



## FY2013 Popular Annual Financial Report

Fiscal Year Ended June 30, 2013  
Atlanta Independent School System  
Atlanta, Georgia



December 19, 2013

Dear Colleagues and Friends:

We are pleased to present the Atlanta Public Schools Popular Annual Financial Report (PAFR) for the fiscal year ended June 30, 2013. This report is designed to make the financial operations of our school district more understandable in a printed format.

The PAFR summarizes the financial activities and operating results reported in the District's audited Comprehensive Annual Financial Report (CAFR). The PAFR is unaudited and presented on a non-GAAP (Generally Accepted Accounting Principles) basis, which primarily deals with full disclosure and segregated funds. The statements presented on pages 4-5 are the District-wide financial statements. These statements incorporate all of the District's financial activities into two statements. For more detailed financial information, a copy of the CAFR is available at [www.atlanta.k12.ga.us](http://www.atlanta.k12.ga.us).

The PAFR should help community members understand how their tax dollars are being utilized to educate our students. Questions and comments regarding this report are encouraged and may be directed to the Finance Department at (404)-802-2400.

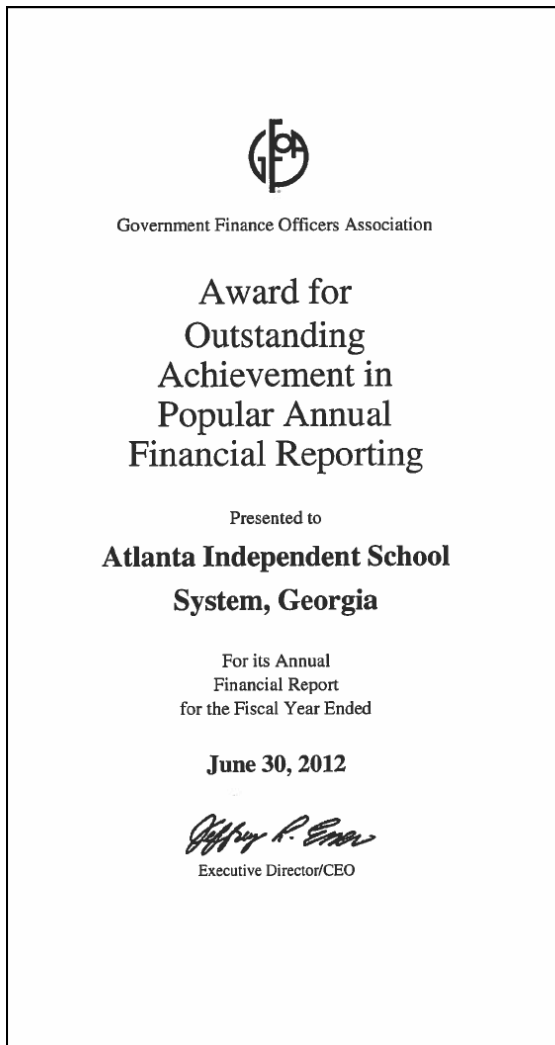
Respectfully,



Charles A. Burbridge  
Chief Financial Officer



## **Award for Outstanding Achievement Popular Annual Financial Reporting**



The Government Finance Officers Association of the United States and Canada (GFOA) has given an award for Outstanding Achievement in Popular Annual Financial Reporting to Atlanta Independent School System for its Popular Annual Financial Report (PAFR) for the fiscal year ended June 30, 2012. The Award for Outstanding Achievement in Popular Annual Financial Reporting is a prestigious national award recognizing conformance with the highest standards for preparation of state and local government popular reports.

In order to receive an Award for Outstanding Achievement in Popular Annual Financial Reporting, a government unit must publish a Popular Annual Financial Report, whose contents conform to program standards of creativity, presentation, understandability and reader appeal.

An Award for Outstanding Achievement in Popular Annual Financial Reporting is valid for a period of one year only. We believe our current report continues to conform to the Popular Annual Financial Reporting requirements, and we are submitting it to GFOA.

Atlanta Independent School System Comprehensive Annual Financial Reports for the years ended 2011-2013, from which the information on pages 4-7 has been drawn, were awarded the Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association of the United States and Canada (GFOA). The Certificate is the highest form of recognition for excellence in state and local government financial reporting.

In order to be awarded the Certificate of Achievement, a government unit must publish an easily readable and efficiently organized comprehensive annual financial report, whose contents conform to program standards. Such CAFR must satisfy both generally accepted accounting principles and applicable legal requirements.

A Certificate of Achievement is valid for a period of one year only. We believe our CAFR continues to conform to the Certificate of Achievement program requirements and we are submitting our CAFR for the current year to the GFOA.

# Financial Data



## Summarized Financial Reports

Readers of the Financial Position Statement (Benefits over Detriments) and Financial Activity Statement (Resources over Services) should keep in mind that the numbers in both reports are taken from the District's CAFR, but are presented in a non-GAAP format.

Governmental-type activities consist of programs and services that include instruction, pupil services, improvement of instruction, educational media, federal grant administration, general administration, school administration, business services, maintenance/operation of facilities, student transportation, central support and capital construction. The Nutritional program is considered a Business-type activity and is not included with governmental activities. Nutrition services are provided on a fee for goods or services basis for the District to recover all expenses.

In addition, Agency Funds, which are neither governmental-type activities or business-type activities, represent local school student club and class accounts.

The following financial highlights represents District-wide financial information for Governmental and Business-type activities combined.

### Financial Highlights

**Please note that the 2012 net position was restated due to a change in accounting principle.**

#### Benefits over Detriments:

- ◆ Total net worth for the District increased from \$1,388.29 million in fiscal year 2012 to \$1,419.33 million in fiscal year 2013 an increase of approximately \$31.04 million or 2.2%.

#### Resources over Services:

- ◆ Total resources decreased from \$775.09 million in fiscal year 2012 to \$768.51 million in fiscal year 2013, a decrease of approximately \$6.58 million or 0.9%. The main sources of resource are local and sales tax. The decrease in resources is attributable to a continued decrease in property tax revenues.
- ◆ Total services decreased by \$15.43 million or 2.1% from \$752.90 million in fiscal year 2012 to \$737.47 million in fiscal year 2013. Management continues to forecast spending levels and manage spending throughout the fiscal year.

#### Outstanding Debt:

- ◆ Long-term debt decreased by \$11.85 million or 7.8%. The decrease was primarily due to scheduled principal payments and the decline of the premium associated with the Certificates of Participation.



The Financial Position Statement, reports the Benefits (assets) available to provide services and the Detriments (liabilities) for which the District is obligated to pay in the future (shown in millions). The difference between benefits and detriments equals the net worth of the District.

A glossary for the financial terminology is provided on page 11.



