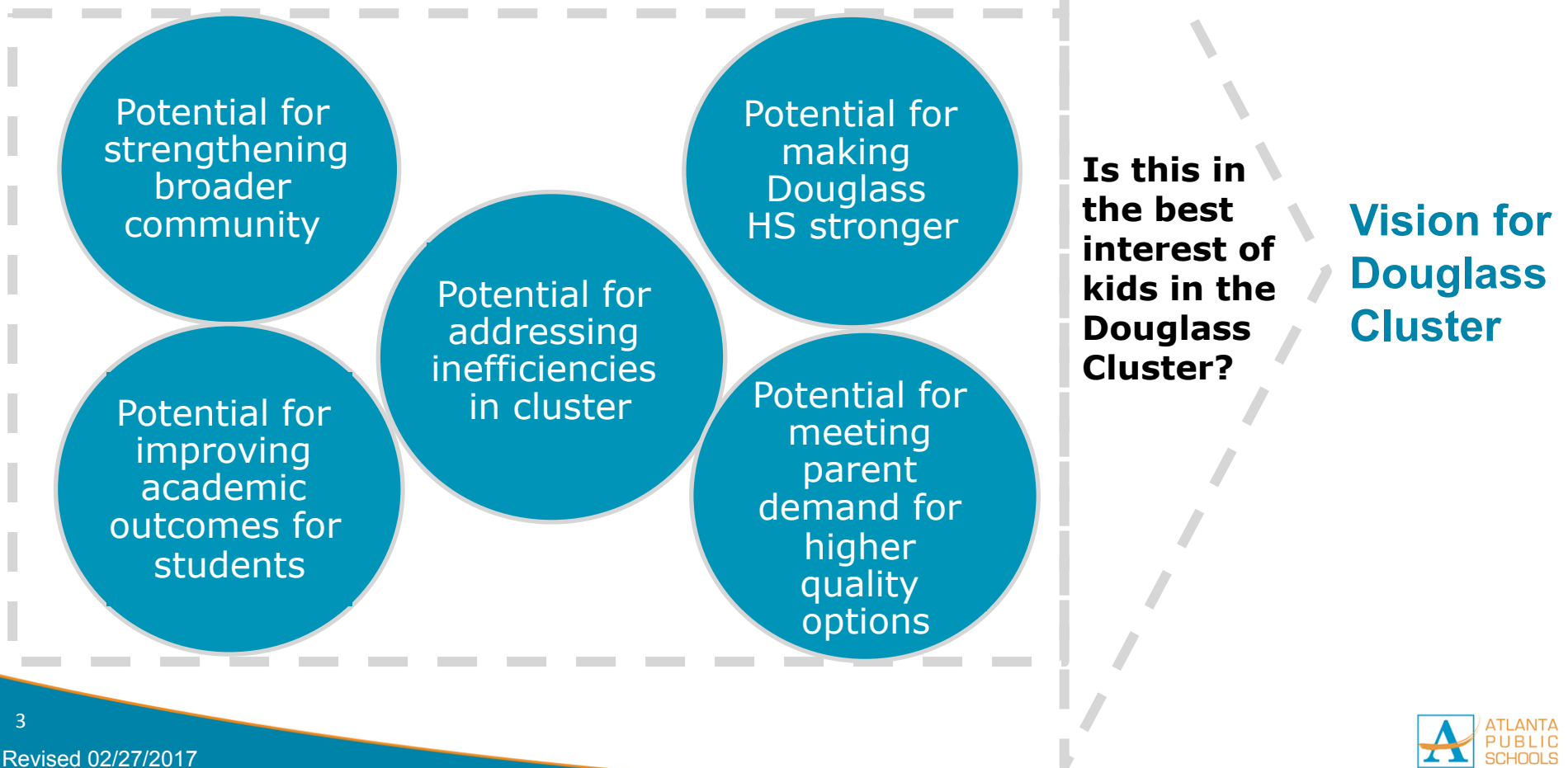
Criteria for Any Recommended Changes

January 2016-Present



Given the needs of the Douglass Cluster, we must commit to doing more to ensure success of students

Several factors should be considered when defining the vision for the Douglass Cluster...



Scenario 1 Proposal for Douglass Cluster

Recommendation:

For the start of the 2017-2018 School Year: Relocate BEST to CSK with two 6th-12th single gender academies on CSK campus; Phase out the closure of Harper Archer and create a new middle school at BEST facility; Launch Junior Achievement academy, early college program, or other academic program with partner at Douglass, BEST, and CSK. For the start of the 2019-2020 School Year: Close Fain & Towns and open new elementary at renovated Harper Archer facility; Close current Woodson Park building to create a new PK-8 Woodson Park Academy with partner. (If unable to raise philanthropic support for Emerald Corridor Foundation Revitalization project, Woodson Park Academy would remain a PreK-5 at current location)

Staff Impact:

For the BEST and CSK relocation, the schools will work on creating a more efficient staffing structure. In the case of the Fain and Towns merger, staff will be required to apply for a position at the new school. Woodson Park Academy employees will have to apply for positions with KIPP Metro Atlanta Schools. Staff members at Harper-Archer who are impacted by the phase-out closure of the school will have to apply for a position. The district will support all employees with interview priority status to find opportunities within the district.

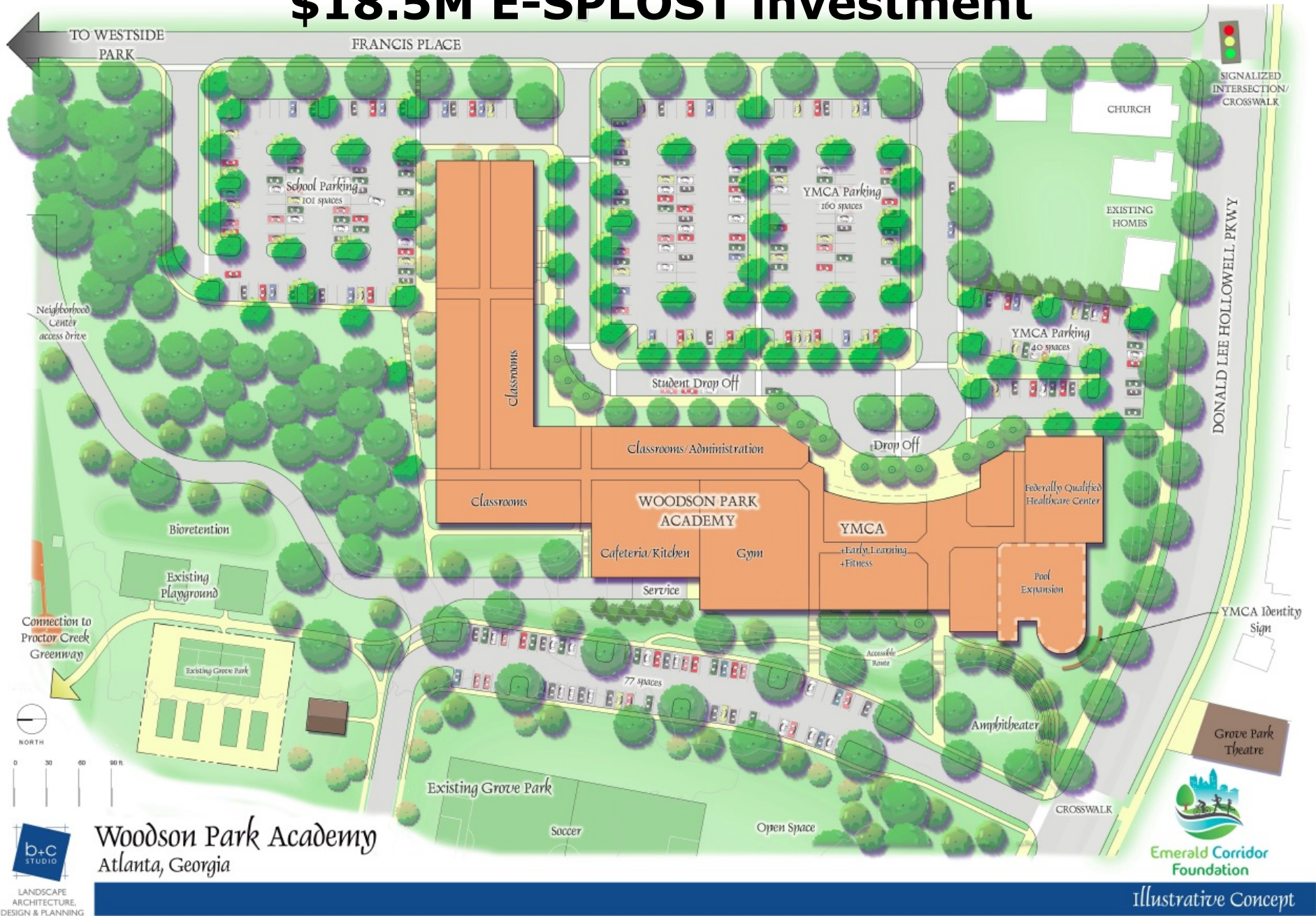
Proposed Zoning:

As part of the proposed school changes, students in Fain and Towns attendance zones would merge into a single zone in school year 2019-2020. In 2020-2021 the new middle school zone would no longer be inclusive of Woodson Park students; Woodson Park zoned middle school students would phase into Woodson Park PreK-8.

