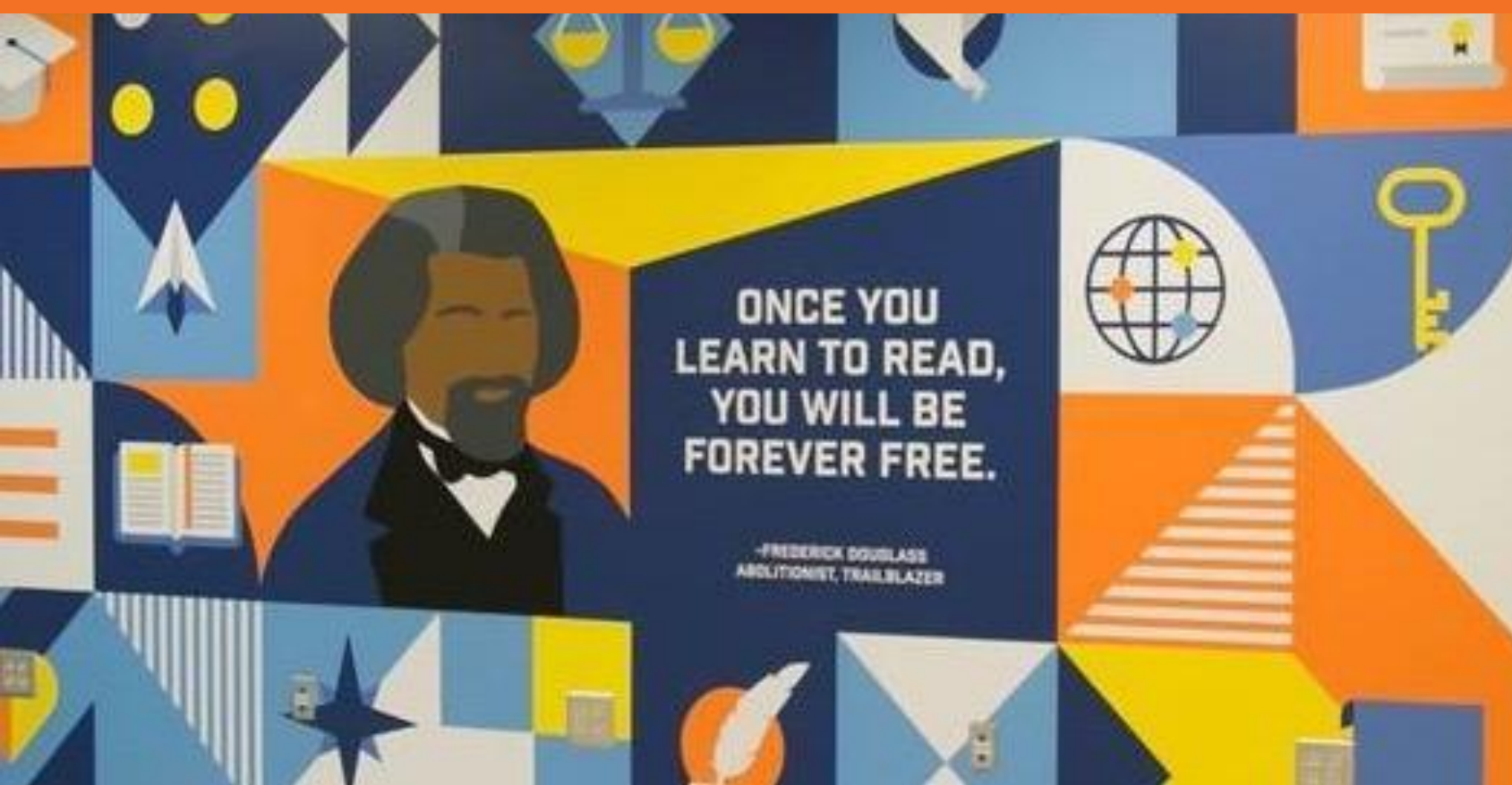


05.02.22



# Facilities Master Planning (FMP)

Superintendent's Phase 1 Recommendations





# EXECUTIVE SUMMARY

APS is recommending the following, as part of Phase 1 of the Facilities Master Planning process:

1. **Midtown Cluster:** For School Year 2023-24, create a new K-5 at the Inman Facility and rezone neighborhoods to balance cluster elementary schools
2. **Carver, Jackson, Midtown, Washington Clusters:** Further explore short-term and long-term solutions addressing Midtown HS and Jackson HS capacity challenges and Washington and Carver Cluster utilization challenges





In 2019, APS hired a team of consultants to help develop recommendations for the Facilities Master Plan.

Over the past two years, we have engaged the community on facilities planning, with a deep dive into the proposed scenarios over the past two months.

This consultant team submitted *their* final recommendations for Phase 1 on April 15th.

While the consultation recommendations succeed in addressing school capacity challenges by leveraging under-utilized schools, **we understand this process is larger than operational concerns (“sticks and bricks”).**

Our engagement provided a deeper understanding of the impact these decisions have on each school, neighborhood, family, and student. In developing these APS recommendations, **we focused on our shared values of excellence, equity, and engagement.**



## Background



# Engagement

## Let's Talk

- Approximately 600 submissions since June 2021

## Surveys

- More than 200 specific survey responses from APS
- Additional survey responses from school-based surveys

# Community-wide Meetings

## Building Context

*October 2019*

- October 2 (Mays)
- October 16 (Sutton)
- October 17 (King)
- October 23 (District-wide)

## Guardrails

*January 2020*

- January 8 (BEST/CSK)
- January 15 (Inman)
- January 16 (Therrell)
- January 22 (Washington)

## Future Enrollment

*February 2020*

- February 5 (Mays)
- February 12 (Sutton)
- February 19 (King)
- February 20 (South Atlanta)
- February 25 (Inman)

