



Douglass Cluster
Community Meeting

www.atlantapublicschools.us/schoolchanges

Revised 02/09/2017

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

Agenda

Review goals for meeting

Current state of the Douglass Cluster

Creating a shared vision for the future

A potential partnership with the Emerald Corridor Foundation

Exploring possible scenarios for the future of the Douglass Cluster

Goals for this meeting

- 1 Review the current state of the Douglass Cluster
- 2 Align on the factors necessary for reaching a shared vision for excellence within the Douglass Cluster
- 3 Discuss an opportunity with Emerald Corridor Foundation with potential implications for Woodson Park Academy and the timeline for making a decision
- 4 Explore possible scenarios for strengthening the Douglass Cluster in the future

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Exploring possible scenarios for the future of the Douglass Cluster

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

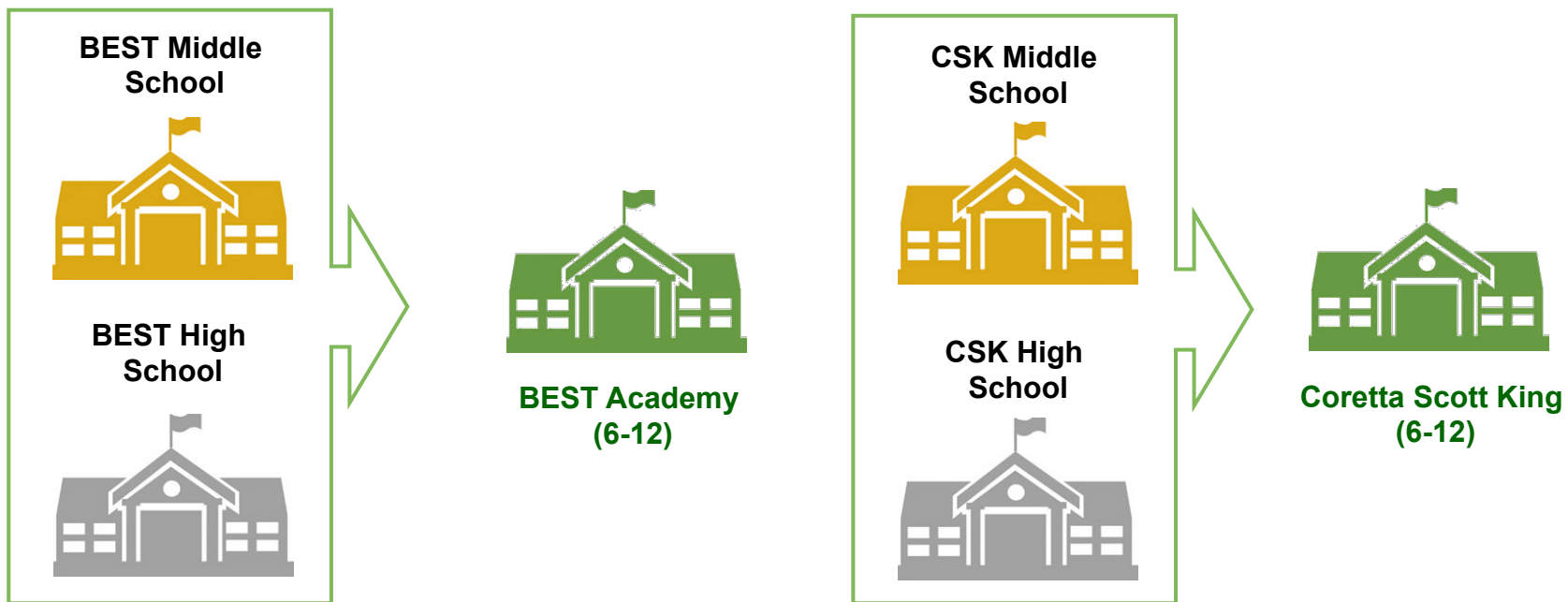
- ➔ Several leadership transitions across the cluster, especially at Douglass HS; these challenges have made it difficult to recruit and retain talent