Financial Benefits	Restated		
	2013	2012	2011
Current and other assets	\$ 339.02	\$ 361.74	\$ 387.10
Net capital assets and net pension asset	1,307.35	1,248.73	1,248.63
Total benefits	\$ 1,646.37	\$ 1,610.47	\$ 1,635.73
Financial Detriments			
Long-term debt outstanding	\$ 140.90	\$ 152.75	\$ 158.20
Other liabilities	86.14	69.43	110.06
Total detriments	\$ 227.04	\$ 222.18	\$ 268.26
Net position			
Net investment in capital assets	\$ 1,187.31	\$ 1,171.49	\$ 1,104.60
Restricted for debt services	0.39	0.30	1.10
Restricted for capital projects	113.88	65.80	107.59
Restricted for federal programs	-	-	0.01
Restricted for state and local programs	5.18	6.26	4.15
Restricted for school construction	0.49	43.66	-
Unrestricted	112.08	100.78	150.02
Total net position	\$ 1,419.33	\$ 1,388.29	\$ 1,367.47

## Resources over Services

The Financial Activity Statement provides summary of the resources (revenues) and services (expenses) of the District (shown in millions).

A glossary for the financial terminology is provided on page 11.



	2013	Restated 2012	2011
<b>Resources Taken In</b>			
Local taxes	\$ 418.27	\$ 415.43	\$ 470.48
Sales taxes income	85.38	93.70	52.90
State revenues	145.38	143.94	132.03
Federal revenues	90.96	98.97	106.28
Investment income	0.20	0.13	0.29
Facility rental fees	1.16	0.99	0.78
Tuition charges	-	-	0.03
Charges for services	4.65	2.36	2.38
Other	30.44	19.57	37.50
Gain on Sale of Assets	-	-	0.61
Special Item - impairment loss	(7.93)	-	-
<b>Total Revenues &amp; Resources</b>	<b>\$ 768.51</b>	<b>\$ 775.09</b>	<b>\$ 803.28</b>

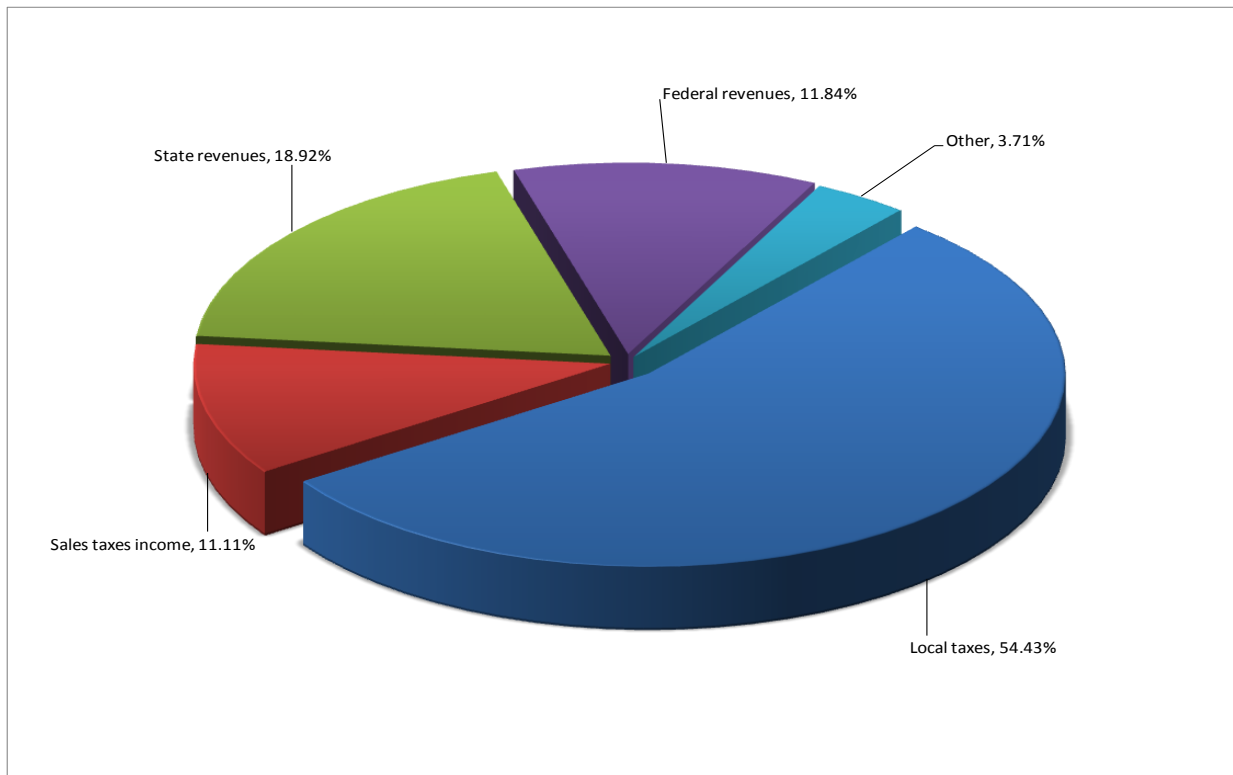
## Services Provided

Instruction	\$ 426.04	\$ 406.00	\$ 377.49
Support services:			
Pupil services	25.11	29.54	39.02
Improvement of instructional services	42.92	38.21	50.50
Educational media	8.87	8.96	9.61
Federal grant administration	1.97	1.12	-
General administration	14.33	17.88	14.51
School administration	40.65	30.83	33.29
Business administration	15.16	22.61	17.89
Maintenance and operations	80.78	97.08	96.33
Student transportation	24.89	29.77	28.90
Central support	23.3	28.38	36.73
Food services	24.59	23.06	23.82
Other support services	3.01	13.04	4.38
Interest expense	5.85	6.42	2.26
<b>Total Expenses &amp; Service</b>	<b>\$ 737.47</b>	<b>\$ 752.90</b>	<b>\$ 734.73</b>

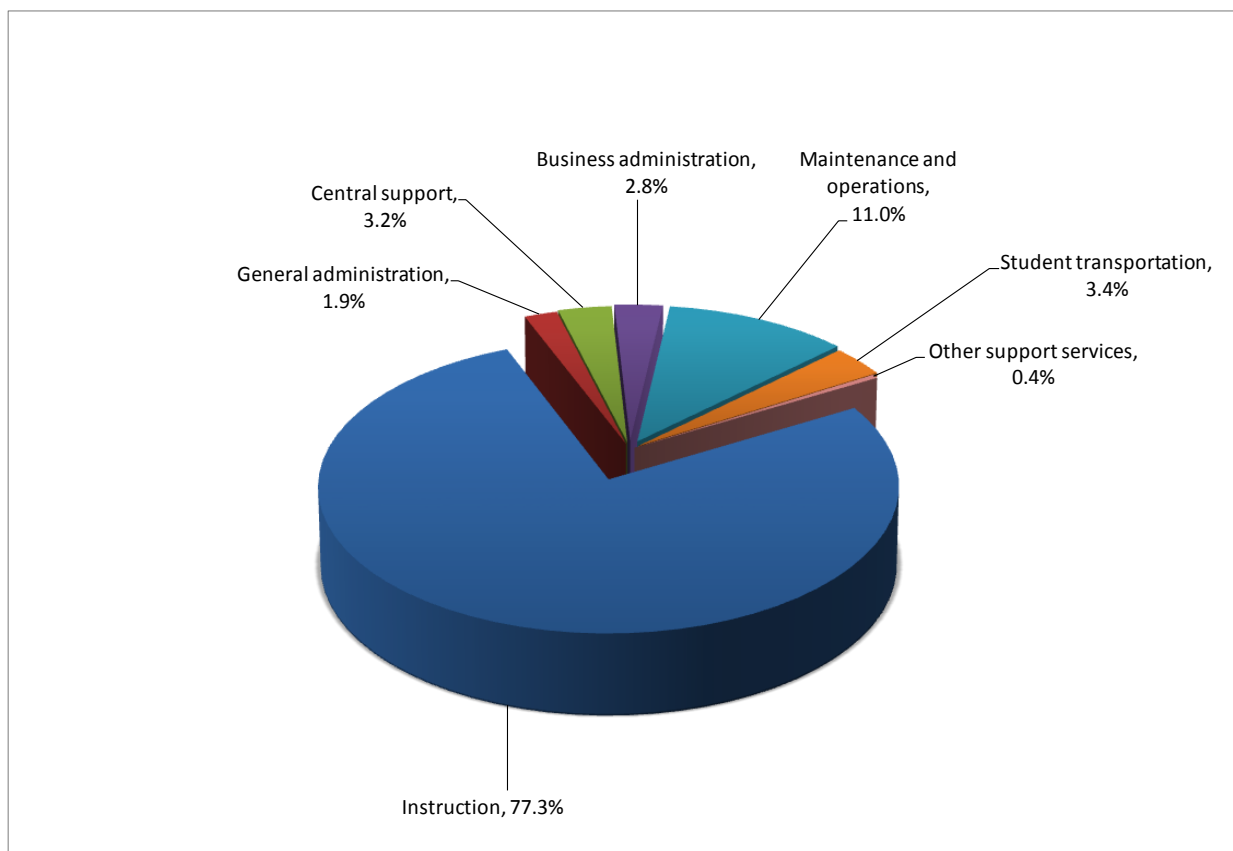
## Revenues & Resources Over(Under)

