

Atlanta Public Schools FACILITIES MASTER PLANNING

Atlanta Board of Education Retreat

August 30, 2019



Tuskegee Airmen Global Academy 2019 Construction

Retreat Objectives

1

Agree on Objectives of Facilities Master Plan

Optimize Usage and Efficiency of all Facilities

Comprehensive Analysis of Whole System

Set Strategic, Equitable System-Wide Goals

Community-Wide Engagement

2

Concur with the Master Planning Process

Roles

Overall Flow and Timing

Collect, Share, Decision Making

3

Agree on Updated Goals and Guiding Principles

Those previous to remain

Those previous or new that are to be reviewed: add, modify, delete

Agenda



➤ Introduction & Background

Process

APS Vision & Principles

Existing Conditions & Drivers

Goals for the Master Plan

Closure

Next Steps

Facilities Master Planning Team



SIZEMORE GROUP
Planning



BLEAKLY ADVISORY GROUP
Real Estate and Demographic Analysis



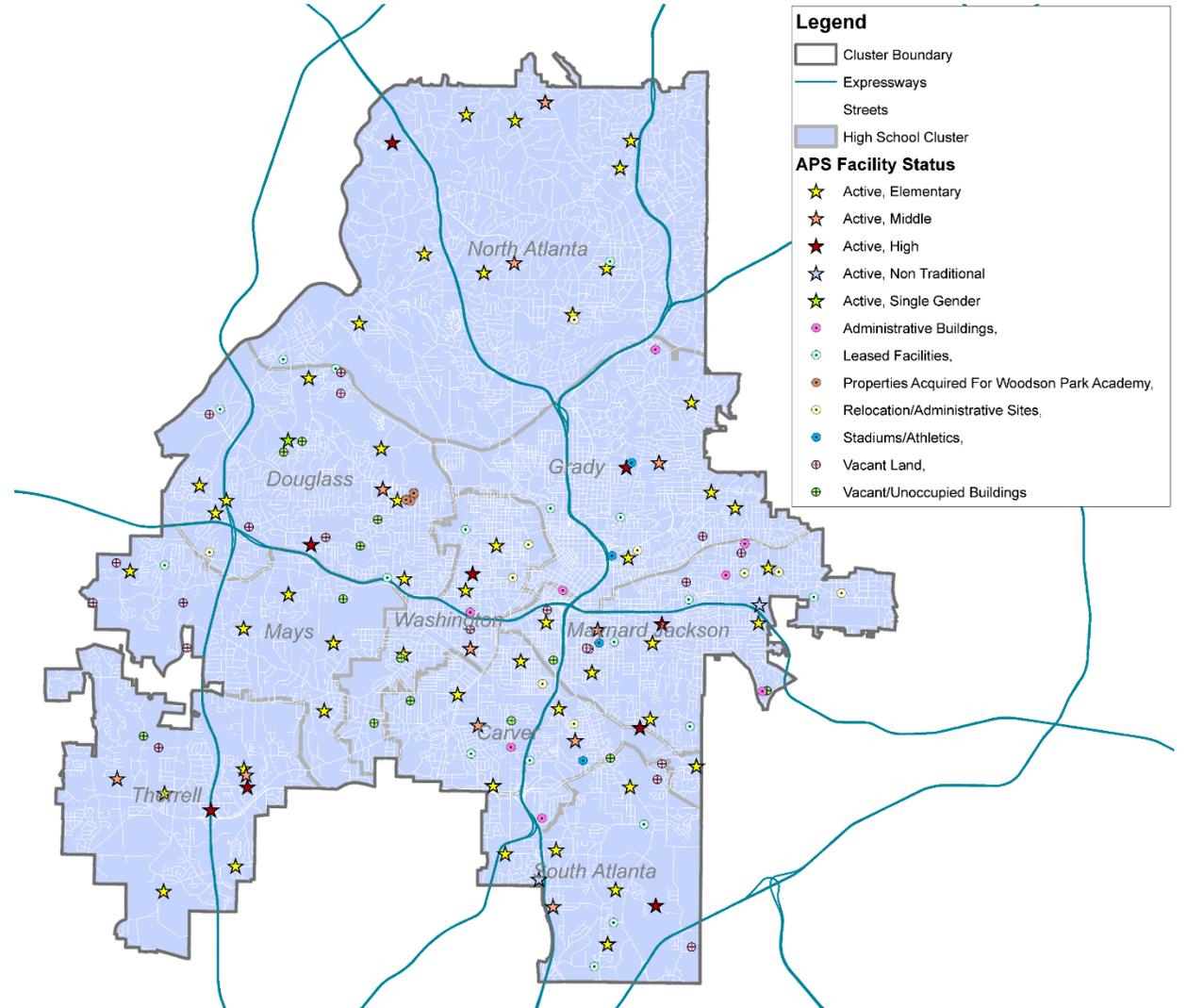
SYCAMORE
Engagement



HL STRATEGIES
Communications

Objectives of Facilities Master Plan

- ➔ Optimize Usage and Efficiency of all Facilities
- ➔ Comprehensive Analysis of Whole System
- ➔ Set Strategic, Equitable System-Wide Goals
- ➔ Community-Wide Engagement



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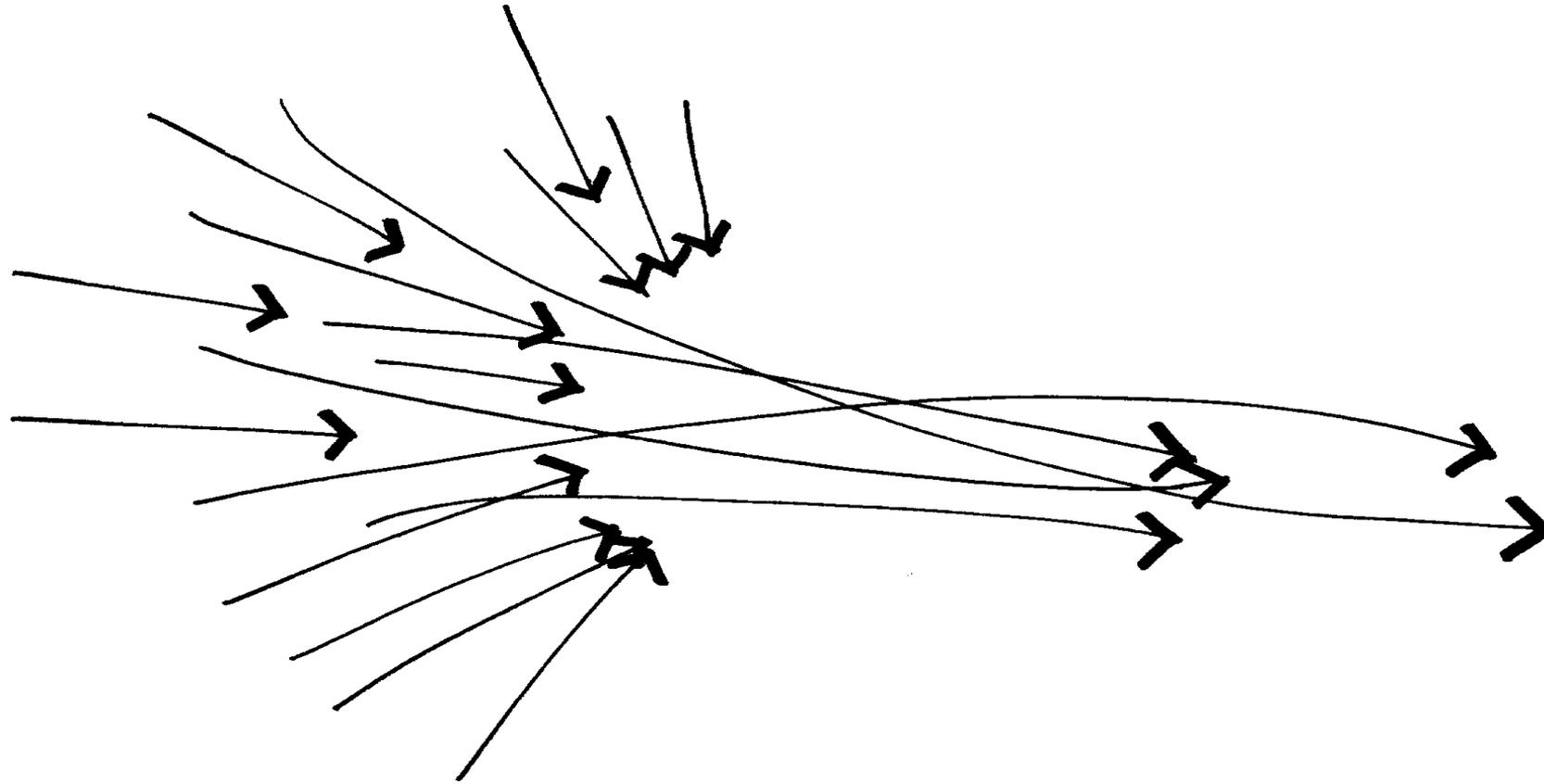
Existing Conditions & Drivers