## Restart

*January 2022*

- January 25 (Virtual)

## Scenarios

*March 2022*

- March 14 (Thomasville Heights)
- March 15 (Centennial)
- March 17 (Dunbar)
- March 19 (Midtown)
- March 29 (District-wide)

## Board Retreats (5)

## GO Team Meetings

On Proposed Scenarios (March–April 2022)

- |                                       |                                   |
|---------------------------------------|-----------------------------------|
| • Midtown CAT (March 9)               | • Centennial Academy (March 28)   |
| • Midtown HS (March 14)               | • Springdale Park (April 12)      |
| • Howard MS (March 15)                | • Morningside (April 12)          |
| • Hollis Innovation (March 15)        | • Booker T. Washington (April 13) |
| • Price MS (March 17)                 | • Mary Lin (April 13)             |
| • Dunbar ES (March 17 <sup>th</sup> ) |                                   |



# SIZEMORE CONSULTANT TEAM PHASE 1 (SY23-24) RECOMMENDATION

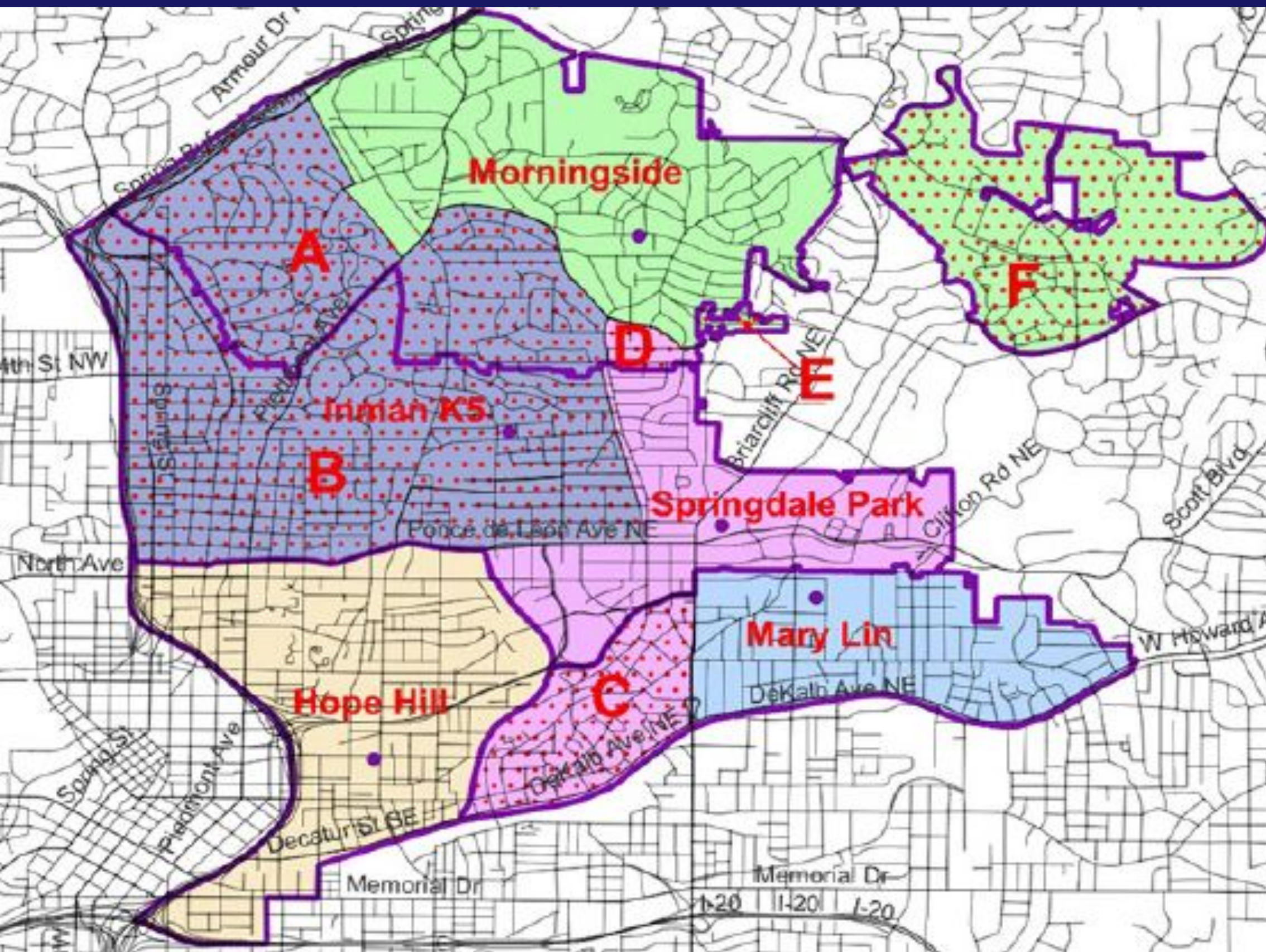
This recommendation was developed by the FMP Consultant Team, **not the Superintendent**. The Administration reviewed these recommendations and made adjustments based on additional factors, including our core values of excellence, engagement, and equity.





# SIZEMORE CONSULTANT TEAM RECOMMENDATIONS

This recommendation was developed by the FMP Consultant Team, **not the Superintendent.**



## Midtown Cluster Elementary Schools – 2023–24 SY:

Former Inman middle school to serve as a  
K–5 elementary school

- A. Move 234 students from Morningside, south and west along the Beltline from the Interstate 85 to Piedmont Ave. to the Inman facility. Then north on Piedmont to East Morningside, and southeast on North Morningside.
- B. Move 493 students from the western portion of Springdale Park, north of Ponce De Leon and west of Highland Ave. to the Inman facility.
- C. Move 171 students, from the whole of the Inman Park Neighborhood, west of Moreland Avenue in the Mary-Lin attendance area to Springdale Park.
- D. Move 30 students from Morningside south of North Morningside and east of Highland to Springdale
- E. Move 9 students from the isolated area north of Springdale to Morningside.
- F. Move 14 students from the DeKalb County/Emory Annexed area (in Springdale zone) to Morningside.