<b>Expenses &amp; Services</b>	<b>\$ 31.04</b>	<b>\$ 22.19</b>	<b>\$ 68.55</b>
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## Our Resources (Where the money comes from)



## Our Services (Where the money goes)



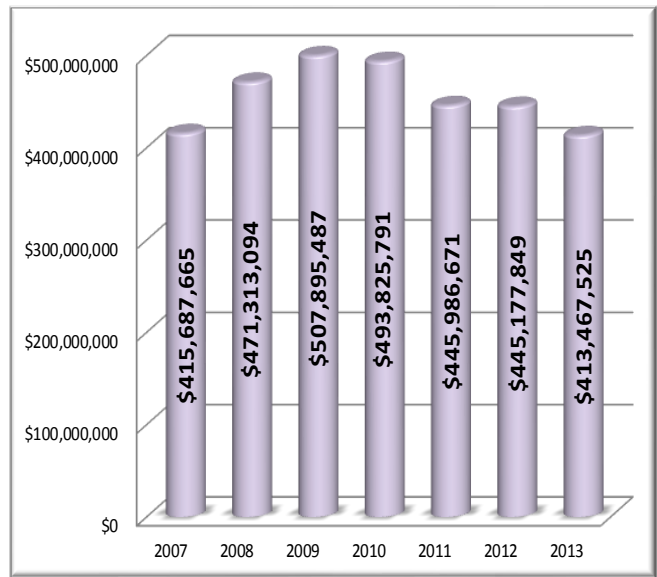


## SOURCES OF FUNDING: Where Does the Money Come From?

### (Governmental Funds)

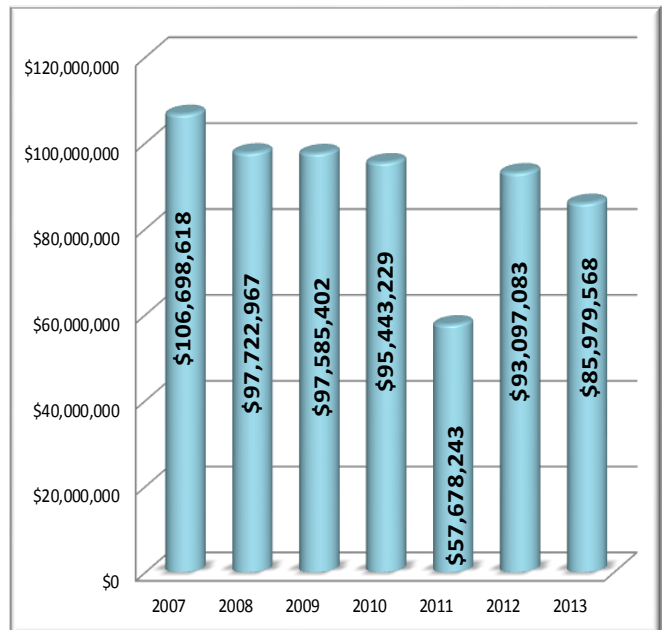
#### Local Taxes:

The Atlanta Public Schools are financed through a combination of local, state and federal sources. During fiscal year 2013, Atlanta Public Schools resources totaled \$768.51 million. APS received 54.4% of its revenue from local taxes. Property taxes provide a majority of the local revenue to operate and maintain our schools. The graph to the right represents the amount of local taxes recognized by the District.



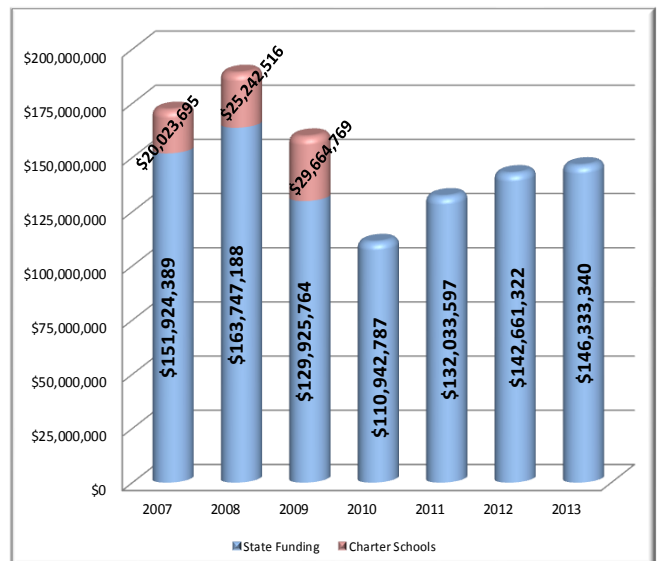
#### SPLOST (Special Purpose Local Option Sales Tax):

On November 8, 2011, the SPLOST IV referendum was approved. It is estimated that SPLOST IV will generate approximately \$520 million for APS that will fund numerous Capital Improvement projects and liquidate debt for the Certificates of Participation issued in 2011.