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

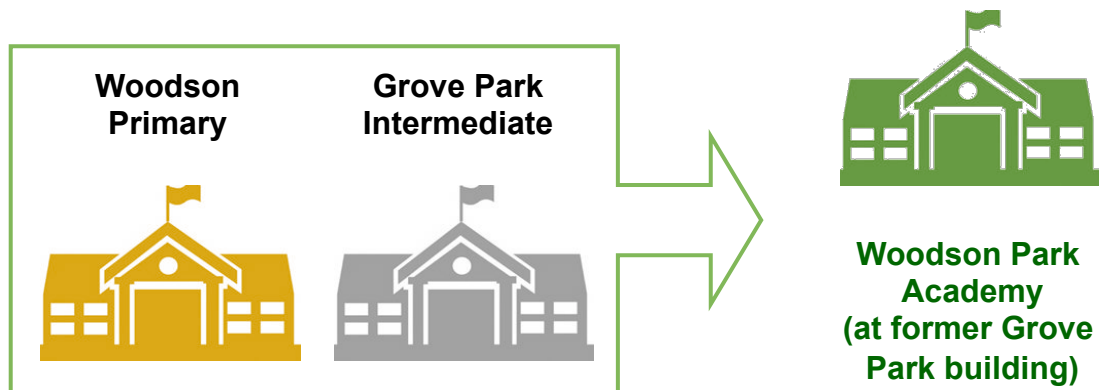
- ✓ Launched **partnership with the Rollins Center** for Language & Literacy (with Atlanta Speech School) at all elementary schools (\$1M in grants)
- ✓ Implemented **School Improvement Grant** for Douglass HS (\$4M+)
- ✓ Implemented **new curricular resources** across the cluster including units of 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.

Agenda

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Current state of the Douglass Cluster

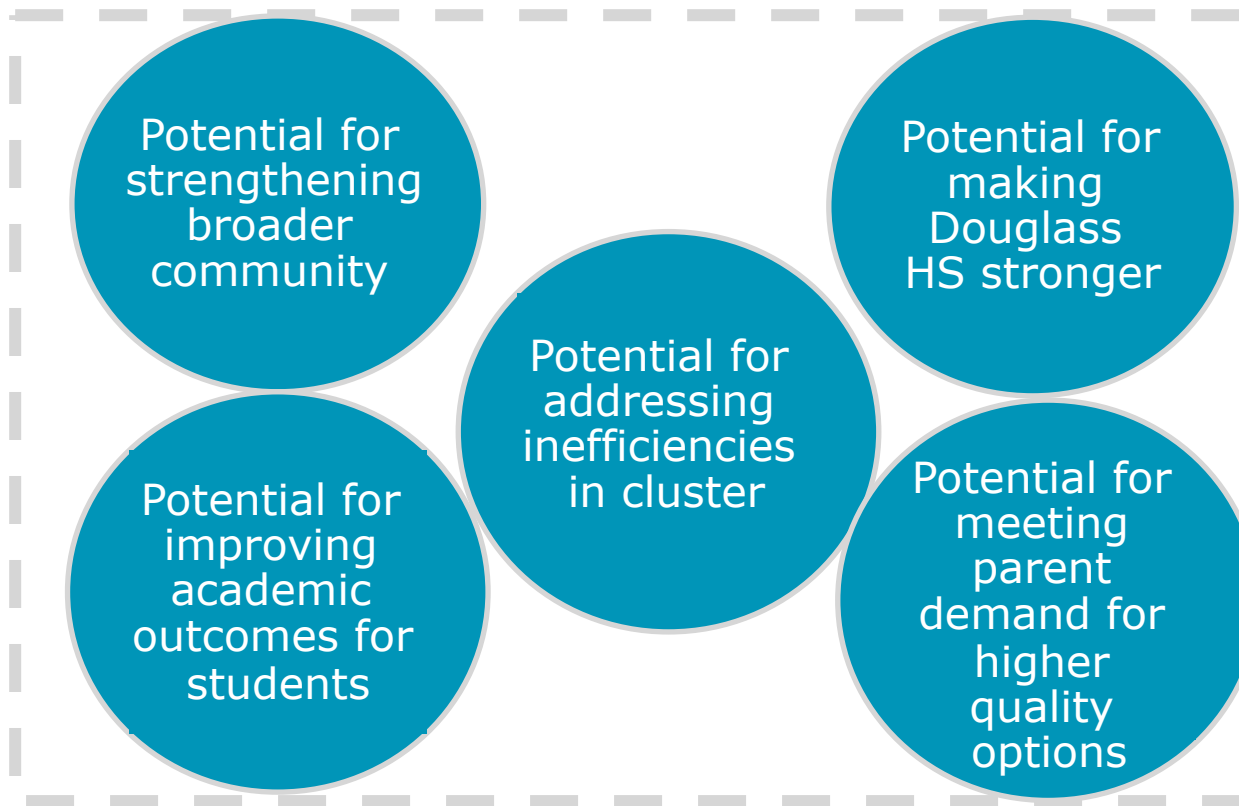
Creating a shared vision for the future

A potential partnership with the Emerald Corridor Foundation

Exploring possible scenarios for the future of the Douglass Cluster

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...