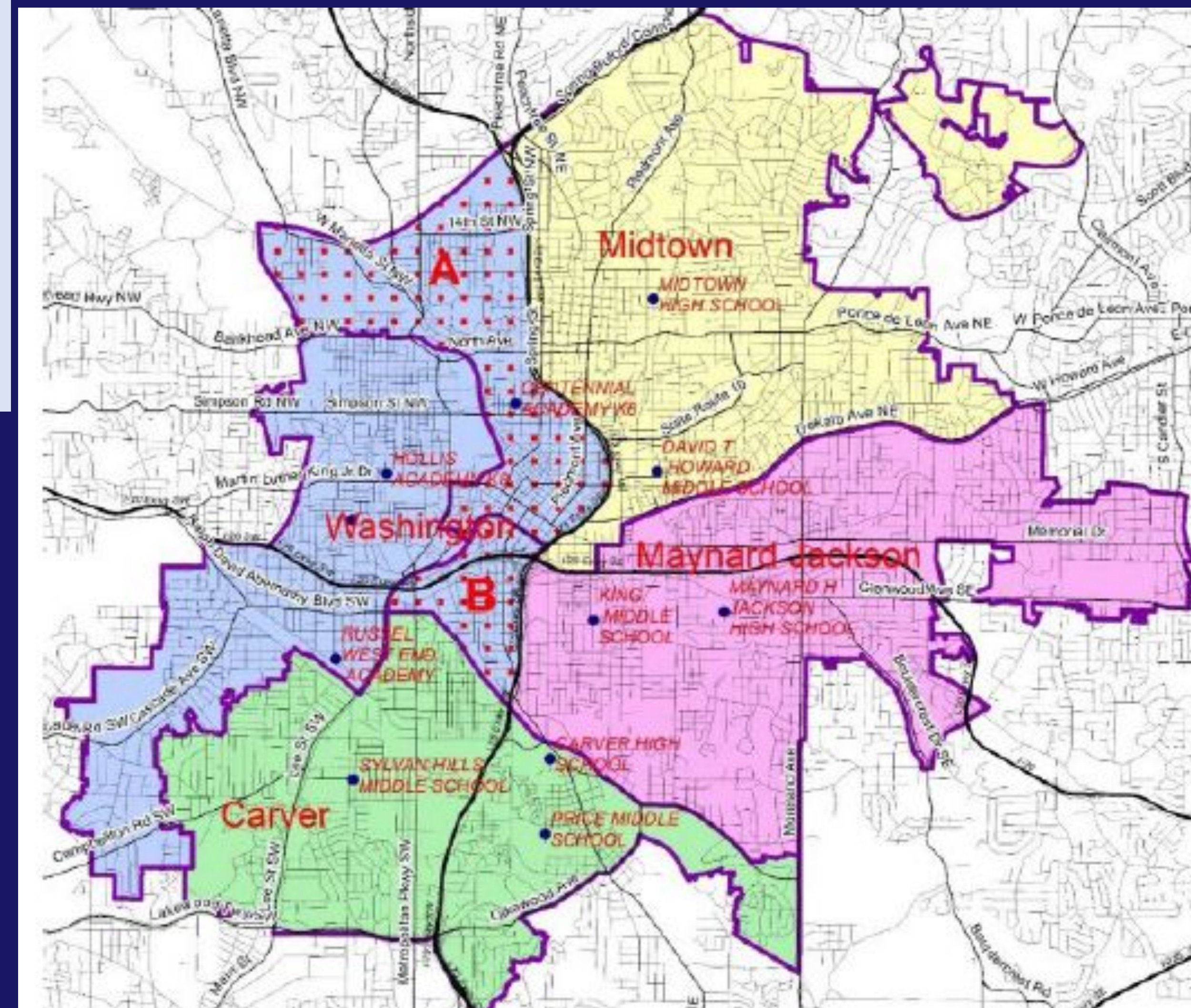


# SIZEMORE CONSULTANT TEAM RECOMMENDATIONS\*

This recommendation was developed by the FMP Consultant Team, **not the Superintendent.**

## Middle School and High School Cluster Moves

- A. Redistrict Centennial attendance area from Midtown HS to Washington HS.
- B. Redistrict Dunbar attendance area from MLK MS (Jackson HS) to HJ Russell MS (Washington HS).



\* Full Sizemore Report can be found at  
[www.atlantapublicschols.us/FMP](http://www.atlantapublicschols.us/FMP)



A photograph of a modern school hallway. On the left, a young child is sitting on a low wooden bench against a vibrant red curved wall, focused on a laptop. The hallway is long and bright, with a polished floor that reflects the overhead lights. To the right of the child, there are built-in wooden shelves holding various items. The hallway leads to a large glass door at the end, through which a red bench and trees outside are visible.

## APS SUPERINTENDENT'S PHASE 1 (SY23–24) RECOMMENDATION

1. **Midtown Cluster:** For School Year 2023–24, create a new K–5 at the Inman Facility and rezone neighborhoods to balance cluster elementary schools
2. **Carver, Jackson, Midtown, Washington Clusters:** Further explore short-term and long-term solutions addressing Midtown HS and Jackson HS capacity challenges and Washington and Carver Cluster utilization challenges



# **SUPERINTENDENT'S RECOMMENDATION 1: Midtown Cluster**

For School Year 2023–24, create a new K–5 at the Inman Facility and rezone neighborhoods to balance cluster elementary schools with updated attendance boundaries.