Closed Buildings:

Fain and Towns merge in the renovated Harper Archer facility; new middle school created in the BEST facility.

We have the opportunity to leverage the planned \$18.5M E-SPLOST investment



Grove Park Revitalization Partner Compact *Working Draft*

Goal:

Revitalize Grove Park and the surrounding Westside Community, and help families break the cycle of poverty by collaborating in a series of capital and programming investments that will collectively change the trajectory of the neighborhood.

Partner Commitments:

APS

- Allocate \$18.5 million to the new Woodson Park Academy building.
- Enter into a contract with KIPP Metro Atlanta Schools to operate and run the Woodson Park Academy as a neighborhood school.
- Restore and ensure a more robust feeder and achievement pattern into Douglass High.
- Continue to fund and support wraparound services.

KIPP

- Operate and run the Woodson Park Academy as a neighborhood school
- Provide professional learning opportunities for WPA teachers including observations of KIPP classrooms and participation in KIPP's scheduled internal professional development during the transition period.

YMCA

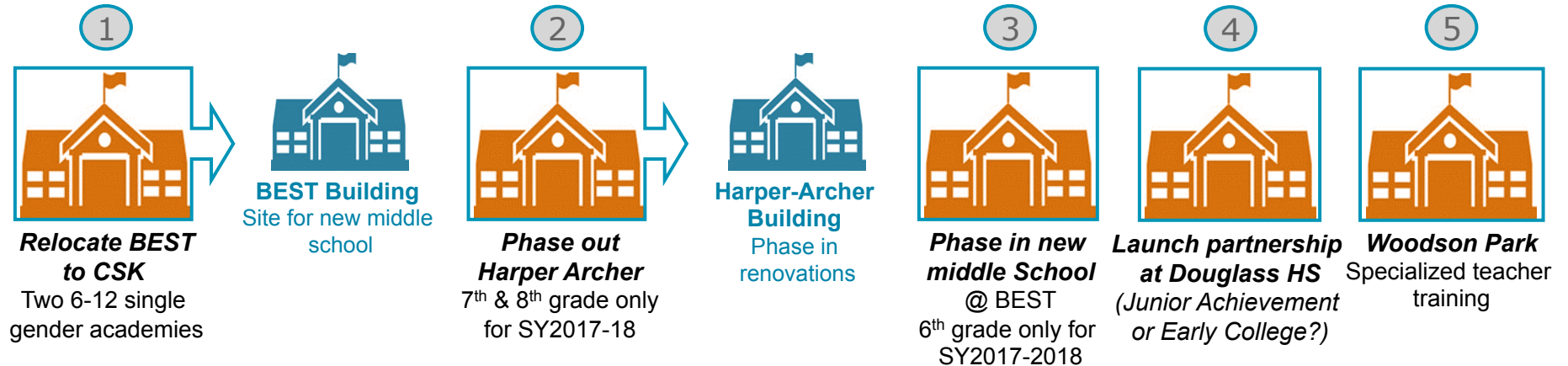
- Build a new early learning and limited YMCA facility – raising \$15 million for that purpose.
- Provide early childhood, Head Start, targeted learning, family wellness, physical education, and after school programs.
- Collaborate and provide training with other community childcare providers.

ECF

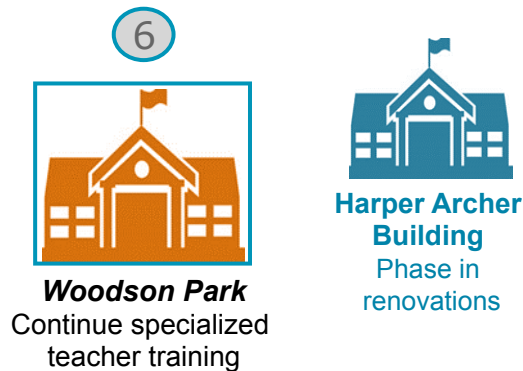
- Server as the coordinating entity among the partners to ensure that the goals of the compact are defined and achieved.
- Lead efforts to identify partners and funds to build and rehabilitate affordable and mixed income housing.
- Lead efforts to bring new public infrastructure investments to the neighborhood.
- Identify financial resources needed to deliver new capital and programmatic investments.
- Ensure the initiative includes the community, and protects the legacy of the neighborhood and residents.

Proposed Phased Scenario 1 Douglass Cluster

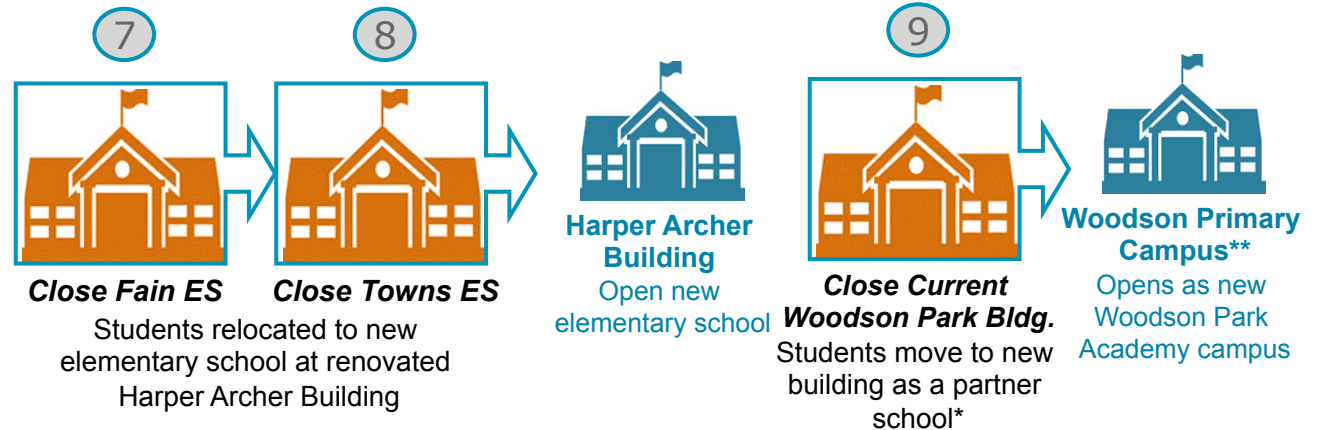
2017- 2018



2018- 2019



2019- 2020





*Most high quality providers, like KIPP, will require the opportunity to serve kids through high school graduation and then ultimately support kids with accessing post-secondary options; this may impact Douglass HS enrollment long-term

**Fundraising efforts may take longer than originally anticipated resulting in a delay to 2020-2021 school year. If unable to raise philanthropic support for Emerald Corridor Foundation Revitalization project, Woodson Park Academy would remain a PreK-5 at current location

Proposed Phased Scenario 1 Douglass Cluster End State (2019-2020)

Two Single Gender 6-12 Academies

Male Single Gender Academy
6th – 12th

Female Single Gender Academy
6th – 12th

Both Academies at CSK facility with Early College focus or Junior Achievement Academy



Douglass High School
9th – 12th



New Middle School
@ BEST facility
6th – 8th



New Elementary
@ Harper-Archer
(Fain/Towns)
PK – 5th



Usher-Collier
Elementary
PK – 5th



Boyd
Elementary
PK – 5th



Scott
Elementary
PK – 5th



F.L. Stanton
Elementary
PK – 5th



Woodson Park Academy*
(Partner School)
PreK – 6th

*Fundraising efforts may take longer than originally anticipated resulting in a delay to 2020-2021 school year. If unable to raise philanthropic support for Emerald Corridor Foundation Revitalization project, Woodson Park Academy would remain a PreK-5 at current location

2020-21: PreK – 7th
2021-22: PreK – 7th
2022-23: PreK – 8th

Revised Scenario 2 Proposal for Douglass Cluster

Recommendation:

Students from BEST and CSK who will be in grades 7, 8, 10, 11 and 12 for the 2017-2018 school year will move to the BEST campus, where BEST and CSK will operate on one campus. BEST and CSK will serve students in grades 8, 11 and 12 for 2018-2019; serve students in grade 12 for 2019-2020 and will close before the 2020-2021 school year. A new middle school will open on the CSK campus, and all rising sixth graders within the Douglass Cluster would attend the school. Rising 9th graders who had attended BEST or CSK will attend Douglass High or return to their home schools. Other elements of Scenario No. 1 will remain in place.

Staff Impact:

Consistent with past practices with merged and closed schools, all staff will be required to apply, with interview priority status, for a position at a newly created school or elsewhere in the district.

Proposed Zoning:

As part of the proposed school changes, students in Fain and Towns attendance zones would merge into a single zone in school year 2019-2020. In 2020-2021 the new middle school zone would no longer be inclusive of Woodson Park students; Woodson Park zoned middle school students would phase into Woodson Park PreK-8.