Is this in the best interest of kids in the Douglass Cluster?

Vision for Douglass Cluster

Agenda

Review goals for meeting

Current state of the Douglass Cluster

Creating a shared vision for the future

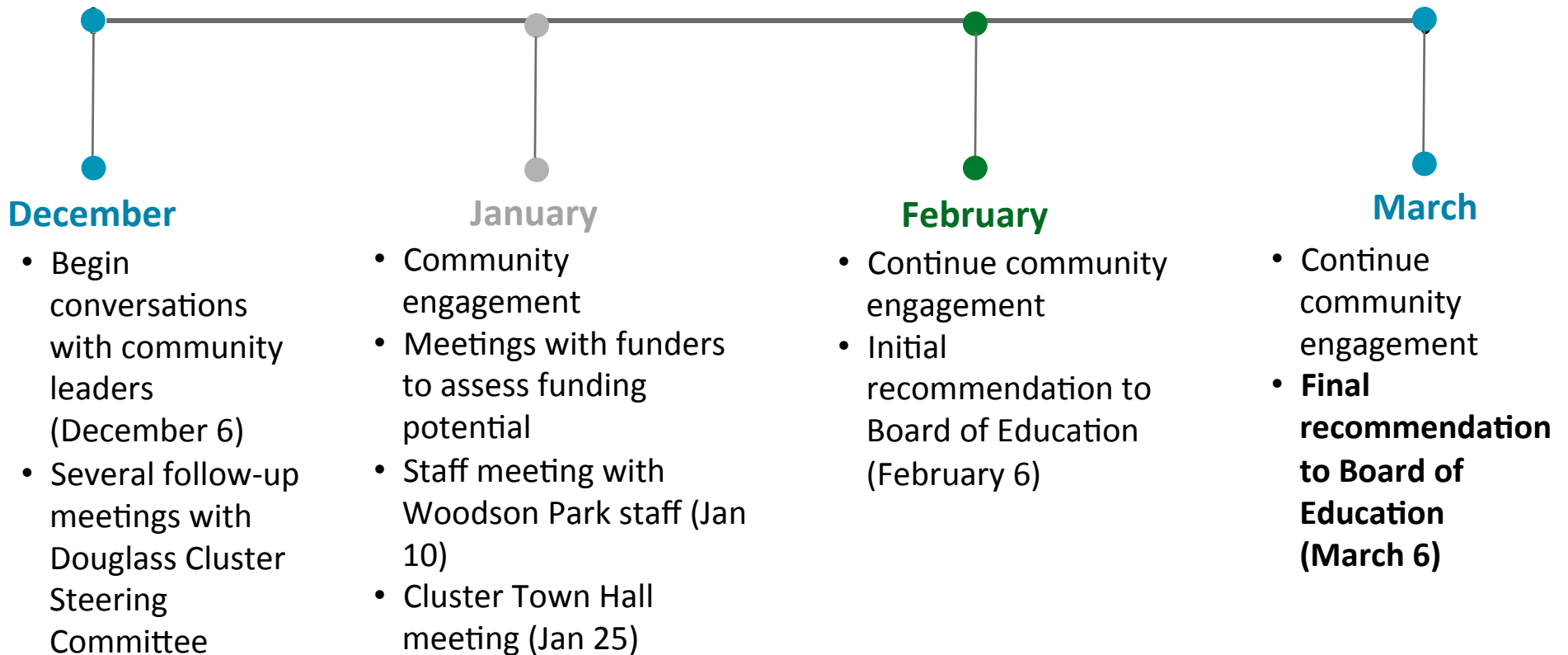
A potential partnership with the Emerald Corridor Foundation