- Provides more flexibility for future enrollment growth across the cluster
- Creates balanced elementary schools leading to Howard MS
- Increases percent of students in the walk zone
- Maintains diversity where possible



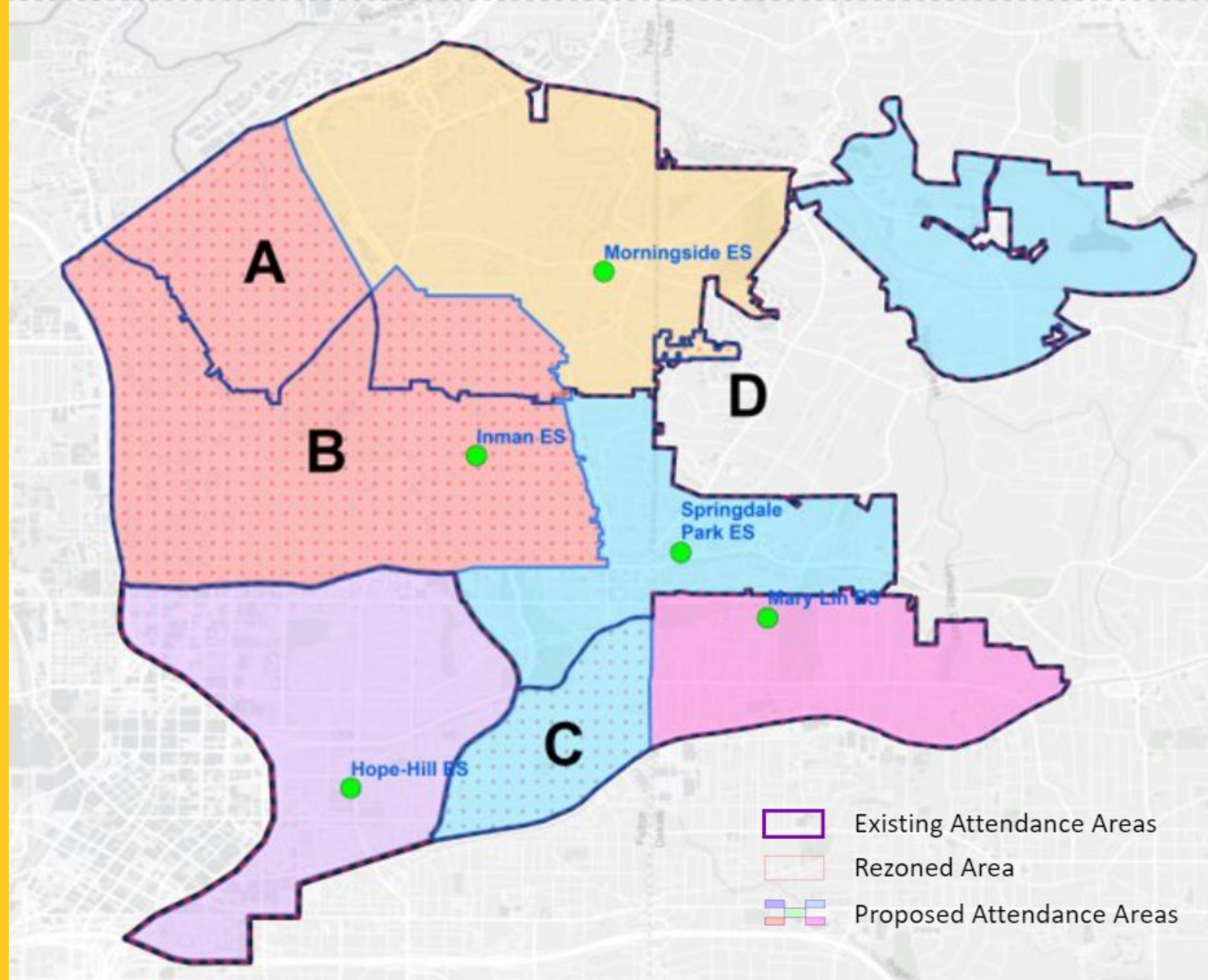
# Proposed Map & Attendance Boundaries

- 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 184\* students from Morningside ES to Inman ES
- B. Move 493 students from Springdale Park ES to Inman ES.
- C. Move 171 students from Mary Lin ES to Springdale Park ES (Inman Park neighborhood)
- D. Move 9 students from Springdale ES to Morningside ES

*\* Numbers reflect students in 2026-27 SY*





# Utilization Impact

- Morningside ES (103%→83%) and Springdale Park ES (106%→64%) will not be overcapacity
- Lower utilizations provide opportunity for enhanced programming including pre-kindergarten or administrative transfers
- Moving the Inman Park neighborhood (171 students) from Mary Lin ES to Springdale Park ES ensured all schools had more than 400 students

School	"As-Is"			Recommendation: Inman as K-5		
	Enrollment*	Capacity	Utilization	Enrollment*	Enrollment Difference	Utilization
Hope-Hill ES (K-5)	408	497	82%	408	0	82%
Inman ES (K-5)	0	932	0%	677	+677	73%
Mary Lin ES (K-5)	625	758	82%	454	-171	60%
Morningside ES (K-5)	896	867	103%	721	-175	83%
Springdale Park ES (K-5)	801	758	106%	484	-317	64%