Closed Buildings:

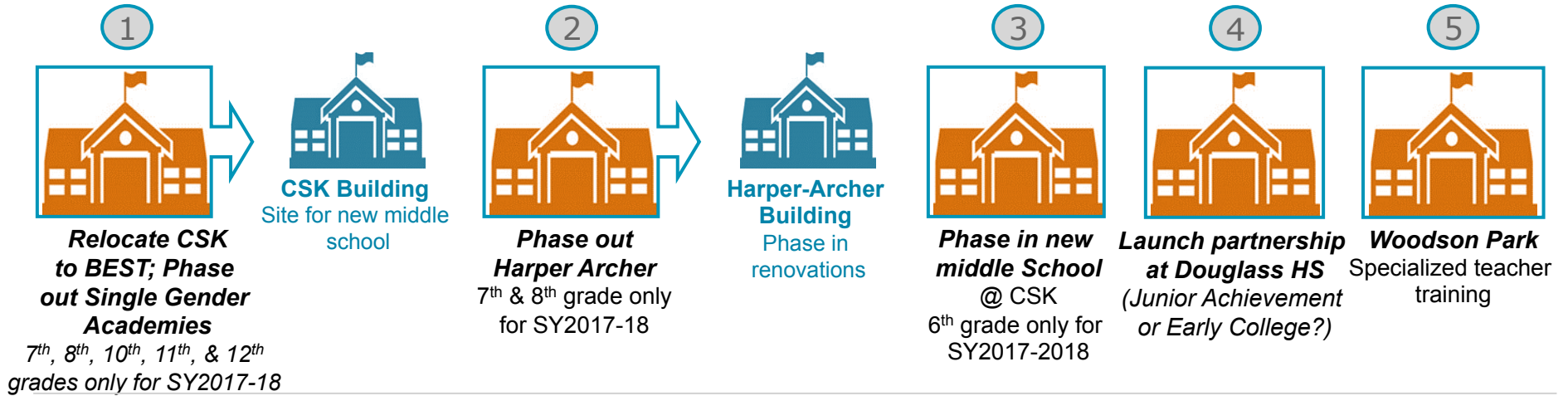
Fain and Towns merge in the renovated Harper Archer facility; new middle school created in the CSK facility. BEST facility used for professional learning until student use can be identified.

Woodson Park Alternative Option:

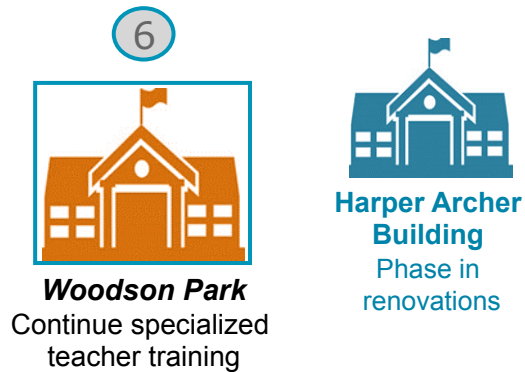
If unable to raise philanthropic support for Emerald Corridor Foundation Revitalization project, BEST Academy building could be used for PreK-8 Woodson Park Academy. (May require relocation of BEST/CSK seniors to Douglass HS)

Proposed Phased Revised Scenario 2 Douglass Cluster

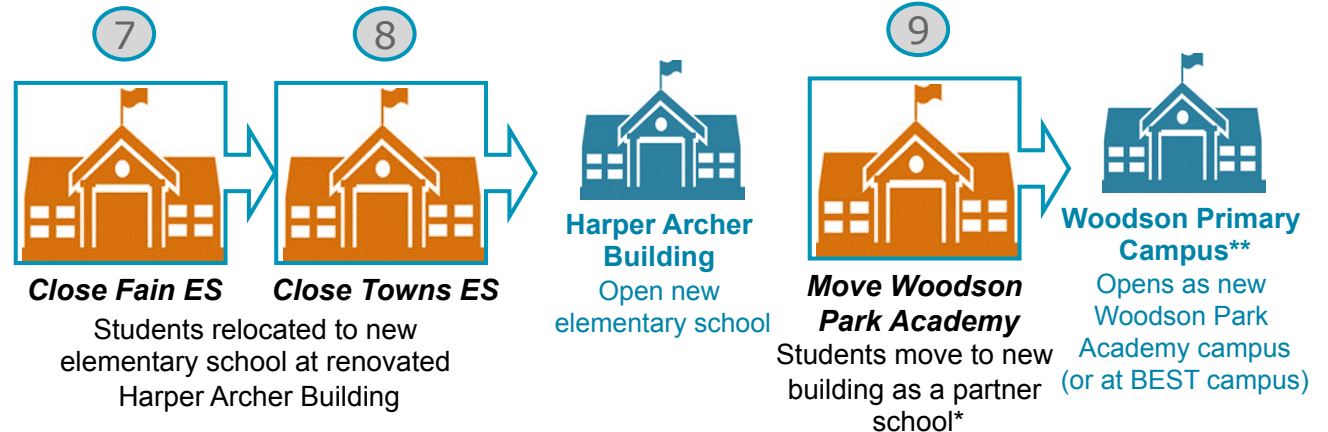
2017- 2018



2018- 2019



2019- 2020



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Proposed Phased Revised Scenario 2 Douglass Cluster End State (2020-2021)



Douglass High School
9th – 12th



New Middle School
@ CSK facility
6th – 8th



New Elementary
@ Harper-Archer
(Fain/Towns)
PreK – 5th



Usher-Collier
Elementary
PreK – 5th



Boyd
Elementary
PreK – 5th



Scott
Elementary
PreK – 5th



F.L. Stanton
Elementary
PreK – 5th



Woodson Park
Academy*
(Partner School)
PreK – 6th

*Fundraising efforts may take longer than originally anticipated resulting in a delay to 2020-2021 school year. If unable to raise philanthropic support for Emerald Corridor Foundation Revitalization project, BEST Academy building could be used for PreK-8 Woodson Park Academy.

2021-22: PreK – 7th
2022-23: PreK – 8th

Rationale for Douglass Cluster Proposed Scenario 1

- **BEST & CSK** are significantly under-enrolled; merging onto one campus or at Douglass will create a more efficient model while maintaining single-gender option
- New BEST/CSK could have a cap on enrollment from Douglass feeder pattern (cap of 150 males and 150 females) and would include the creation of a new early college or Junior Achievement academy to draw students from across the district
- Exploring transportation options such as transportation hubs
- Students could receive both HS Diploma & Associates Degree from HS teachers & college professors; ongoing discussions with a college partner

- **Harper-Archer MS** is significantly under-performing; re-setting the culture by growing a new middle school one grade at a time (on the BEST or CSK campus) will allow for a new model to be strategically created
- **Fain & Towns** are significantly under-enrolled and require capital investments; merging into a newly renovated Harper Archer building will provide greater opportunity to strengthen elementary experience in newly renovated building

- Launching **Woodson Park Academy** on new campus with a comprehensive revitalization effort will provide students with access to early childhood programming, a YMCA, and a health clinic
- KIPP has strong track record of performance in Atlanta and significant waiting list of families in the Douglass Cluster
- KIPP will be able to attract funding support for the comprehensive approach with the Emerald Corridor Foundation
- Launch Junior Achievement Academy or Early College at **Douglass HS** to allow the school to attract students outside of cluster

Rationale for Douglass Cluster Proposed Revised Scenario 2

- **BEST & CSK** are significantly under-enrolled and have not historically excelled academically.
- Phasing out the single gender academies will ensure that current high school students are not impacted and 6th and 7th graders can complete middle school in the single gender model.
- Allows for significant long term cost savings by closing a very expensive model.
- Phasing also provides receiving middle and high school time to prepare for increased enrollment.
- The BEST building would become available for other programming in the cluster (including an alternative Woodson Park Academy site).