Exploring possible scenarios for the future of the Douglass Cluster

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



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

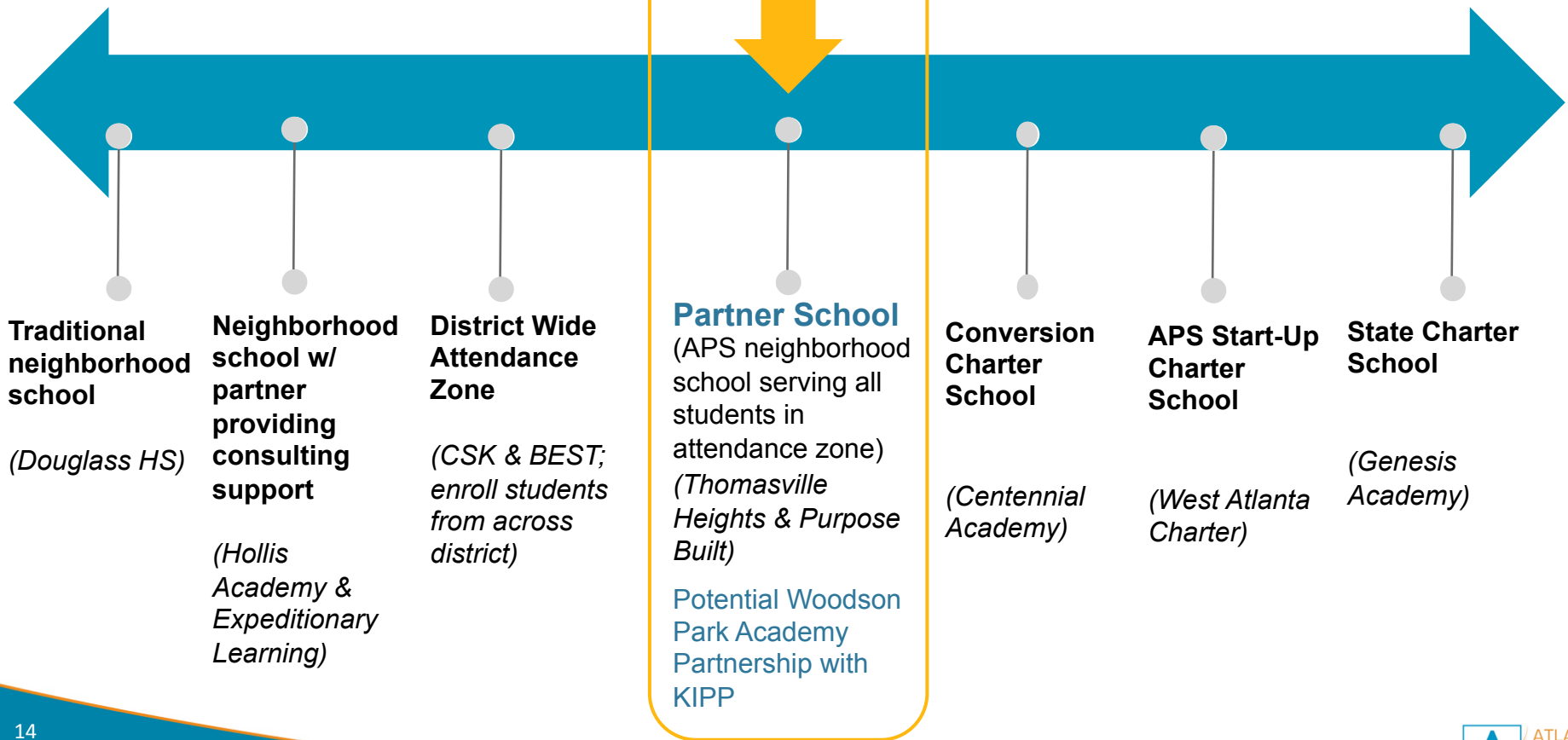


In order to ensure sufficient time is provided for renovating the current Woodson Park Academy building on schedule (work to begin this summer), a decision will need to be made by March 2017 as to whether the \$18.5M in SPLOST funds will be invested in the current building or a new building.