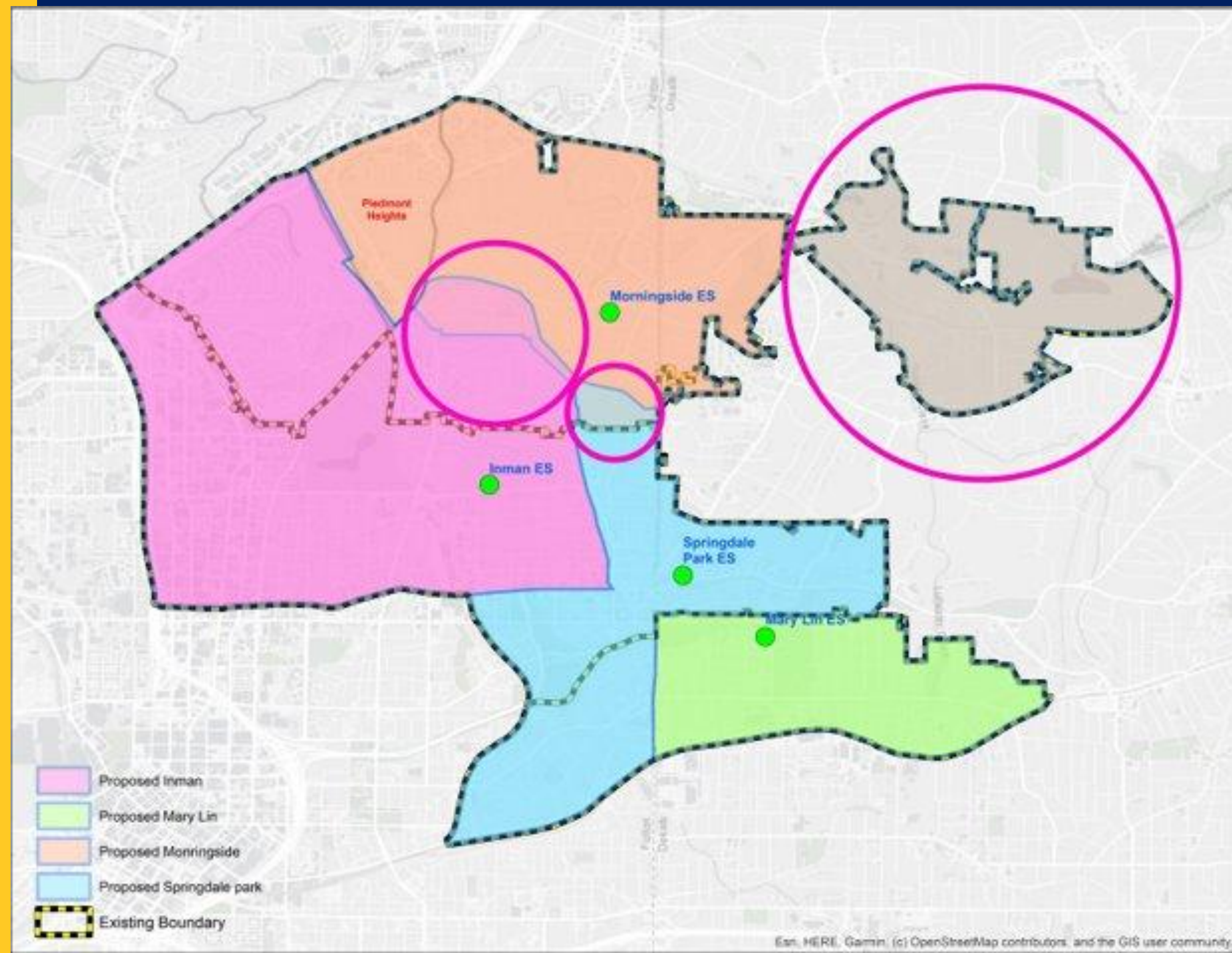
\* While the recommendation would be effective as of the 2023-24 SY, the enrollment numbers in the table reflect the projected 2026-27 SY



# Differences from Sizemore Scenarios

## Flexibility for Growth & Balance

- Keeping Piedmont Heights and Manchester in Morningside ES addresses concerns with distance from school in the original March 2nd Scenario 1
- Moving southern portions of Morningside neighborhood to the new K-5 addresses capacity challenges at Morningside ES and places these students within the walk zone
- Keeping the Emory Annex within the Springdale Park attendance boundary supports potential growth for that area
- Reducing enrollment at the new K-5 leaves space for future growth in the Midtown neighborhood