- **Harper-Archer MS** is significantly under-performing; re-setting the culture by growing a new middle school one grade at a time (on the BEST or CSK campus) will allow for a new model to be strategically created
- **Fain & Towns** are significantly under-enrolled and require capital investments; merging into a newly renovated Harper Archer building will provide greater opportunity to strengthen elementary experience in newly renovated building

- Launching **Woodson Park Academy** on new campus with a comprehensive revitalization effort will provide students with access to early childhood programming, a YMCA, and a health clinic
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- Launch Junior Achievement Academy or Early College at **Douglass HS** to allow the school to attract students outside of cluster

Scenario 1 Douglass Cluster Enrollment Projections

School	Current Enrollment	Planning Capacity (@22 students/room)	School	Current Enrollment	Planning Capacity (@22 students/room)
BEST MS	425	1,540	Douglass HS	886	1,716
CSK MS	412	1,540	Fain ES	490	616
Harper-Archer MS	780	968	Towns ES	382	594

Enrollment projections for proposed school changes						
Year	New ES @ Harper Archer (Fain/Towns)	New MS @ BEST	Two Single Gender Academies @ CSK*			Douglass HS
			Boys	Girls	Facility Total	
2017 - 18	N/A	348	337	320	657	900
2018 - 19	N/A	707	281	314	595	965
2019 - 20	808	954	245	295	540	981
2020 - 21	797	1,053	240	294	534	978
2021 - 22	775	1,097	221	286	507	999

*Current BEST & CSK students are not subject to Douglass cluster cap; potential increase in enrollment from recruitment outside of Douglass cluster for BEST & CSK are not represented in enrollment projections

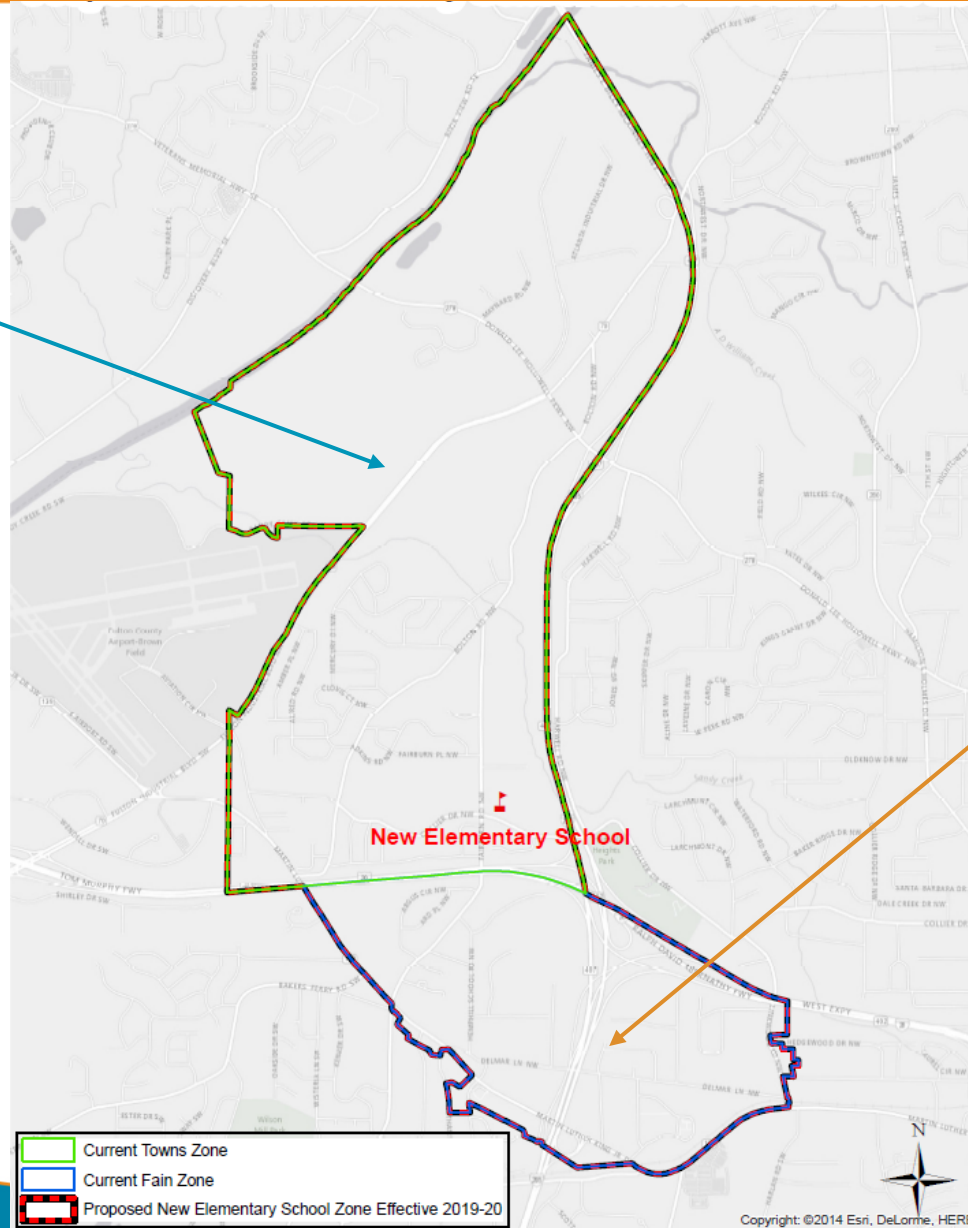
Revised Scenario 2 Douglass Cluster Enrollment Projections

School	Current Enrollment	Planning Capacity (@22 students/room)	School	Current Enrollment	Planning Capacity (@22 students/room)
BEST MS	425	1,540	Douglass HS	886	1,716
CSK MS	412	1,540	Fain ES	490	616
Harper-Archer MS	780	968	Towns ES	382	594

Enrollment projections for proposed school changes					
Year	New ES @ Harper Archer (Fain/Towns)	New MS @ CSK	Harper Archer MS	Two Single Gender Academies @ BEST	Douglass HS
2017 - 18	N/A	348	566	485	1,016
2018 - 19	N/A	749	316	277	1,047
2019 - 20	808	1,012	Closed	74	1,110
2020 - 21	797	1,012	Closed	Closed	1,118
2021 - 22	775	960	Closed	Closed	1,098

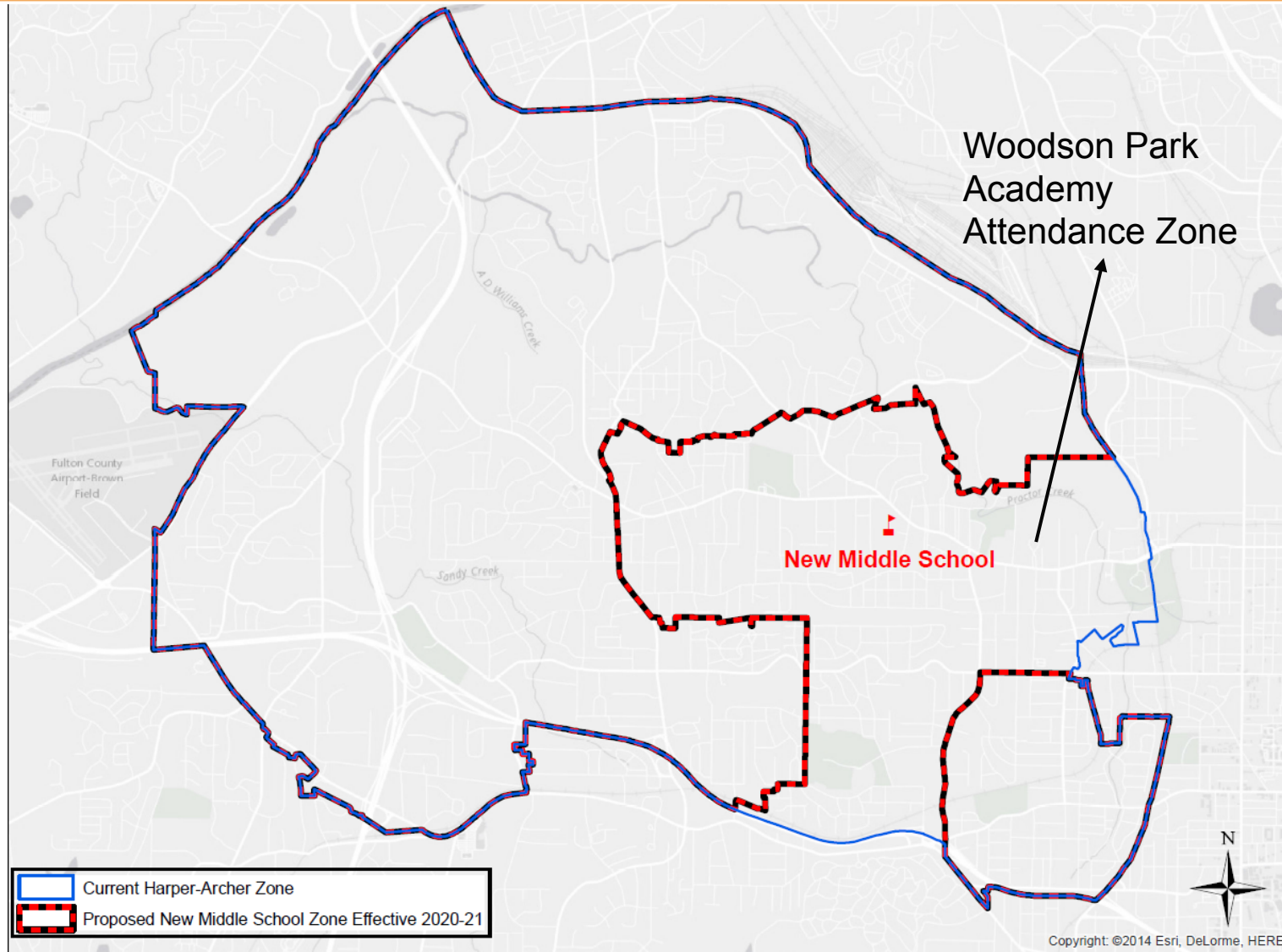
Proposed New Elementary (Fain/Towns) Attendance Zone (2019-2020)