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Facilities Master Planning for APS



Strategic

Cluster

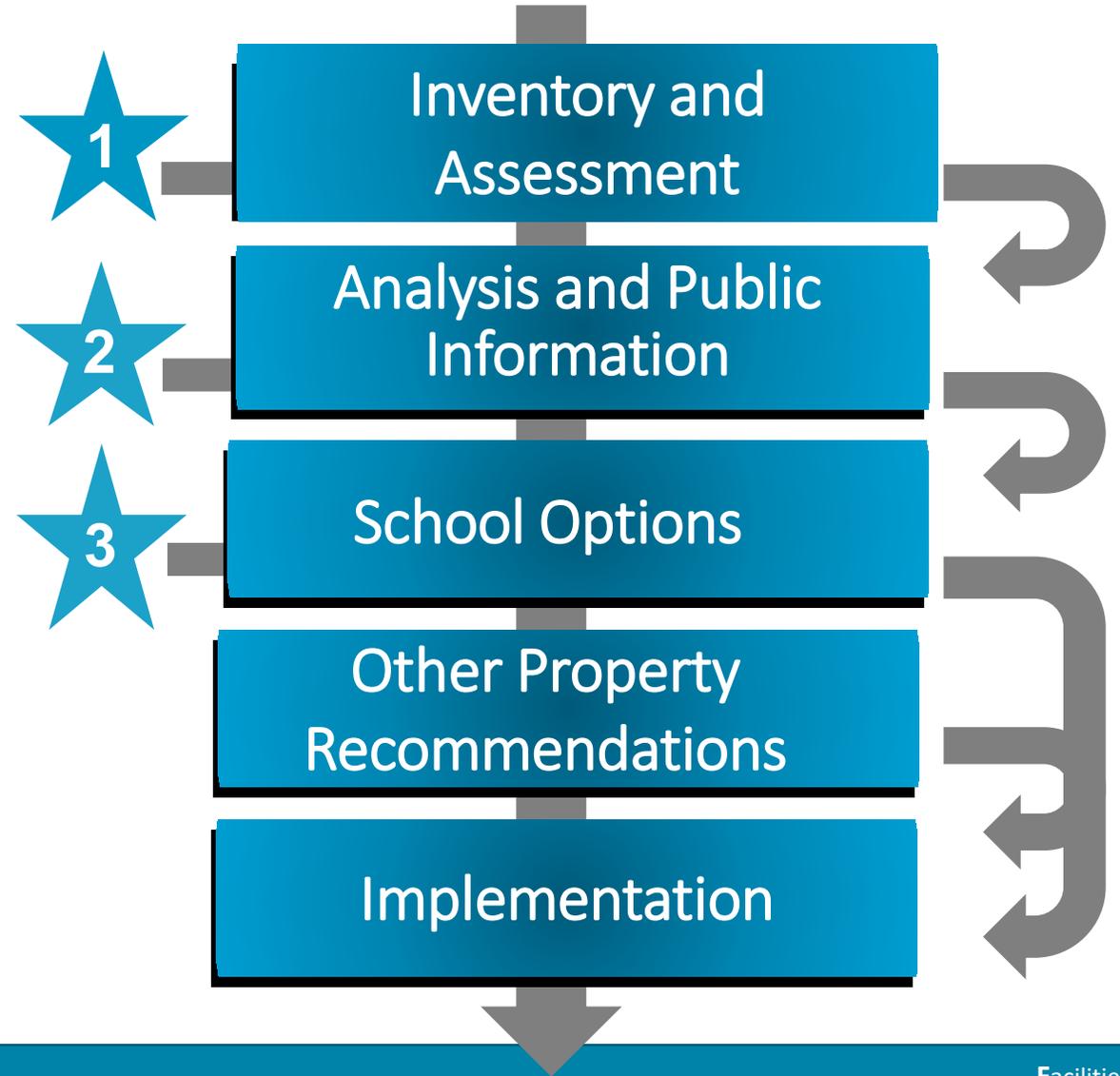
School

Capital Project



Scope & Flow

- FEEDBACK LOOP
- COLLECT | SHARE | DECIDE
- ENGAGEMENT
 - Board
 - Community
 - Key Sessions ★



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Foundation



Mission

With a caring culture of trust and collaboration, every student will graduate ready for college and career.

Vision

A high-performing school district where students love to learn, educators inspire, families engage, and the community trusts the system.

Guiding Principles

Excellence in everything we do
Engagement with our school community
Ethics to rebuild our integrity
Equity in our approach to decision-making

Core Values

1. Putting Students and Schools First
2. Commit to Teamwork
3. Focus on Communication
4. Demonstrate Respect for Others
5. Be Accountable
6. Act with Integrity
7. Embrace and Drive Change

Guiding Principles



Communication
Community Input
Safety & Security
Academic Fit
Co-Curricular Support
Educational Equity
Fiscal Responsibility
Optimal Utilization
Sustainability

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Economic Context Impacting APS

| Factor | 2009 | 2019 |
|---------------------------------------|--|---|
| Metro-Atlanta Economy | <p><u>In severe recession:</u></p> <ul style="list-style-type: none"> • 2.43 million jobs • Nearly 245,000 unemployed • 9.1% unemployment rate | <p><u>In prolonged growth period:</u></p> <ul style="list-style-type: none"> • 2.96 million jobs • Less than 116,000 unemployed • 3.8% unemployment rate |
| Housing Market Conditions | <p><u>Housing values declining</u> - Subprime lending and the foreclosure crisis impacting many Atlanta neighborhoods, prospects for new housing development non-existent in many parts of the City</p> | <p><u>Housing values increasing</u> – gentrification and loss of affordable housing impacting many Atlanta neighborhoods, prospects for new housing development strong in many parts of the City</p> |