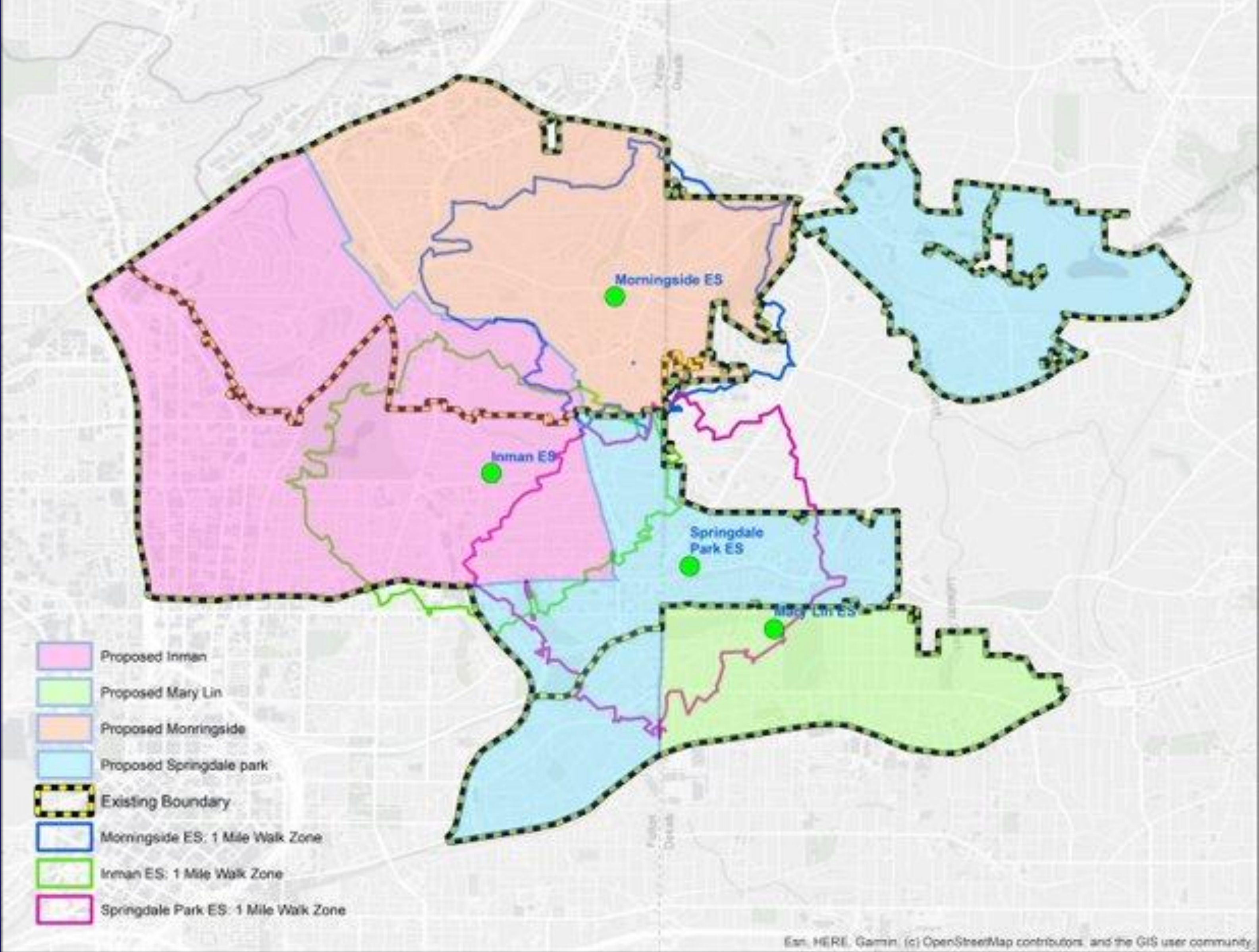


# Walk Zones

Per APS Board Policy, walk zones are calculated at one mile for elementary school students. The Transportation Department is authorized to provide school bus transportation on an as-needed basis when safety hazards are identified and documented by the department.

APS' recommendation increases the percent of students within the one mile walk zone for every impacted school.

School	Current % of Students in the Walk Zone	Recommendation % of Students in the Walk Zone
Inman	N/A	52.2%
Lin	39.2%	52.0%
Morningside	51.2%	62.3%
Springdale Park	43.6%	59.5%
Total	45.1%	56.7%





# Diversity

Several families and communities shared the importance of diversity in the decision-making process. The APS recommendation improves diversity at Morningside ES, while minimally reducing diversity at Mary Lin ES and Springdale Park ES.

Note: The diversity identified is from current students. Attendance boundaries do not guarantee future diversity. For example, the Midtown Cluster has experienced minimal cluster level redistricting, but the percentage of black students has decreased from 41% in 2012 to 28% in 2021

Current							
School	Asian	Black	Hispanic	Indian	Multi	Pacific	White
Inman ES	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Mary Lin ES	2.8%	9.6%	5.5%	0.2%	7.6%	0.0%	74.3%
Morningside ES	6.4%	10.4%	8.8%	0.0%	9.3%	0.1%	65.0%
Springdale Park ES	6.8%	14.1%	10.2%	0.4%	10.0%	0.1%	58.3%
Total	5.5%	11.4%	8.3%	0.2%	9.0%	0.1%	65.5%

Superintendent's Recommendation							
Proposed School	Asian	Black	Hispanic	Indian	Multi	Pacific	White
Inman ES	6.9%	15.3%	8.1%	0.2%	8.5%	0.0%	61.0%
Mary Lin ES	2.4%	7.3%	5.6%	0.0%	7.3%	0.0%	77.5%
Morningside ES	6.8%	11.1%	8.9%	0.0%	10.2%	0.2%	62.7%
Springdale Park ES	5.0%	11.0%	10.4%	0.6%	9.8%	0.2%	63.0%
Total	5.5%	11.4%	8.3%	0.2%	9.0%	0.1%	65.5%



# Grandfathering

Rezoning will not take effect until the beginning of the 2023-24 school year.

Aligned to the Sizemore Recommendation, we recommend uniform grandfathering in the Midtown Cluster to avoid confusion between elementary schools.

Our recommendation for the Midtown Cluster is that **rising third through fifth graders in the 2023-24 school year (students who are currently 1st through 3rd graders)** may continue their studies to completion at the school they are currently attending, if they provide their own transportation.

## Atlanta School Board Policy Document Regulation, JBCCA-R

This regulation requires that the student register and apply to stay at their old school, and if they provide their own transportation, they may continue their education at the pre-rezoned facility. Sibling preference is currently not included in this grandfathering, however, siblings can apply for Administrative Transfer if capacity exists.

Note: Each elementary school would now fall under the 90% capacity regulation to allow for administrative transfers. Administrative transfers may not be available for newly opened schools for a period of four years, with the exception of principal discretion.