Current Towns ES Attendance Zone

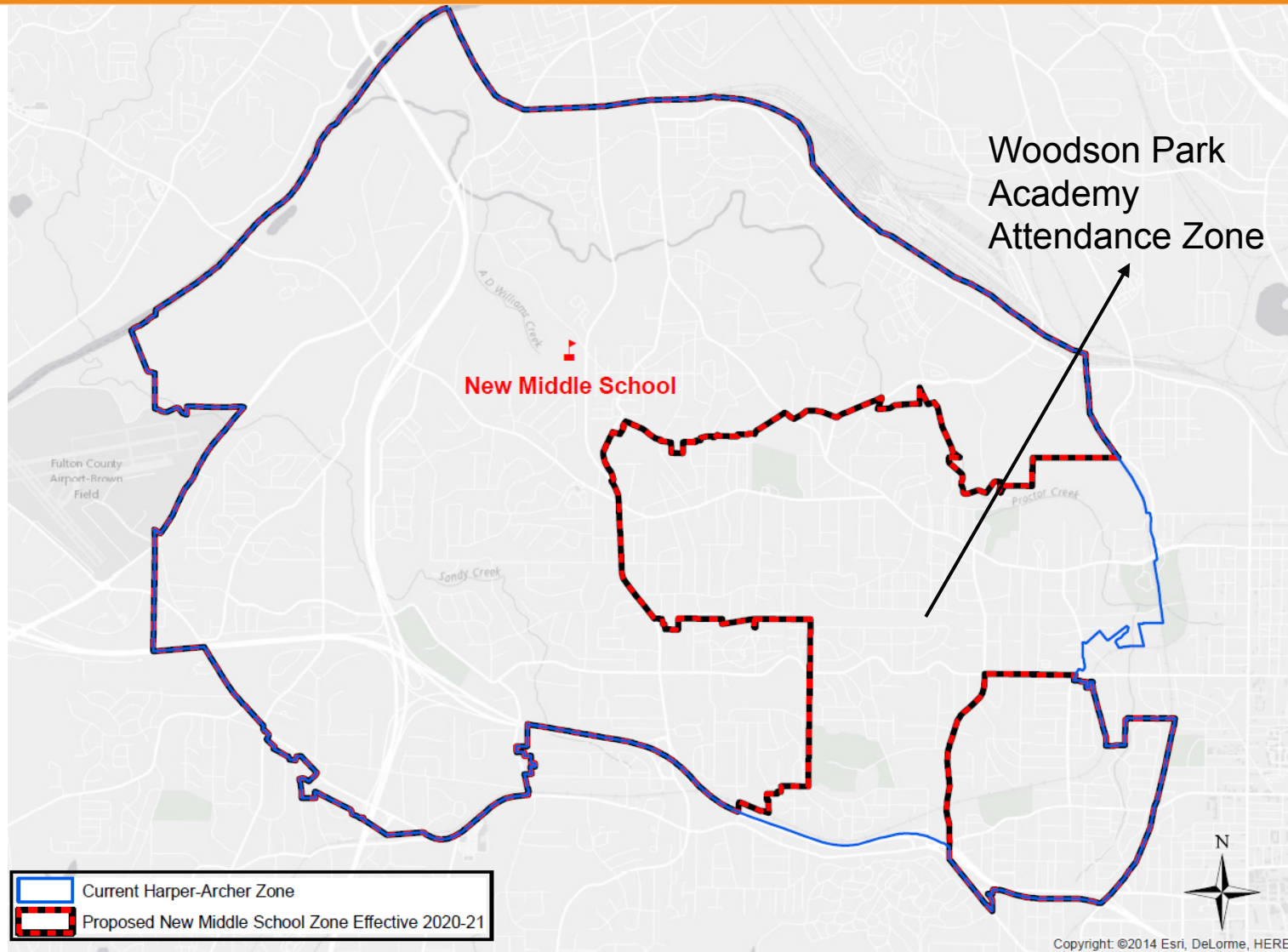


Current Fain ES Attendance Zone

Scenario 1 Proposed Middle School Attendance Zone



Revised Scenario 2 Proposed Middle School Attendance Zone



Douglass Cluster Timeline

Key Dates and Meetings

Dec. – Jan.	Jan.	Jan. 25	Feb. 6	Feb. 7	Feb. 9	Feb. 14	Feb. 22	Feb. 27
Meetings with Douglass Steering Committee and various neighborhood groups	Senior Cabinet leaders meet with Douglass Cluster staff about proposed changes	Douglass Cluster Community Meeting 6 – 8 p.m. Douglass HS 225 Hamilton E. Holmes Dr., NW	Atlanta Board of Education community meeting 6 p.m. CLL 130 Trinity Ave., SW	Douglass Cluster Community Visit & Tour of KIPP WAYS 8 – 9 a.m. KIPP WAYS 350 Temple St., 30314	Douglass Cluster Community Meeting 6 p.m. CSK 1190 Northwest Dr., NW	Douglass Cluster Community Visit & Tour of KIPP WAYS 8 – 9 a.m. KIPP WAYS 350 Temple St., 30314	Douglass Cluster Public Hearing 6 – 8 p.m. BEST 1890 D.L. Hollowell Pkwy., NW	Douglass Cluster Public Hearing 6 – 8 p.m. CSK 1190 Northwest Dr., NW

Feb. 28	Mar. 6	Mar. 7-10	Mar. 6-24	Apr. 1	TBD
Douglass Cluster Community Visit & Tour of KIPP WAYS 8 – 9 a.m. KIPP WAYS 350 Temple St., 30314	Atlanta Board of Education community meeting 6 p.m. CLL 130 Trinity Ave., SW	HR Team meets with staff at impacted schools	Principal conducts interviews and hiring process	All staff members will be notified of their employment status	PTA Meeting

Community Engagement

Jackson Cluster

Mays Cluster

Douglass Cluster

Dec. – Jan.	Jan.	Jan. 12	Jan. 17	Jan. 17	Jan. 18	Jan. 23-25	Jan. 23	Jan. 25
Meetings with Douglass Cluster Steering Committee & various neighborhood groups	Senior Cabinet leaders meet with Douglass Cluster staff about proposed changes	Senior Cabinet leaders meet with Mays Cluster staff about school changes	Senior Cabinet leaders meet with Jackson Cluster staff about school changes	Lunch with Mays Community Leaders	Jackson Cluster Focus Group Meeting	Senior Cabinet leaders meet with Douglass Cluster staff about school changes	Jackson Cluster Community Meeting 6 p.m. Jackson HS	Douglass Cluster Community Meeting 6 p.m. Douglass HS

Jan. 26	Feb. 1	Feb. 6	Feb. 7	Feb. 7	Feb. 9	Feb. 8	Feb 14.	Feb. 15
Mays Cluster Community Meeting 6 p.m. Mays HS	Mays Cluster Public Hearing 6 p.m. Adamsville ES	Atlanta Board of Education community meeting 6 p.m. CLL	Jackson Cluster Focus Group Meeting	Douglass Cluster Community Visit & Tour of KIPP WAYS 8 a.m. – 9 a.m.	Douglass Cluster Community Meeting 6 p.m. CSK	Benteen Parent/ Caregiver Meeting Benteen ES	Douglass Cluster Community Visit & Tour of KIPP WAYS 8 a.m. – 9 a.m.	Jackson Cluster Public Hearing 6 p.m. Whitefoord ES

Feb. 22	Feb. 23	Feb. 27	Feb. 28	Mar. 1	Mar. 6
Douglass Cluster Public Hearing 6 p.m. BEST Academy	Mays Cluster Public Hearing 6 p.m. Miles ES	Douglass Cluster Public Hearing 6 p.m. CSK	Douglass Cluster Community Visit & Tour of KIPP WAYS 8 a.m. – 9 a.m.	Jackson Cluster Public Hearing 6 p.m. Benteen ES	Atlanta Board of Education community meeting 6 p.m. CLL

Agenda

Welcome & Introductions

Purpose of Meeting

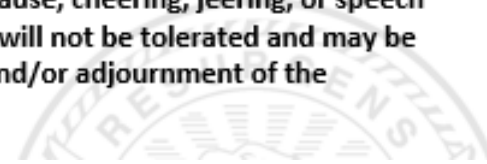
Proposal for School Changes in Douglass Cluster

Public Comment

Public Comment

The purpose of this Public Hearing is to receive public comment related to school mergers and closures. Please see the information below regarding the ground rules for public comment:

1. Stakeholders wishing to speak during a public hearing must sign up at least 10 minutes before the start of the hearing at the sign-in table.
2. Elected officials may request time to address the board by contacting the board office.
3. Each speaker shall be heard only once during the hearing. The board shall allocate one hour for public comment during public hearings.
4. Each speaker will be given up to two (2) minutes. At the end of the two-minute limit, individuals will be asked to end their comments and leave the podium. The board may elect to hear community comments in any order or sequence and is not limited by the arrangement shown on the sign-up sheets.
5. Community members presenting highly detailed or complex information are asked to provide a written outline of their comments for the board members.
6. In order to maintain appropriate meeting decorum, follow appropriate protocols, protect the confidentiality of students, and ensure the impartiality of the board, the board will not entertain comments on matters involving individual students, parents or the character, professional competence, or the physical or mental health of an individual. The board will not take public comment on personnel matters that specifically include the names or titles of employees; this includes but is not limited to: contract non renewals, position abolishment, the hiring or firing of staff, and investigative proceedings regarding allegations of misconduct. Communications regarding personnel issues should be sent in writing to: Atlanta Board of Education, 130 Trinity Ave, Atlanta, Georgia 30303 or via email at boardcomments@atlantapublicschools.us.
7. In-order to maintain proper meeting decorum. Applause, cheering, jeering, or speech that defames individuals, disrupts meeting progress will not be tolerated and may be cause for removal from the meeting or suspension and/or adjournment of the meeting by the board.