| Trends Influencing APS Schools | <ul style="list-style-type: none"> • Housing market conditions restricting the mobility of families with middle and high-school aged children to out-migrate to suburban districts • Charter schools relatively new and their impact on APS enrollment is uncertain • Student mobility across attendance zones beginning to emerge as a significant trend • Increase in private school students enrolling in APS for economic reasons • AHA public housing sites rapidly vacating | <ul style="list-style-type: none"> • Housing market conditions attracting more families to live closer to or within the City • Charter schools now well established • Student mobility across APS attendance zones is more widespread • Economic conditions favorable to growing private school enrollment • Several AHA sites being planned for mixed-income redevelopment • Population growth accelerating in areas throughout the city |

Market Context Impacting APS

Plans for next wave of catalytic projects that continue to take shape

- The Gulch
- Georgia State Stadium (Turner Field) Area
- Ft. McPherson Re-use
- AHA former public housing sites
- MARTA TOD sites
- “Aerotropolis Atlanta” and others

The implications of emerging market forces for Atlanta’s future school-aged population and APS enrollment are not immediately clear. Understanding these impacts will be the focus of our analysis over the next several weeks.

Market Context Impacting APS

Summary Observations and Conclusions

- Atlanta's economy and housing market has recovered MUCH faster than expected.
- APS enrollment has modestly underperformed the 2010 APS enrollment forecasts. (These refer to the underlying assumptions contained in, and the resulting APS enrollment forecasts prepared ten years ago).