#### State Funding:

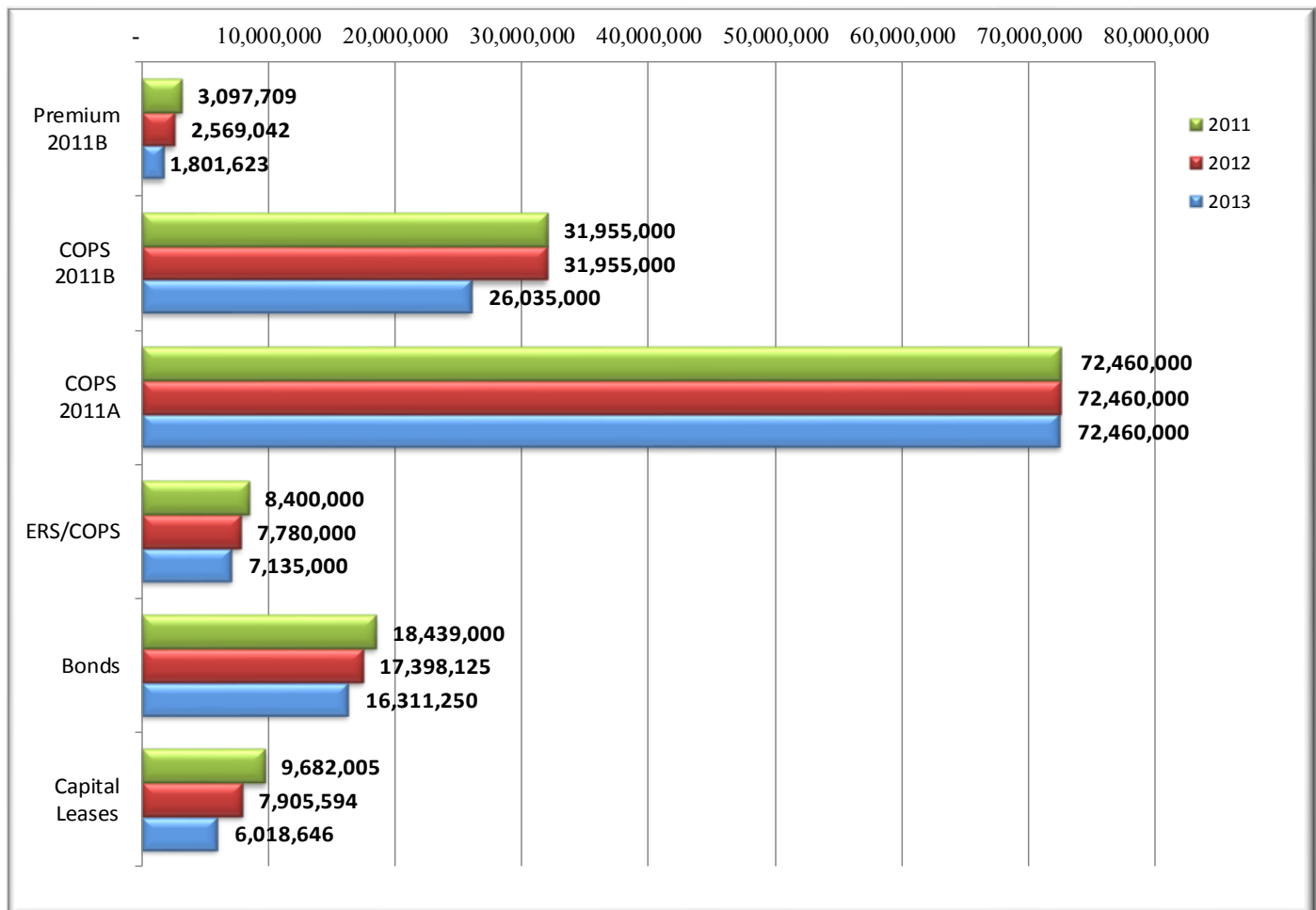
The chart to the right displays the District's Governmental Funds from the State of Georgia. Funds received from the state are to ensure that all children in the state receive an equitable educational experience.



## Outstanding Debt at Year End: **What We Owe?**

The chart below captures the District's long-term debt obligations. Over the years, the City of Atlanta has issued various annual general obligation bonds and general obligation refunding bonds on behalf of the School System. The debt service for the bonds has been funded through the School System's bonded debt portion of the annual tax levy.

<b>Outstanding Debt</b>	<b>2013</b>	<b>2012</b>	<b>2011</b>
Long-term debt			
Capital leases	\$ 6,018,646	\$ 7,905,594	\$ 9,682,005
Intergovernmental agreement-			
City of Atlanta	16,311,250	17,398,125	18,439,000
ERS, Inc. (COPS, Series 2006/2007)	7,135,000	7,780,000	8,400,000
ERS, Inc. (COPS, Series 2011A)	72,460,000	72,460,000	72,460,000
ERS, Inc. (COPS, Series 2011B)	26,035,000	31,955,000	31,955,000
Unamortized premium 2011B	1,801,623	2,569,042	3,097,709
<b>Total long-term debt</b>	<b>\$ 129,761,519</b>	<b>\$ 140,067,761</b>	<b>\$ 144,033,714</b>



## Credit Quality Risk

Credit quality risk is the risk that an issuer or other counterparty to an investment will not fulfill its obligations. The School System's policy for managing credit quality risk related to community bank certificates of deposits and repurchase agreements states such investments will only be purchased through banks having at least an AA rating.

The investment policy states Repurchase Agreements may only be purchased from a financial institution that has short-term ratings of AA or higher by Standard & Poor's (S&P) or Aa2 by Moody's. The U.S. Agencies investments are not required to be rated.

The investments subject to credit quality risk are reflected here:

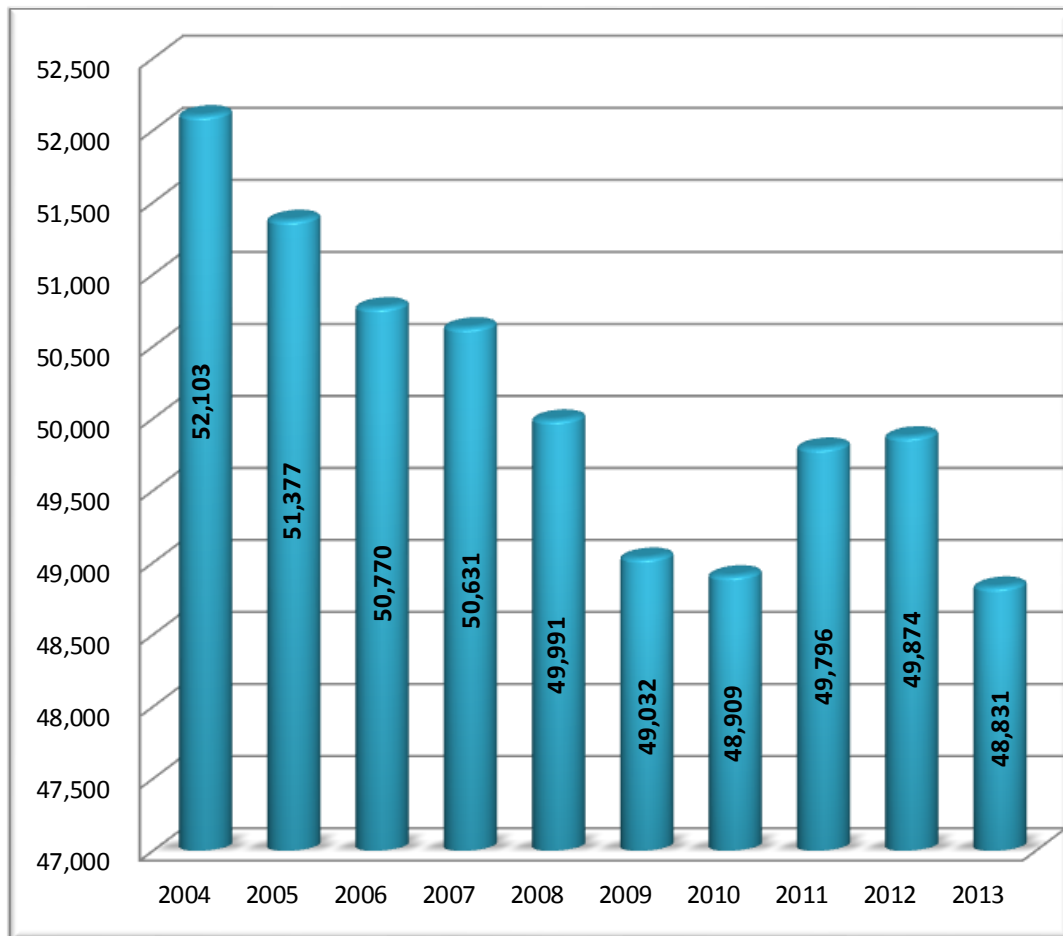


Rated Debt Instruments	Quality Ratings				
	Fair Value	AAA	AA	A/A1	NR
Debt Securities					
U.S. Agencies					
Implicitly Guaranteed:					
FNMA, FHLM, FHLB Discount Notes	\$ 65,958,053	\$ -	\$ 65,958,053	\$ -	\$ -
U.S. Government Notes & Bonds	4,503,358	-	4,503,358	-	-
Repurchase Agreements	11,000,000	-	-	11,000,000	-
Other Investments					
Money Market - Cash Equivalents	28,051,626	28,051,626	-	-	-
Georgia Fund 1 - Cash Equivalents	30,390,397	30,390,397	-	-	-
Municipal Securities	10,280,389	3,299,435	6,469,779	511,175	-
Certificates of Deposits	5,000,000	-	-	-	5,000,000
Total by Quality Rating	\$ 155,183,823	\$ 61,741,458	\$ 76,931,190	\$ 11,511,175	\$ 5,000,000



## Student Enrollment

Student enrollment (including Charter Schools) in the District has declined over the last 10 years due in part to demographic shifts. Nearly one-third of APS students relocate within and outside the district during the school year. During fiscal year 2013 the District provided a full range of educational programs and services to improve student achievement and will continue its journey to excellence.



### **Our Services (*Definitions*):**

**INSTRUCTION** is the largest expenditure category and relates directly to the classroom instruction of children, including teacher salaries.

**PUPIL SERVICES** comprise all guidance, counseling, testing, attendance, social work, and health services.

**IMPROVEMENT OF INSTRUCTIONAL SERVICES** consists of activities designed primarily for assisting instructional staff in planning, developing and evaluating the process of providing challenging learning experiences for students.

**EDUCATIONAL MEDIA SERVICES** costs are concerned with directing, managing, and operating educational media centers. Included are school libraries, audio-visual services and educational television.

**FEDERAL GRANT ADMINISTRATION** consists of activities concerned with the demands of the Federal Programs Grant Management.

**GENERAL & SCHOOL ADMINISTRATION** costs represent the Board of Education's operation of the District. Also included in this area are administrative support personnel, deputy, associate, or assistant superintendent, principals, assistant principals, and clerical staff.

**BUSINESS ADMINISTRATION** expenditures include business services such as budgeting and reporting, financial and property accounting, payroll, inventory control, accounts payable, auditing, central warehousing, purchasing, printing, and office support.

**MAINTENANCE AND PLANT OPERATION** expenditures relate to the safe and efficient environment of the school, including building maintenance, energy, grounds and custodial services.

**STUDENT TRANSPORTATION** expenditures relate to providing transportation to students who live in the Atlanta Public Schools district.

**CENTRAL SUPPORT** costs include personnel services, information technology maintenance staff and computer network maintenance contracts and risk management.

**OTHER SUPPORT & NUTRITION** includes the preparation and serving of regular and incidental meals or snacks in connection with school activities.

**CAPITAL ASSETS** are assets used in operations with an initial useful life extending beyond one reporting period.

**CAPITAL OUTLAYS** includes acquisitions of land and buildings, renovating buildings, and construction of buildings.

### **Net Position (*Definitions*):**

**NET INVESTMENT IN CAPITAL ASSETS:** Total capital assets less accumulated depreciation less debt directly related to capital assets (i.e. bond issues or donations for capital assets).

**RESTRICTED:** Resources where use is restricted externally for specific purposes.

**UNRESTRICTED:** Assets with no external restriction as to use or purpose. They can be employed for any purpose designated by the governing board.

# About APS





#### MISSION STATEMENT:

The **mission** of Atlanta Public Schools is to **educate** all students through **academic excellence**, preparing them for **success in life**, service and **leadership**.

#### VISION STATEMENT:

The **vision** of Atlanta Public Schools is to be a **student-centered, high-performing** urban school district where **all students** become successful **life-long** learners and **leaders**.



#### GUIDING PRINCIPLES:

**EXCELLENCE...**  
in everything we do

**EQUITY...**  
in the distribution of  
district resources

**ETHICS...**  
to protect our integrity

**ENGAGEMENT...**  
with our community

## Letter From the Superintendent

*Dear Students, Parents, Employees and Friends of Atlanta Public Schools,*

**W**elcome to another new and exciting school year in Atlanta Public Schools. We begin 2013-14 with a renewed commitment, once again, to educating children.

Our job is to transform students into college- and career-ready citizens who are able to compete with their 21st century counterparts around the world. The school system's five-year strategic plan — with its emphasis on excellence, equity, ethics and engagement — continues to guide our important work.

During the 2013-14 school year, we will introduce a number of new practices, and strengthen former ones to help create a positive school experience for students.

Here are some of the highlights:

**New bell schedules** to make sure our buses are on time at every stop so that students can be on time for school.

**Continued Implementation and teacher training** on the more rigorous learning standards known as the Common Core Georgia Performance Standards.

**Deeper cooperation among teachers, principals and other staff**, who are already working together to implement proven strategies that meet students' diverse needs.

**Ongoing resources** to provide students with a quality, well-rounded education that offers equitable access to the core subjects, as well as the arts, Advanced Placement courses, athletics, tutoring support, credit recovery opportunities and more.

**New school safety and security** model that will place full-time officers in many of our schools; the officers will build positive relationships with students and parents.

**Streamlined nutritious meal program** that requires no paperwork in most of our schools.

Atlanta Public Schools is a system of approximately 50,000 students, 6,000 employees and 100 schools within the great city of Atlanta. Surrounding and supporting our schools are countless parents, partners, alumni, retirees and advocates for education. Collectively, we have a legacy of excellence not only to uphold, but, more importantly, to cultivate into a living example of triumph and achievement. If we work together, we will ensure our students' success.

Best wishes to everyone for a rewarding new year.