# EXCELLENCE

*“With a new K-5, teachers from all schools would come together to form a new school culture...”*

- Let's Talk Submission

## SCHOOL LEADERSHIP & STAFF

- Engage with the community to hire a principal as soon as possible
  - Panels, Walkthroughs, & Superintendent Interviews (Summer 2022)
  - Board (August 2022)
- Communicate a plan and process to existing staff
- Build collaboration among existing elementary leaders and staff

## TEACHING & LEARNING

- Build on the existing successes of the elementary schools
- Establish high-quality programming consistent with the other elementary schools
- Engage with the community in the development of the school's strategic plan



# EQUITY

*“As a black parent of two black children..., I’m very concerned that the district would be okay with reducing the number of black students by 50% with the new zoning.”*

– Let’s Talk Submission

## EQUITY CONSIDERATIONS

- May allow Hope Hill to continue advancing academic outcomes uninterrupted
- Creates highest percentage of students who live in a walk zone
- Addresses capacity issues at Lin, Morningside, and Springdale Park

## DEMOGRAPHIC SHIFTS

- Increases racial and ethnic diversity at Morningside ES
- Creates a new elementary school within the Midtown cluster that aligns with communities request to make schools more racially and economically diverse
- Minimally reduces diversity at Mary Lin ES and Springdale Park ES
- Median house income levels remain fairly consistent and above GA median for Midtown neighborhoods, with the exception of the Dekalb annex.



# EQUITY

*“As a black parent of two black children..., I’m very concerned that the district would be okay with reducing the number of black students by 50% with the new zoning.”*

– Let’s Talk Submission

## GOING FORWARD

- Develop an Equity Impact Mitigation Plan that addresses any outstanding family, community, and staff equity-related concerns, lays out a professional learning plan for creating an equitable and inclusive learning environment for all students, and that encourages shared accountability through a continuous improvement lens
- Conduct a comprehensive program evaluation/equity audit after year two



## ENGAGEMENT

*“Our community has shown that we can tackle any challenge in front of us and leave these places in a significantly better place than we found.”*

– Let’s Talk Submission

## FEEDBACK: SUPPORT

- “I think a K-5 is the best option our cluster and while I know some folks don’t want to leave their current schools, with the strength of this cluster and the teachers, admins and parents, I know all the k-5s will thrive.”
- “Proposal has as many families as possible within walking distance of their school, which will be a great help to busy parents.”
- “It also leaves room for all of the schools to grow.”
- “We can't wait to walk to school for elementary school at Inman. Know that you have the support of many families in the neighborhood with this new K-5, even if they don't speak up!”
- “It addresses the distance, diversity, and overcrowding concerns that I had.”



## ENGAGEMENT

***“Our community has shown that we can tackle any challenge in front of us and leave these places in a significantly better place than we found.”***

– Let’s Talk Submission

## FEEDBACK: OPPOSE

- “It makes no sense to virtually start from the beginning to create basically TWO \*new schools. Our children have been through so much...”
- “You cut deep into SPARK, which is one of the highest performing elementary schools in APS and now one of the few STEM-certified elementary schools, by rezoning 2/3 of the student population to a brand new school”
- “This sudden change has left us and many of our neighbors feeling shocked and unheard given the abrupt and limited release of the new zoning map.”
- “You are recommending half a solution that uses up all of our extra capacity ONLY to address elementary capacity and doing NOTHING to address high school capacity.”
- “We would like to submit our support for the Inman Park neighborhood remaining at Mary Lin ... this seems especially unnecessary when Mary Lin does not face capacity issues



# ENGAGEMENT

*“Our community has shown that we can tackle any challenge in front of us and leave these places in a significantly better place than we found.”*

– Let’s Talk Submission

## GOING FORWARD

### New School

- Create a committee to work with the new principal to co-create the next successful Midtown Cluster elementary school
- Engage the Springdale Park and Morningside communities to ensure a successful Day One for 2023–2024
- Identify partners to support the work of the new K–5

### Existing Schools

- Create and implement a plan to support staff, families, and students who are transitioning schools

### Across Schools

- Build on what works and enhance cross-cluster collaboration



## NEXT STEPS

*“I know it has been a long process, and a difficult one for many, many people involved, but I am optimistic that APS will make the best decision for children, families, and the city of Atlanta.”*

– Let’s Talk Submission

Awareness

Desire

Knowledge

Ability

Reinforcement

*Prosci Change Management Methodology*

### **Provide Clarity**

- Identify and communicate a recommendation as early as possible.
- Identify a principal early in the process.

### **Manage Transitions**

- Engage students in co-creating their school
- Leverage whole child supports
- Work with Human Resources to address the impact on teachers

### **Ensure Equitable Engagement**

- Focus on impacted families and teachers that may have not been a part of the process
- Develop opportunities for cluster-wide engagement and planning

### **Address Opportunities & Challenges**

- Work with internal and external stakeholders to ensure the opportunities are realized and the challenges are addressed

### **Gain Buy-in**

- Engage with stakeholders to ensure awareness of the change, desire to participate and support the change; and knowledge of how to change.



# **SUPERINTENDENT'S RECOMMENDATION 2: Carver, Jackson, Midtown, Washington Clusters**

Further explore short-term and long-term solutions addressing Midtown HS and Jackson HS capacity challenges and Washington and Carver Cluster utilization challenges.



## **Impact to Dunbar & Centennial Attendance Boundaries**

The Jackson Cluster (Dunbar) and Midtown HS (Centennial) attendance boundaries will remain as is for School Year 2023–2024 as we address additional questions.

## **Impact to the Midtown K–5 Recommendation**

Our goal is to identify solutions that do not disrupt the newly recommended elementary school attendance boundaries.

## **Questions that need further reflection and understanding?**

- What is the impact of safety & gangs on proposed rezoning?
- Who is disproportionately impacted by these decisions, and how do you mitigate this impact?
- Are there additional short-term solutions to address high school capacity to keep students within their cluster?
- Are there additional long-term solutions to address over and under utilized schools?