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

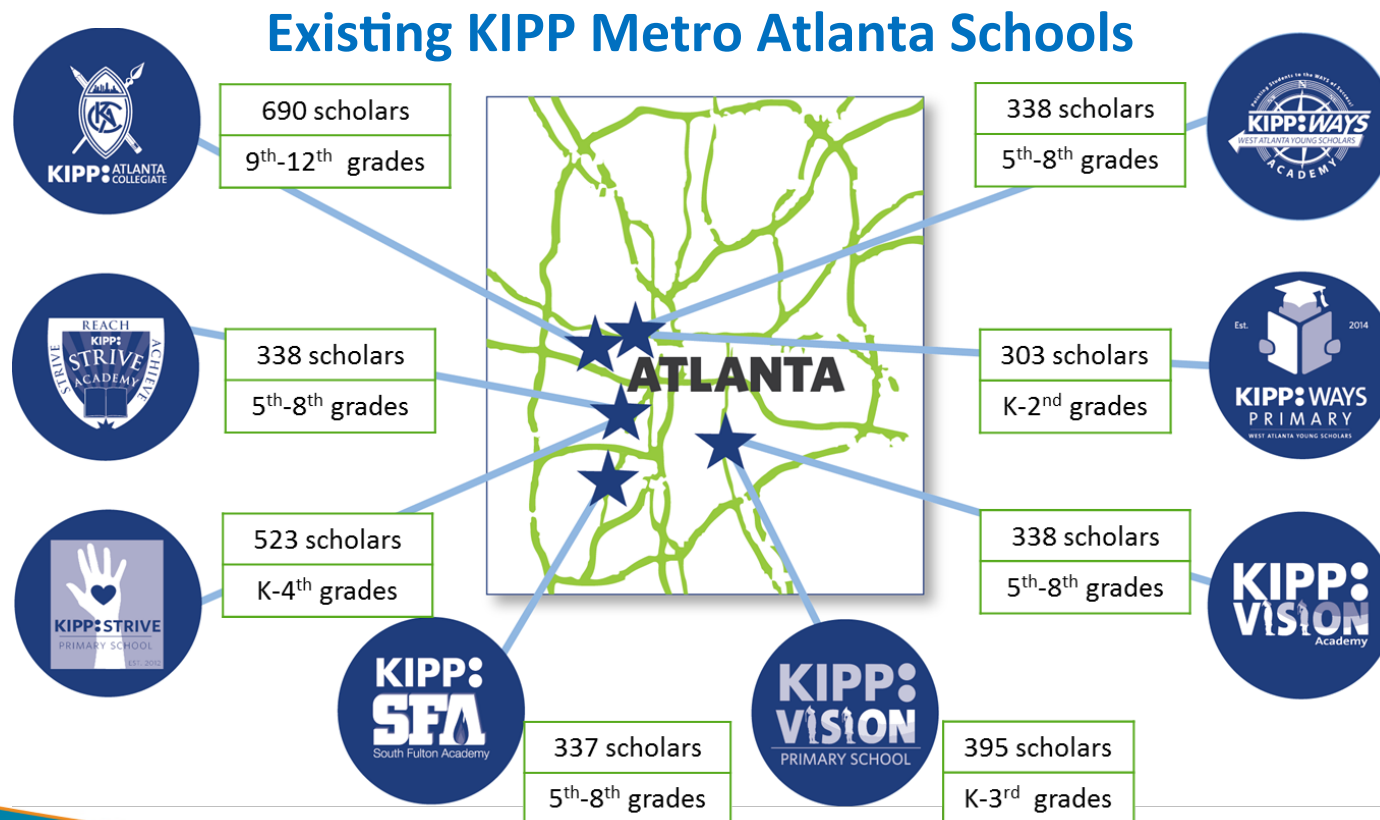
Least amount of autonomy; most amount of district control

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

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Summary of Former Proposals From January 25th Meeting

	Scenario 1	Scenario 2a	Scenario 2b
Close single gender academies	X	X	X
Merge Fain & Towns; relocate into Harper Archer building	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
Close Harper Archer	X	X	X

Proposal for Douglass Cluster

Recommendation:

Close Fain & Towns and open new elementary at renovated Harper Archer facility; new PK-8 Woodson Park Academy with partner; launch Junior Achievement academy or early college program at Douglass;
Scenario 1: Relocate BEST to CSK site with two 6-12 single gender academies on one campus at CSK with early college focus; phase out the closure of Harper Archer and create a new middle school at BEST facility;
Scenario 2: Relocate BEST & CSK to Douglass HS with two 9-12 single gender academies (middle school students would return to their home school); phase out the closure of Harper Archer and create a new middle school at CSK facility

Staff Impact:

Consistent with past practices with merged and closed schools, all staff will be required to apply 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.