Contact Information

- General Questions

Email: externalaffairs@atlanta.k12.ga.us

- District 2 Board Member Byron D. Amos

Email: bamos@atlanta.k12.ga.us

- District 5 Board Member Steven Lee

Email: slee@atlanta.k12.ga.us

- At-Large Seat 7 Board Member & Board Chair Courtney D. English

Email: cenglish@atlanta.k12.ga.us

- At-Large Seat 9 Board Member Jason F. Esteves

Email: jesteves@atlanta.k12.ga.us

- Superintendent Dr. Meria Carstarphen

Email: suptoffice@atlanta.k12.ga.us



APPENDIX

Enrollment Projections Data Sources/Process

➤ BASE: Current FTE-1 Enrollment

- Enrollment numbers can change daily so we baseline current enrollment numbers with the FTE-1 Enrollment numbers. These numbers can be found on the Georgia Department of Education website

- Analyze historic trends by school and grade
- Analyze U.S. Census data on different age groups
- Review new residential & non-residential* permits issued by city; estimate impact on schools
- Consider approved administrative transfers
- Review grandfathering decisions due to rezoning
- Compare FTE-1 (October) and FTE-3 (March) to look for schools that gain or lose significant number of students during the school year.

NOTE: The enrollment projections that can be found online in the '2015 Facility Condition Assessment Report' were done 2013. The models get recalibrated after FTE-1 numbers are available. We have had three FTE-1 counts since those projections and what you are seeing now are the updated projections.

**Non-Residential Permits can include new transportation locations, shopping centers, new locations that offer employment, etc.*

Addressing Vacant Properties/Buildings

- ❖ The Board and Administration are committed to working with the community to identify appropriate uses for vacant buildings by repurposing some of its surplus properties for residential and non-residential development.
- ❖ Taskforce was named on January 9, 2017 at the Atlanta Board of Education Meeting to examine APS vacant buildings and parcels to support affordable housing.
 - Charged with bringing recommendations to the Superintendent for consideration by June 2017
 - The Taskforce's first meeting was on February 2, 2017 and the group has decided to meet at least monthly between now and June 2017
- ❖ Superintendent/Administration will continue to work on scenarios/options proposed by the Taskforce (including those unrelated to potential affordable housing efforts) for potential board action in fall 2017
 - It is their collective goal to provide a recommendation to the Board and Superintendent on what the is the best and highest use of the district's surplus properties – especially those that can be used to provide affordable housing options.
- ❖ \$2-5 million in SPLOST is earmarked for management of vacant and dilapidated buildings
- ❖ Buildings are often used for swing space, which will be needed for recently voter approved SPLOST implementation

Naming and Renaming of APS Facilities

The Atlanta Board of Education recognizes that the selection of a name for a facility is a vital component of its public image and will ensure that the name selected will reflect honorably on APS and the community.

5- 7 Committee Members:

- ✓ Board Member
- ✓ City Council Representative
- ✓ 3-5 from groups such as:
 - Neighborhood Planning Unit
 - School or district administration
 - School or cluster parent groups

Consideration will be given to names of local communities, neighborhoods, streets, landmarks, and individuals who have made a significant contribution.

Nominations will be accepted by the committee from individuals, organizations or board members.

The name recommended will not duplicate, cause confusion, or otherwise conflict with the names of existing facilities in the school system.

In the event a compelling reason to do so arises, any restrictions herein set forth may be waived by a unanimous vote of the board.

Names of individuals will be considered only after they have been deceased for five years.

Introducing the Douglass Cluster Steering Committee

Addie Calhoun

NPU-J, Education Committee Chair

Al Bartell

Certified Mediator; Grove Park Neighborhood Association, board member

Ben Dickerson

NPU-J, Chairman

Bresiea Kirkpatrick

Douglass Cluster Advisory Team; GO Team - Usher ES; Paraprofessional, Usher ES

Cheronda Denson

Douglass Cluster Advisory Team; GO Team - Harper-Archer MS

Debra Edelson

Emerald Corridor Foundation, Executive Director

Dr. Sam Hill

Douglass HS, Former Principal

Ed Cook

Woodson Park Academy PTA President

Gail Mapp

Northwest Business Association, Corresponding Secretary

Hardy Blash

Douglass HS Alumni Association

Harold Morton

NPU-I, Chairman

John Mapp

Northwest Business Association, President

Judy Davis Carroll

Douglass HS Alumni Association

Justine Schwartz

Emerald Corridor Foundation, Project Manager

Karen Rose

Grove Park Neighborhood Association, President

LaTonya Gates-Boston

PAWKids, Founder & Executive Director

Lovette Russell

Douglass High School Alumni Association

Natalie Jordan

Douglass Cluster Advisory Team; GO Team - Boyd ES

Niambi Sampson

Douglass Cluster Advisory Team; GO Team - Towns ES; Junior Achievement, Vice President of Programs

Ola Reynolds

NPU-G, Chairwoman

Hope Adams

Go-Team – CSK; Graduation Coach, CSK

Reverend Harper

Paradise Missionary Baptist Church

Reverend Hill

Word of God Ministries; Northwest Youth Power

Rhea Foster

Douglass Cluster Advisory Team; GO Team - F.L. Stanton ES; Media Specialist, F.L. Stanton ES

Rodney Mullins

CEO, Founder of Atlanta West Community Improvement District

Saunja Lawson

Business Owner

Sheri Davis-Faulkner

GA Tech; Westside Communities Alliance

Sheryl Neely

Douglass Cluster Advisory Team; GO Team - Douglass HS; Counselor, Douglass HS

Telecia Mangham

Douglass Cluster Advisory Team; GO Team - Woodson Park; Paraprofessional, Woodson Park Academy

Toni Terry

Douglass HS Alumni Association; current parent/PTA member

Kwanna Stiggers

Go-Team - BEST

Summary of Former Proposals

	1/25/2017 Scenario 1	1/25/2017 Scenario 2a	1/25/2017 Scenario 2b	2/9/2017 Scenario 2
Close single gender academies	X	X	X	
Merge Fain & Towns; relocate into Harper Archer building	X	X	X	X
Close F. L. Stanton and redistrict to Hollis & Jones		X	X	
Phase out middle school model; launch K-8 academies		X		
Phase out middle school model; launch K-7 academies & introduce 8 th grade academy at Douglass HS			X	
Open new campus on former Woodson Primary site as Woodson Park Academy with Emerald Corridor Foundation and open as a partner school	X	X	X	X
Close Harper Archer	X	X	X	X
Relocate BEST & CSK to Douglass HS with two 0-12 single gender academies (middle school students would return to their home school)				X

While the Douglass Cluster had a legacy of high performance, past decisions made by APS & other factors outside district control have led to many challenges over the past two decades

Declining Enrollment

- ➔ A long standing history of declining enrollment due to:
 - closing of properties & apartment communities
 - economic downturn & high rates of foreclosures
 - change in school zones
 - phase-out of engineering program
 - availability of more choices for families without a strategy (charters, single-gender schools, etc.)