Sincerely,

**Erroll B. Davis Jr.**, Superintendent

# ABOUT Atlanta Public Schools

## FAST FACTS ABOUT ATLANTA PUBLIC SCHOOLS 2012-2013

Student enrollment	approx. 50,000
Elementary schools	50
Middle schools	15
Single-gender academies	4
High schools	21
Nontraditional programs	2
Charter schools	13
Evening school programs	2
<b>Total APS learning sites</b>	<b>103</b>

### *Ethnic Distribution of Students*

African-American	78%
Caucasian	13%
Hispanic	6%
Multiracial	2%
Asian/American Indian/ Alaskan/Other	1%
Students eligible for free and reduced priced meals	74.76%
Number of 2012 graduates	2,093
Scholarships offered to class of 2012	\$87 million
Number of Title I Schools	95
FY13 General Fund Budget	\$574 million

Atlanta Public Schools (APS) is one of the largest districts in the state of Georgia, serving approximately 50,000 students in 103 learning facilities throughout the city of Atlanta. APS schools are organized into nine K-12 clusters which provide a quality education for our students. The cluster model provides greater access to a more equitable distribution of resources and multiple layers of support.

APS has adopted Common Core Georgia Performance Standards (CCGPS), which outline high expectations for what students should know in the 21st century and make the district part of the nation-wide initiative to standardize instruction.





# Atlanta Board of Education

The Atlanta Board of Education comprises six district representatives and three at-large representatives, all of whom are elected. In addition to creating policy for Atlanta Public Schools, the nine-member board appoints the district's superintendent, who oversees the district's day-to-day operations.

Brenda J. Muhammad  
District 1

Nancy M. Meister  
District 4

Courtney D. English  
At Large Seat 7

Howard W. Grant, Ph.D.  
Board Executive Director

Byron D. Amos, Vice Chair  
District 2

LaChandra Butler Burks  
District 5

Reuben R. McDaniel, III, Chair  
At Large Seat 8

Cecily Harsch-Kinnane  
District 3

Yolanda K. Johnson  
District 6

Emmett D. Johnson  
At Large Seat 9



## DISTRICT/SEAT ELEMENTARY SCHOOLS

District 1  
Seat 7  
Berdeen, Centennial Place, Dobbs, Dunbar Hope/Hill, Parkside, Slater, D.H. Stanton, Thomasville Heights, Wesley International Academy Charter, Intown Academy Charter, KIPP Vision Charter, KIPP Vision Primary Charter, Atlanta Neighborhood Charter Elementary, Westside Atlanta Charter

District 2  
Seat 7  
Bethune, Connally, Finch, Gideons, M.A. Jones, F.L. Stanton, Kindezi Charter, KIPP STRIVE Academy Charter, KIPP Ways Charter, Latin Academy Charter

District 3  
Seat 8  
Burgess/Peterson, Lin, Morningside, Springdale Park, Toomey/Whiteford, Drew Charter

District 4  
Seat 8  
Brandon, Brandon Primary, Garden Hills, Jackson, Jackson Primary, Rivers, Smith, Smith Primary

District 5  
Seat 9  
Adamsville Primary, Bolton Academy, Boyd, Fain, Grove Park Intermediate, Miles Intermediate, Peyton Forest, Scott, Towns, Usher/Collier Heights, West Manor, Woodson Primary

District 6  
Seat 9  
Beecher Hills, Cascade, Cleveland Avenue, Continental Colony, Deerwood Academy, Fickett, Heritage Academy, Humphries, Hutchinson, Kimberly, Perkerson, Venetian Hills

## MIDDLE SCHOOLS

King, Price, Atlanta Neighborhood Charter Middle

Brown, Kennedy

Coan, Inman, Drew Charter (6-9)

Sutton

B.E.S.T. Academy, Coretta Scott King Academy, Harper/Archer, Young

Bunche, Long, Sylvan Hills

## HIGH SCHOOLS

The New Schools at Carver, Maynard Holbrook Jackson

Douglass, Washington, KIPP Atlanta Collegiate Academy

Grady, Crim

North Atlanta

B.E.S.T. Academy, Coretta Scott King Academy, Mays

South Atlanta High Educational Complex, D.M. Threll High Educational Complex

## Our Leadership

Our superintendent is supported by his senior cabinet members, a team composed of all APS division leaders.

### SUPERINTENDENT

Erroll B. Davis, Jr.

### SENIOR CABINET

Steven W. Smith  
Associate Superintendent/  
Interim Chief Information  
Officer

Larry Hoskins  
Deputy Superintendent for  
Operations/Chief Operating  
Officer

Karen Waldon  
Deputy Superintendent for  
Curriculum and Instruction

Charles "Chuck" Burbridge  
Chief Financial Officer

William Prescott  
Interim General Counsel

Alexis Kirijan, Ed.D.  
Chief Strategy Officer

Ronnie J. Price, Sr.  
Chief Human Resources  
Officer

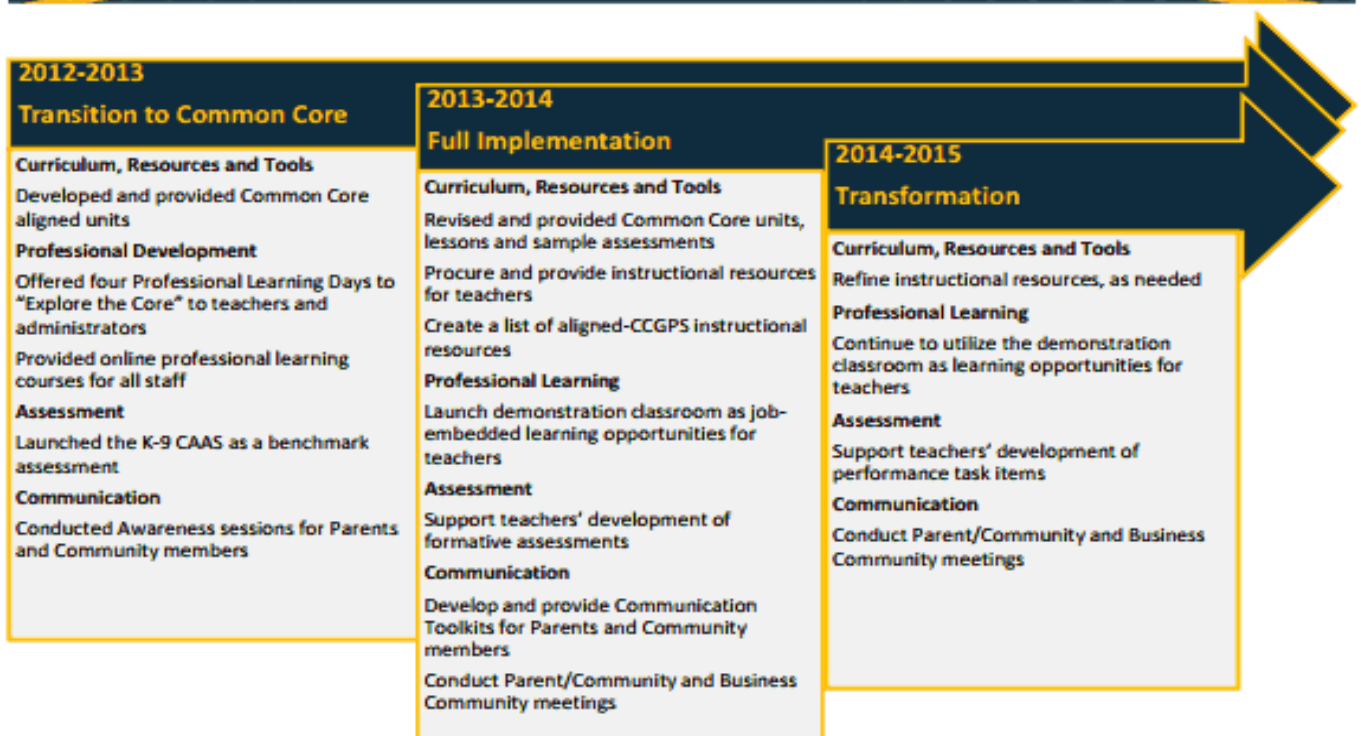




# Common Core Georgia Performance Standards

The Common Core Georgia Performance Standards were adopted by the state of Georgia in fall 2012. Georgia, like forty-five states across the nation, recognized the importance of having a set of standards that clearly state what all students should know and be able to do by the end of each grade level. These standards, shared by so many other states across the nation, give parents, students and teachers a common language and help to ensure that we are all working toward the same goals. The state of Georgia chose to adopt the Common Core standards to ensure that all students graduate from high school prepared with the skills that they will need in college, careers and life.