Closed Buildings:

Propose Fain and Towns merge in the renovated Harper Archer facility

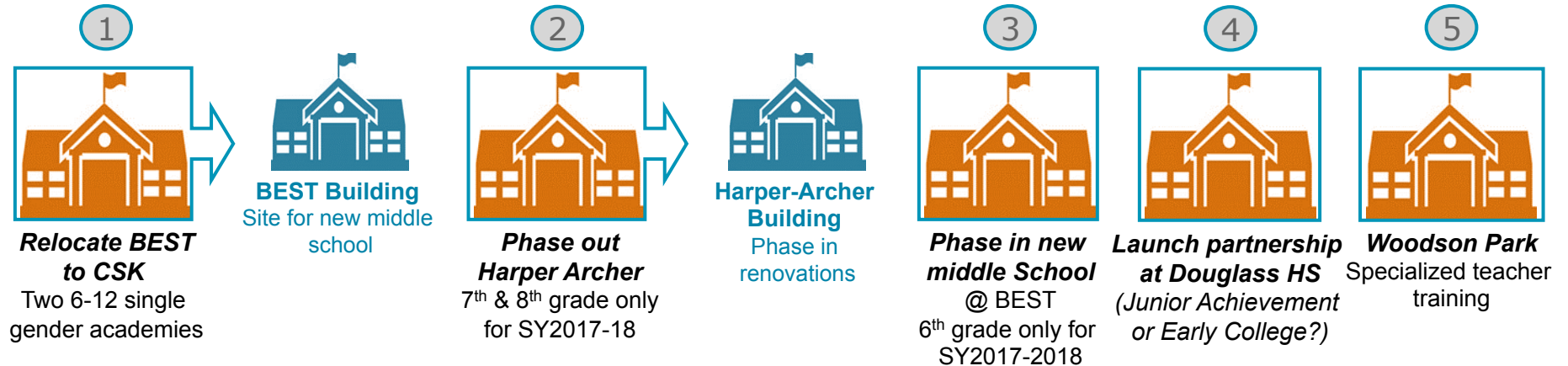
Scenario 1: new middle school created in the BEST facility

Scenario 2: new middle school created in the CSK facility; BEST facility for Professional Learning Center

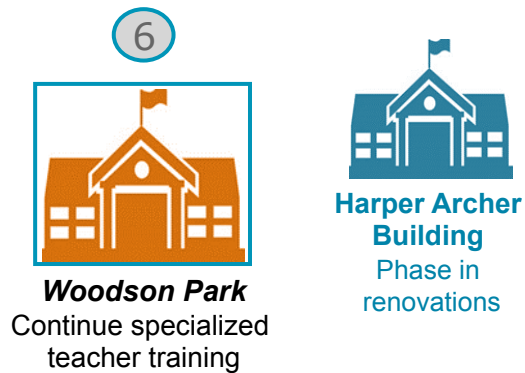
The district is still in discussions around the potential options for any other vacant facilities.