# EXCELLENCE EQUITY ENGAGEMENT

*“[We are] not  
the source of nor  
the solution to  
overcrowding”*

- Let's Talk Submission

## PROCESS TIMELINE

Summer 2022

- Work with High School principals
- Begin comprehensive Equity Impact Assessment
- Confirm guardrails and limitations

Fall 2022

- Explore short-term and long-term solutions

January 2023

- Host Board Retreat on proposals

### ACCESS TO HIGH- PERFORMING SCHOOLS

- Implement strategies to clarify misconceptions on schools and their communities
- Continue to build high-performing schools across the district

### DIVERSITY

- Complete a comprehensive Equity Impact Assessment on proposals
- Continue to build equity-centered decision-making into district processes

### COMMUNITY COLLABORATION

- Build community engagement efforts to explore short-term and long-term solutions to high school capacity challenges.



# NEXT STEPS

## May 2 Board Meeting (First Read)

- Superintendent Recommendation: New Midtown Cluster K-5, with rezoning and grandfathering

## Throughout May

- Additional engagement, with an emphasis on those families who are newly impacted by the changes

## June 6 Board Meeting (Final Vote)

## Summer-Fall

- **APS Recommendation 1:** If approved, begin implementing the strategies identified for the successful opening of a new K-5 elementary school
- **APS Recommendation 2:** Continue research and engagement around the questions identified (Carver, Jackson, Midtown & Washington Clusters)
- **Facilities Master Planning Phase 2 (Sizemore):** Continue working on scenarios and recommendations impacting longer term needs: Mays Cluster, Douglass Cluster, Surplus Property





# APPENDIX

The following slides capture community feedback themes on the proposed scenarios from March 2022.





# Phase I Scenarios (School Year 2023-2024)

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## Midtown/Washington/Carver/Jackson Clusters

**Dunbar:** Redistrict Dunbar attendance area from MLK MS (Jackson HS) to Price MS (Carver Cluster HS) or Russell MS (Washington HS) (163 Middle School students affected and 255 High School students).

**Centennial:** Redistrict Centennial attendance area from Midtown HS to Washington HS (affects 229 students).

**Midtown Elementary:** Two Scenarios: (1) New K-5: Former Inman Middle School to serve as a K-5 elementary school, rezone to accommodate, or (2) Dual Campus: Springdale Park Facility is a K-2, with the Inman Facility as a 3-5 annex, rezone to accommodate



# Engagement and Communication

## Community-wide Meetings

- March 10<sup>th</sup> (District-wide)
- March 14<sup>th</sup> (Thomasville Heights ES)
- March 15<sup>th</sup> (Centennial Academy)
- March 17<sup>th</sup> (Dunbar ES)
- March 19<sup>th</sup> (Midtown Cluster)
- March 29<sup>th</sup> (District-wide)

## Let's Talk

- Approximately 125 Submissions

## Surveys

- More than 150 specific survey responses

## GO Team Meeting Feedback

- Midtown CAT (March 9<sup>th</sup>)
- Midtown HS (March 14<sup>th</sup>)
- Howard MS (March 15<sup>th</sup>)
- Hollis Innovation (March 15<sup>th</sup>)
- Price MS (March 17<sup>th</sup>)
- Dunbar ES (March 17<sup>th</sup>)
- Centennial Academy (March 28<sup>th</sup>)
- Springdale Park (April 12<sup>th</sup>)
- Morningside (April 12<sup>th</sup>)
- Booker T. Washington (April 13<sup>th</sup>)
- Carver STEAM (April 13<sup>th</sup>)
- Mary Lin (April 13<sup>th</sup>)
- Carver EC (April 28<sup>th</sup>)



# Dunbar Zone Redistricting

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## Potential Scenario Benefits

- Support Under Capacity Schools
- Address Jackson HS Over Capacity

## Potential Scenario Challenges

- Dunbar Students, generally
- Less Diversity at King/Jackson
- Walkability/Attendance
- Safety/Gangs

## Additional Feedback

- Process should be more inclusive and proactive
- The Cluster should focus on greater challenges than overcrowding
- Pittsburg and Summerhill shouldn't be split
- Bring Crim or Coan back online
- Consider Sylvan Hills, rather than Price (Purpose Built)



# Centennial Zone Redistricting

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## Potential Scenario Benefits

- Reduction of Students at Midtown HS
- Increase of Students to Washington HS

## Potential Scenario Challenges

- Students pulled from “higher performing” school to “lower performing” school
- Impact to Diversity at Midtown HS
- Homeowners

## Additional Feedback

- More engagement is needed. Ensure our voice is heard.
- Review other options, like rezoning to North Atlanta
- Rezone other areas out of Midtown Cluster to address diversity challenges
- Ensure rezoning shifts students to equally performing schools
- Improve academic performance across all schools to create less disparity



# Midtown Elementary Schools

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## Potential Scenario Benefits

- Schools are no longer overcrowded
- Students who do not change schools
- Long-term solutions for elementary
- Potential space for pre-K

## Potential Scenario Challenges

- Students shifting schools, particularly older grades
- Less diversity at some schools
- Future capacity challenges at HS
- Split neighborhoods

## Additional Feedback

- Grandfathering is requested
- Diversity and Transportation should be taken into consideration
- Street lines should be reviewed and adjusted
- Request from Home Park/Howell Station to be zoned for K-5

*Our community has shown that we can tackle any challenge in front of us and leave these places in a significantly better place than we found.*



# Midtown Elementary Schools

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## K-5 Option

### *Benefits*

- Increased walkability, less bus time
- Long-term solution
- Cohesive elementary experience
- Diverse age exposure/experience
- Smaller school

### *Challenges*

- Hiring new staff, administration
- Logistics of bringing a new school online
- Time to build community
- Split neighborhoods

## Dual Campus Option

### *Benefits*

- Creates stability and continuity of an existing school community
- Less staff/administration impact
- Keeps VaHi together
- Keeps Inman Park at Mary Lin
- Maintains diversity at SPARK

### *Challenges*

- North areas rezoned to a dual campus is logistically difficult
- Difficulty with siblings at different campuses
- Becomes largest elementary school