The Common Core Georgia Performance Standards were written for English, Mathematics and Literacy in History, Science and the Technical Subjects. The Common Core standards outline what students should know and be able to do, but do not specify how teachers should teach, what materials should be used, or what curriculum should be used



# Enhanced and Innovative Instructional Programs

## Common Core Georgia Performance Standards

Georgia adopted the K-12 Common Core Georgia Performance Standards (CCGPS) to help ensure that all students graduate from high school with the core academic knowledge and skills necessary for success in college, careers and life. Atlanta Public Schools implemented the CCGPS at the start of the 2012-13 school year.

The CCGPS instructional framework gives students the knowledge and skills employers and higher education value most, thereby giving students better opportunities after graduation and greater access to the careers of their choice.

### WHY THE COMMON CORE?

To compete in a knowledge-based global economy, we must improve the educational outcomes of our students.

The Common Core ensures that students obtain the knowledge and skills required to meet the challenges of today and tomorrow, including communications skills, perseverance in problem solving, technical reading and writing, literacy across disciplines, and the most important mathematical skills.

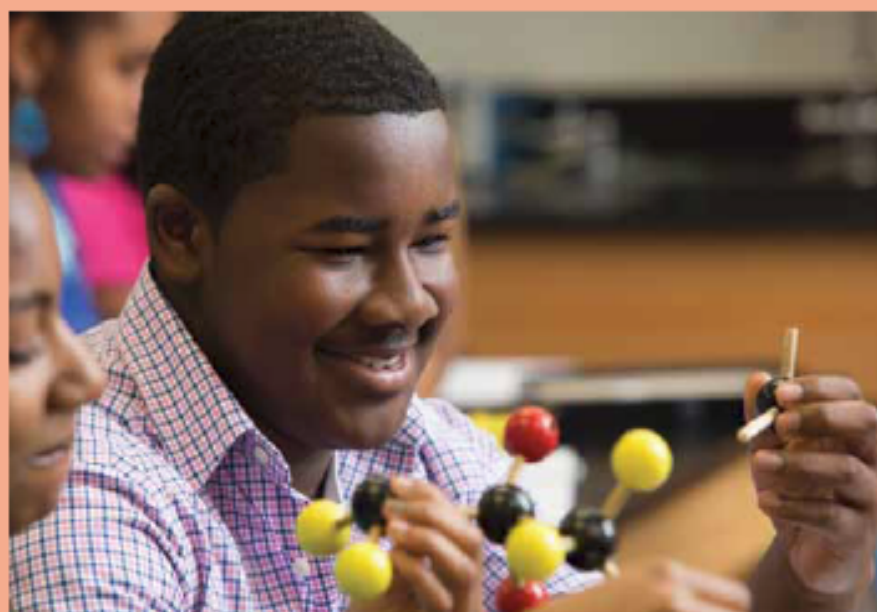
Building on the excellent foundation of standards provided by states, the Common Core State Standards are the first step in providing young people with a high-quality education.

**For more information visit,**  
[www.atlantapublicschools.us/commoncore](http://www.atlantapublicschools.us/commoncore)

## WHAT ARE THE COMMON CORE STATE STANDARDS?

### The Common Core State Standards:

- are K-12 academic standards in mathematics and English language arts/literacy.
- were developed by states, and states adopt them voluntarily.
- have been internationally benchmarked against the highest performing countries.
- help educators ensure comparability across districts, schools and states.
- provide a consistent, clear understanding of what students are expected to learn, so teachers and parents know what they need to do to help them.
- define what all students need to know and should be able to do upon graduating high school in order to be well-prepared to further their education—either in college or in a workforce training program.
- are aligned to college—and career-ready expectations; as students master the standards they will find themselves on track to graduating fully prepared for their next steps.
- provide consistent and rigorous standards and assessments that will allow schools, districts and states to monitor student performance in a way that was not possible before.
- were designed to be robust and relevant to the real world.
- reflect the knowledge and skills young people need for success in college and careers.
- build on the curricular improvements already achieved in Atlanta Public Schools over the last few years.







## Core Beliefs and Commitments



### **WE BELIEVE THAT ALL CHILDREN CAN LEARN.**

We are committed to developing students who are critical thinkers, and we are committed to creating safe school environments that best meet the social, emotional and cognitive needs of individual students.



### **WE BELIEVE THAT TEACHERS MATTER.**

We are committed to creating and supporting effective teachers and leaders for APS students.



### **WE BELIEVE THAT COMMUNITY IS CRITICAL.**

We are committed to engaging our community with the goal of creating and sustaining strong relationships.



### **WE BELIEVE ALL STUDENTS SHOULD BE FULLY PREPARED AND INSPIRED TO GRADUATE FROM HIGH SCHOOL READY FOR COLLEGE AND/OR CAREERS.**

We are committed to fully preparing and inspiring all students to graduate ready for college and/or careers.



### **WE BELIEVE THAT STUDENTS SHOULD BE LIFELONG LEARNERS.**

We are committed to developing students who will become lifelong learners that will make significant contributions to society.

### **CHARACTERISTICS OF A HIGH PERFORMING SCHOOL DISTRICT**

- A clear and shared focus
- High standards and expectations for all students
- Effective school teachers and leaders
- High levels of collaboration and communication
- Curriculum, instruction and assessments aligned with state standards
- Frequent monitoring of teaching and learning
- Focused professional development
- Supportive learning environments
- High level of family and community engagement

*Source: Washington Office of Superintendent of Public Instruction*

# Atlanta Public Schools STRATEGIC PLAN 2012-2017

## “Strategic Leadership....The Road to Excellence”

The vision of Atlanta Public Schools is to be a student-centered, high-performing urban school district, where all students become successful, life-long learners and leaders. The district has laid the foundation for this vision with the development of the 2012-2017 Strategic Plan for Atlanta Public Schools, “Strategic Leadership....The Road to Excellence”. The plan is the result of collaborative effort between the Atlanta Public Schools Board of Education, Superintendent, administrators, faculty, staff, partners and the community. The thoughtful and honest input of stakeholders on the strategic direction makes the final plan a much stronger document that provides a roadmap to address the work necessary to achieve the mission and vision for APS. The plan recognizes the critical roles of all stakeholders to implement the plan with fidelity and to ensure that all achievement are sustainable.