Proposed Phased Scenario 1 Douglass Cluster

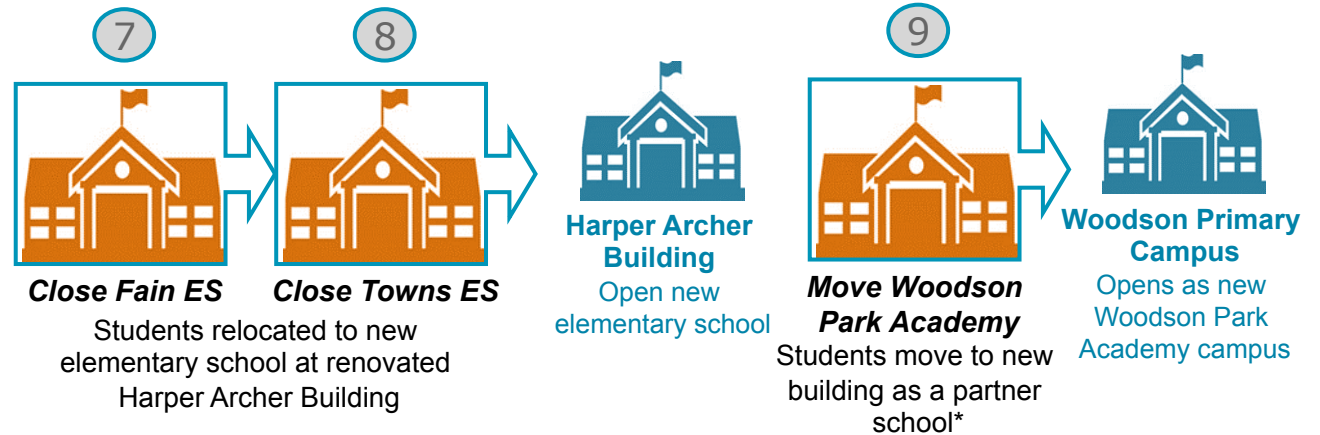
2017- 2018



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

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



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



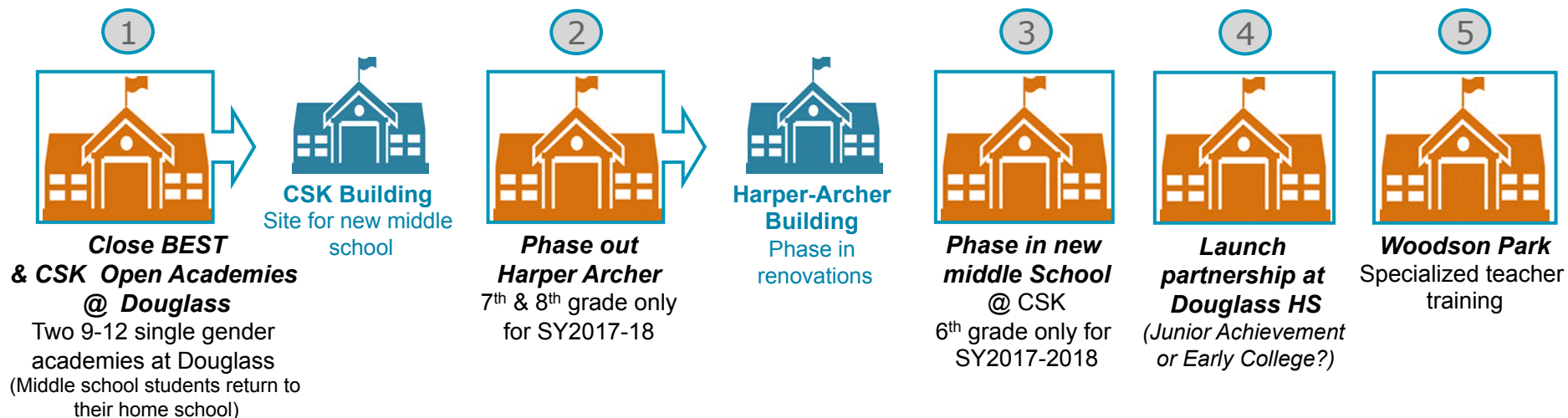
F.L. Stanton
Elementary
PK – 5th



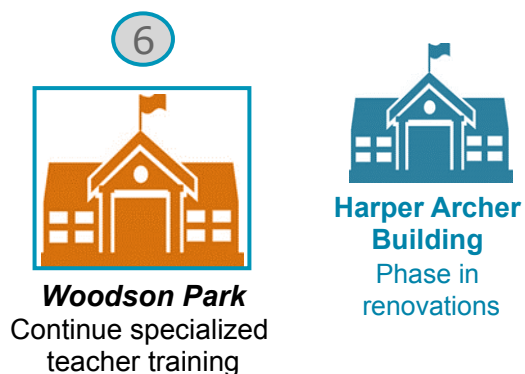
Woodson Park
Academy
(Partner School)
PK – 8th