Under-enrolled & Inefficient Buildings

- ➔ Significantly under-enrolled and inefficient buildings
 - We are currently only using 5,712 “seats” out of 12,225 available “seats” within the cluster
 - 46.7% utilization rate

Talent

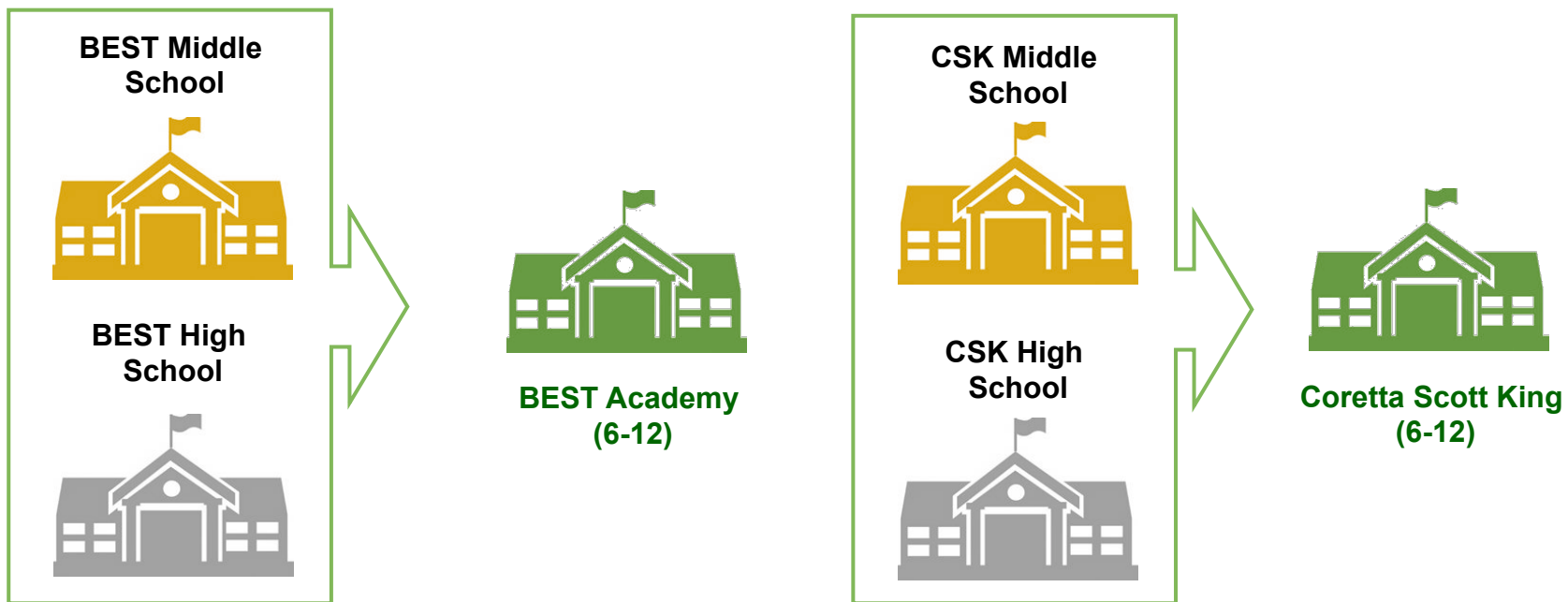
- ➔ Several leadership transitions across the cluster, especially at Douglass HS; these challenges have made it difficult to recruit and retain talent

Over the last 3 years, much attention has been given to the Douglass Cluster, providing reasons to be optimistic

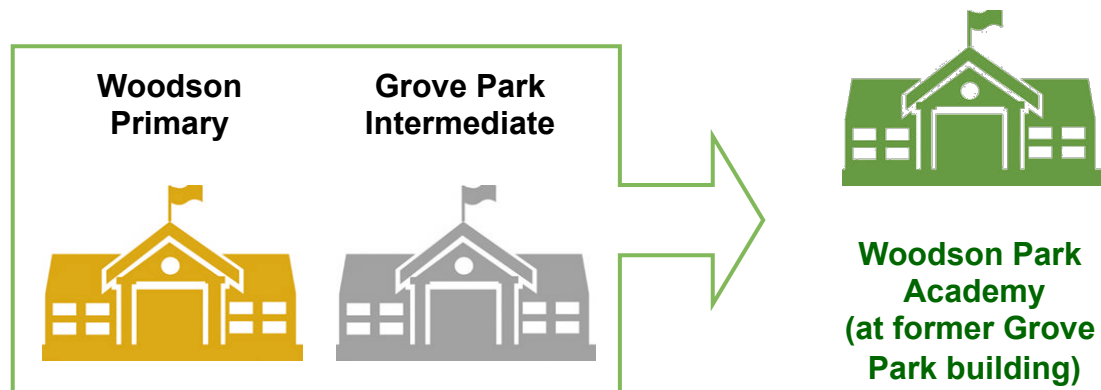
- ✓ Launched **partnership with the Rollins Center** for Language & Literacy (with Atlanta Speech School) at all elementary schools (\$1M in grants)
- ✓ Implemented **School Improvement Grant** for Douglass HS (\$4M+)
- ✓ Implemented **new curricular resources** across the cluster including units of study and a balanced assessment system
- ✓ Worked with community in developing a cluster plan and aligned on **STEM as signature theme**; have begun implementing requirements for schools to work towards STEM certification
- ✓ Implemented **turnaround strategy**, with a primary focus on elementary schools within the cluster
- ✓ Selected several **new principals** who are showing promise
- ✓ Douglass HS has seen significant growth in graduation rates with a **10.1-percentage-point gain in 2016 for a 68.8 percent graduation rate**

We have also completed three consolidations in the Douglass Cluster to streamline to academic programming

2015



2016

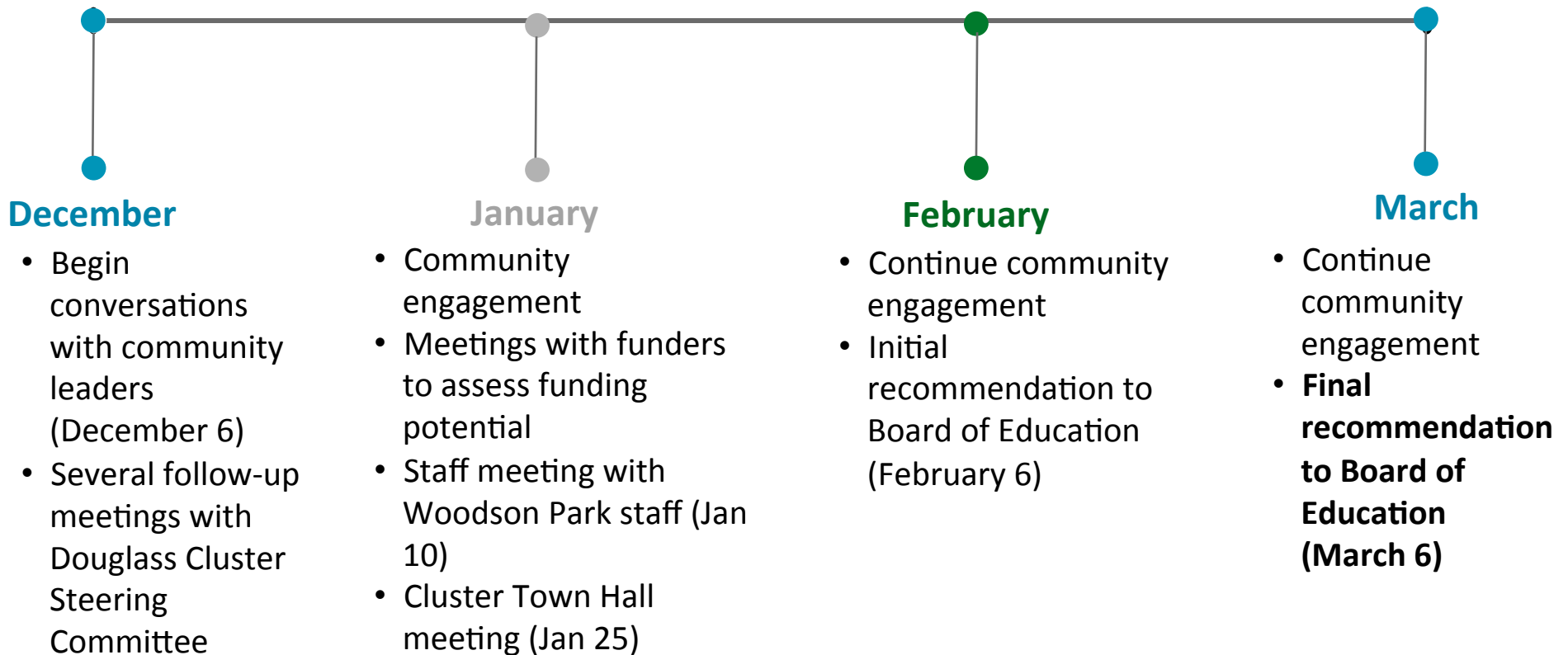


Three-year average on performance: 2 of 11 schools within the cluster scored above a 60 on the 2016 state accountability measure (CCRPI)

<u>School</u>	<u>2014</u>	<u>2015</u>	<u>2016</u>	<u>Three Year Average</u>
Usher	57.4	68.9	61.8	62.7
Towns	49.3	52.3	55.3	52.3
Scott	52.6	53.9	47.1	51.2
FL Stanton	50.0	48.5	51.1	49.9
Grove Park*	43.1	47.7	51.0	47.3
Boyd	48.3	43.2	45.2	45.6
Fain	44.7	49.7	39.8	44.7
Coretta Scott King (Middle)	65.5	56.1	59.5	60.4
BEST Academy (Middle)	54.6	51.8	48.3	51.6
Harper-Archer	60.1	44.5	42.8	49.1
Douglass	49.6	57.8	47.0	51.5
Coretta Scott King (High)	59.2	72.6	66.3	66.0
BEST Academy (High)	63.4	58.2	58.1	59.9

*Woodson Primary is not listed because the state does not provide CCRPI scores for primary schools. Primary schools do not take the Georgia Milestones Assessment.