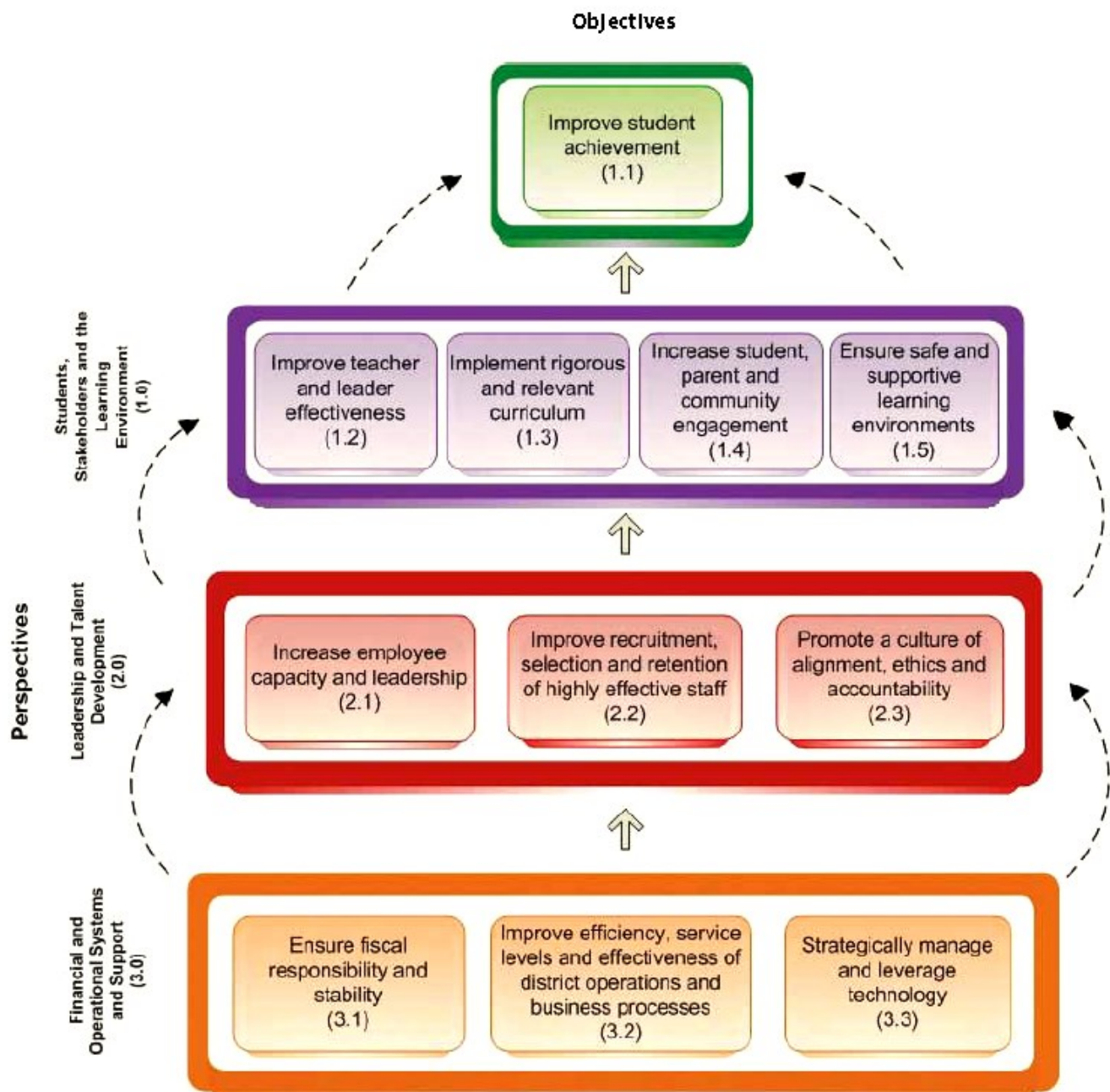


Source of information: APS Strategic Plan 2012-2017



The strategy map shown below is a visual tool illustrating how APS aligns its resources to achieve its mission to educate all students through academic excellence, preparing them for success in life, service and leadership. The map is organized into three perspectives (Students, Stakeholders and the Learning Environment; Leadership and Talent Development; and Financial and Operational Systems and Support) that define causal relationships among the 11 strategic objectives, ultimately achieving the APS mission. The map helps visualize the strategy while unifying and balance the components of the plan.

### 2012-2017 Strategy Map



Source of information: APS Strategic Plan 2012-2017



## Did You Know?

- Last year APS provided new instruments to every new orchestra program in the district.
- In Georgia, APS is one of the new districts that offer foreign language instructions to students in elementary school—even as early as kindergarten!
- All APS middle schools offer accelerated math classes.
- APS's class of 2013 earned more than \$102 million in scholarship offers, including the prestigious Gates Millennium Scholarship; 14 APS students—more than any other district in Georgia—became 2013 Gates Millennium Scholars.
- Two APS high schools will offer the IB program: North Atlanta, the oldest IB school in the southeast; and Jackson which will begin offering IB courses to juniors and seniors in the fall of 2013.
- APS is allocating 78 additional teachers throughout the district to reduce class sizes and address pressing academic needs.
- Two APS elementary schools were selected—out of only six in Georgia—to participate in a dual-language immersion program. Educators at Perkerson and D.H. Stanton will teach half

of the school day in English and the other half in a foreign language, starting with kindergarten and growing a grade each year.



## Television and Radio

WPBA TV 30, WABE FM 90.1 Radio and APS Cable Channel 22 are broadcast services of Atlanta Public Schools.



Atlanta's PBA 30 television station provides the metro Atlanta area more than 70 hours of award-winning, high-quality educational programming each week.



Atlanta's National Public Radio (NPR) affiliate offers 24-hours of news, music and community affairs. Weekday programming includes NPR's "Morning Edition," and "All Things Considered."



APS Cable Channel 22 delivers up to date information, student-anchored news shows, feature programs that highlight success stories in the district, student-produced programming, and adult learning programming to meet the needs of Atlanta Public Schools students and educators.

## Keeping You Informed



**SCHOOL WEBSITES** – Every APS school has its own website. Note upcoming events and easily access your faculty and staff. All school web addresses are listed under the "Schools" section on the district homepage.



**TALKUPAPS.COM** – The district's blog is updated throughout the day with the latest news, photos and videos. Bookmark [TalkUpAPS.com](http://TalkUpAPS.com) today.

## Social Media



**FACEBOOK** – Follow Atlanta Public Schools. Visit [www.facebook.com/atlantapublicschools](http://www.facebook.com/atlantapublicschools).



**PINTEREST** – Join APS on the fastest-growing social media site online, Pinterest. Over 250 "pins" including websites for students, teacher resources and education news stories. [www.pinterest.com/apsupdate](http://www.pinterest.com/apsupdate)



Check out our blog on **TUMBLR**. Comment on our posts, or share your own APS text snippets, photos and videos.



**TWITTER** – Get the latest APS news and tips by following us on Twitter. Visit [@APUpdate](http://www.twitter.com) and click "follow."



**YOUTUBE** – View videos about district events, school activities and student achievement on our APS YouTube channel: [www.youtube.com/apsupdate](http://www.youtube.com/apsupdate)



Source of information: APS Student Guidebook & Handbook