Proposed Phased Scenario 2 Douglass Cluster

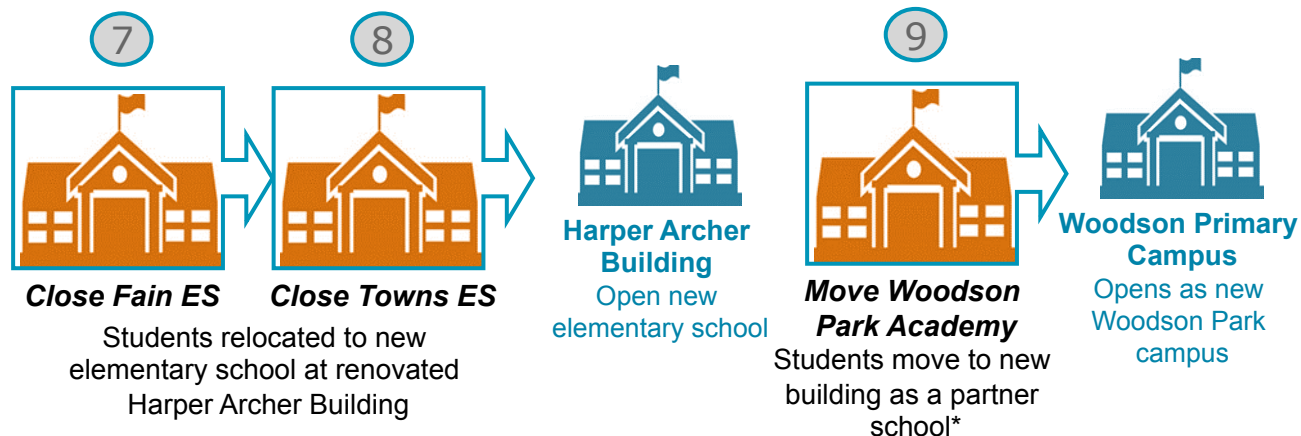
2017- 2018



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

Proposed Phased Scenario 2

Douglass Cluster End State (2019-2020)



Douglass High School
with two Single Gender Academies
9th – 12th



New Middle School
@ CSK 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)
PK – 8th

Douglass Cluster

Other Considerations

Explore partnership options with Junior Achievement for Douglass High School or BEST/CSK

Explore KIPP's capacity to launch training with Woodson Park Academy staff during 2017-2018 and continue training through 2018-2019 school year

Identify early college partner for BEST/CSK or Douglass High School

Explore options for phasing in renovations at Harper-Archer Middle

Explore cost impact of new scenarios

Provide clarity to students and partners about class rankings and school codes should single-gender academies move into Douglass with guidance from the state department of education

Rationale for Douglass Cluster Proposal

- **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) in scenario 1 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

Douglass Cluster Enrollment Projections

School	Current Enrollment	Planning Capacity (@22 students/room)	School	Current Enrollment	Planning Capacity (@22 students/room)
BEST MS	425	1540	Douglass HS	886	1716
CSK MS	412	1540	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)	Scenario 1: New MS @ BEST	Scenario 1: Two Single Gender Academies @ CSK*			Scenario 1: Douglass HS	Scenario 2: New MS @ CSK	Scenario 2**: Douglass HS w/ two single gender Academies*
			Boys	Girls	Facility Total			
2017 - 18	N/A	348	337	320	657	900	398	1192
2018 - 19	N/A	707	281	314	595	965	797	1242
2019 - 20	808	954	245	295	540	981	1104	1184
2020 - 21	797	1,053	240	294	534	978	1165	1118
2021 - 22	775	1,097	221	286	507	999	1174	1098

*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

**Scenario 2 enrollment will not have grades 6-8 calculated in enrollment projection; in this scenario single gender academies located at Douglass would be grade 9-12 only.

Addressing Vacant Properties/Buildings

- ❖ The Board and Administration are committed to working with the community to identify appropriate use for vacant buildings
- ❖ Task Force named on January 9, 2017 at Board of Education Meeting to examine APS vacant buildings and parcels to support affordable housing.

- Members:

Bill Bolling

Founder and former CEO, Atlanta
Community Food Bank

Catherine Buell

CEO, Atlanta Housing Authority

Andre Dickens

Member, Atlanta City Council

Hattie Dorsey

Atlanta Neighborhood Development
Partnership

Jennifer Freeman

Chair, Atlanta Planning Advisory Board

Ryan Gravel

Founder, Sixpitch

Alan Lee

AFSCME

Keith Parker

CEO and General Manager, MARTA

Egbert Perry

Integral Group Chairman and CEO

Danny Shoy

President of the East Lake Foundation

Margaret Stagmeier

Partner at Tristar Real Estate

Nathaniel Smith

Founder of Partnership for Southern Equity

- Charged with bringing recommendations to the Superintendent for consideration by June 2017
- ❖ Superintendent/Administration will continue to work on scenarios/options (including those unrelated to potential affordable housing efforts) for potential board action in fall 2017
- ❖ \$2-5 million in SPLOST is earmarked for management of vacant and dilapidated buildings
- ❖ Buildings often used for swing space, which will be needed for recently voter approved SPLOST implementation

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	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

Q&A



What questions or ideas do you have?

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