A decision will need to be made by March 2017 as to whether the \$18.5M will be used to renovate current building or for new building

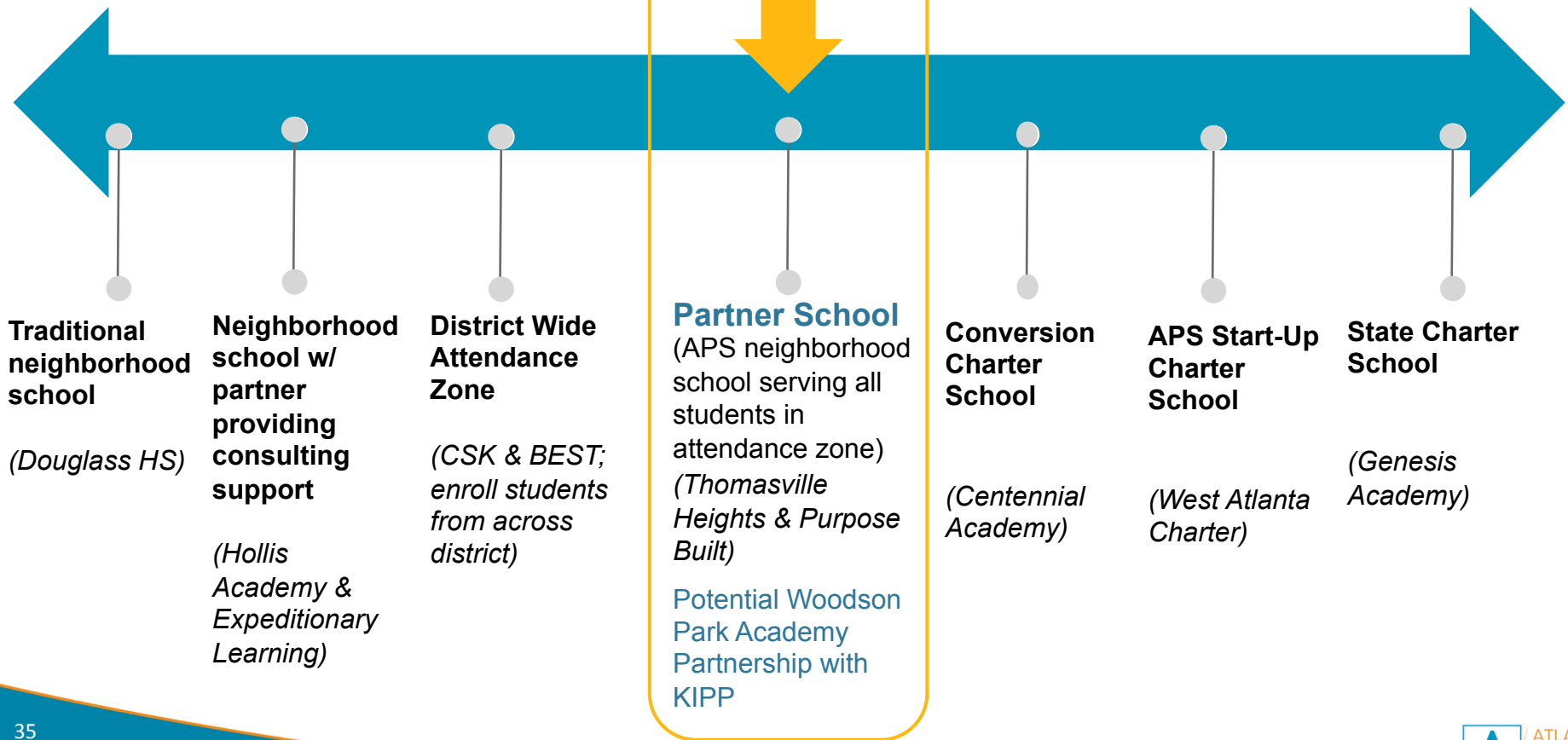


In order to ensure sufficient time is provided for renovating the current Woodson Park Academy building on schedule (work to begin this summer), a decision will need to be made by March 2017 as to whether the \$18.5M in SPLOST funds will be invested in the current building or a new building.

Understanding the spectrum of school models is critical; potential funders have strong preference for partner school model

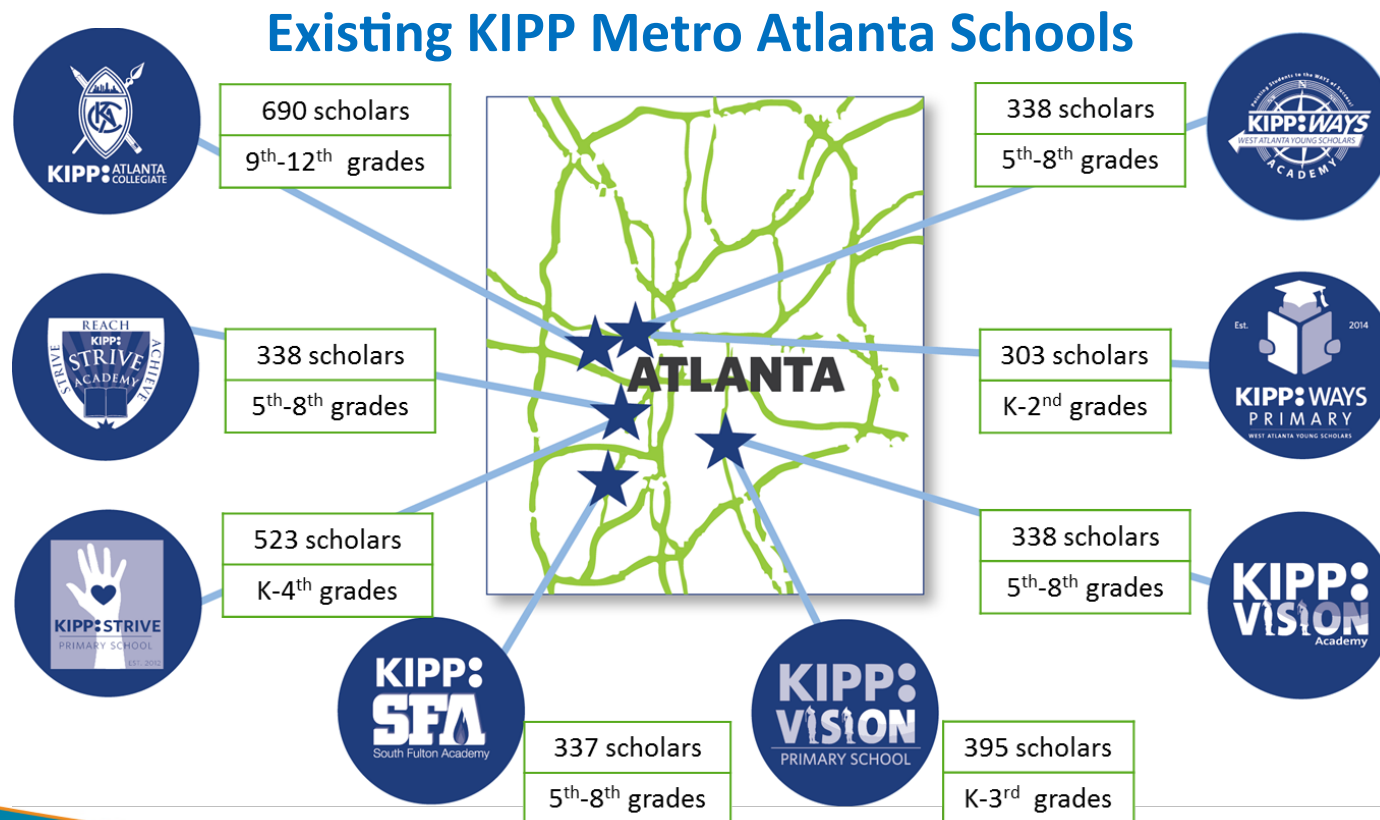
Least amount of autonomy; most amount of district control

Most amount of autonomy; least amount of district control



KIPP is finalist in Transformation RFI & is respected by potential funders; the district is in early discussions with KIPP about a potential partnership

- KIPP runs **college-preparatory** schools dedicated to preparing students for success in college and in life
- Model includes: extended school day, high levels of rigor and support, dual focus on academics and character, and commitment through college



KIPP's track record of success has led many families to enroll, but 657 students in Douglass Cluster are on the KIPP waiting list



93% graduation rate for KIPP Atlanta Collegiate
have 2nd highest graduation rates at the top of the district



89% of KIPP Atlanta Collegiate scholars have
matriculated into college
nearly 2x the rate of students from similar communities



68% of KIPP's college-age alumni are persisting
toward degrees
with the help of KIPP Through College's academic, financial, and social support programs