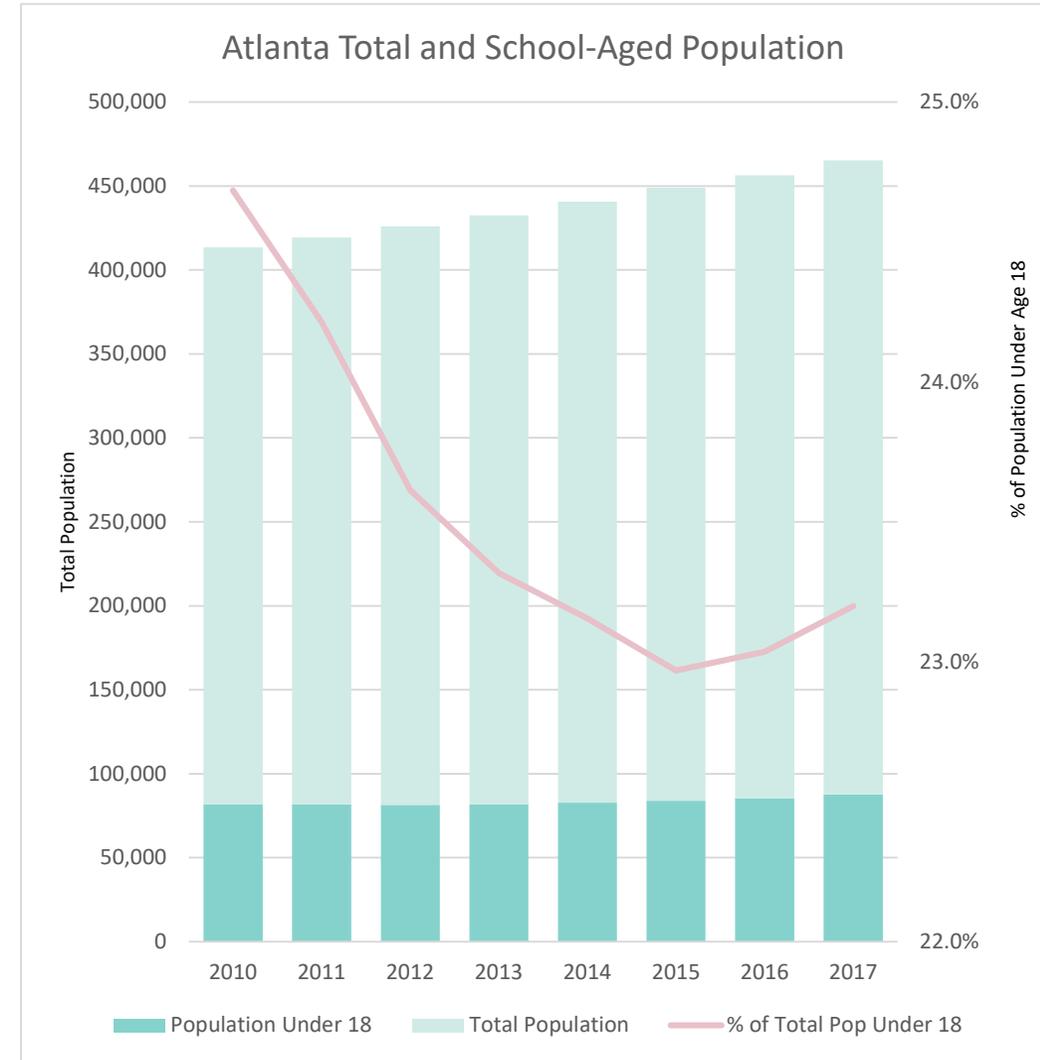
How have market forces impacted that outcome?

- Rising costs are driving new housing products to higher density and smaller units.
- Atlanta's new residents are primarily without children. New housing are generally not producing corresponding growth in student population.
- New for-sale housing types that are more suitable for families with children are becoming increasingly cost prohibitive.

Existing Conditions: Demographic Analysis

- The City's overall population has been growing at a 1.7% average annual rate since 2010, yet the population under age 18 has increased by less than 1% per year.

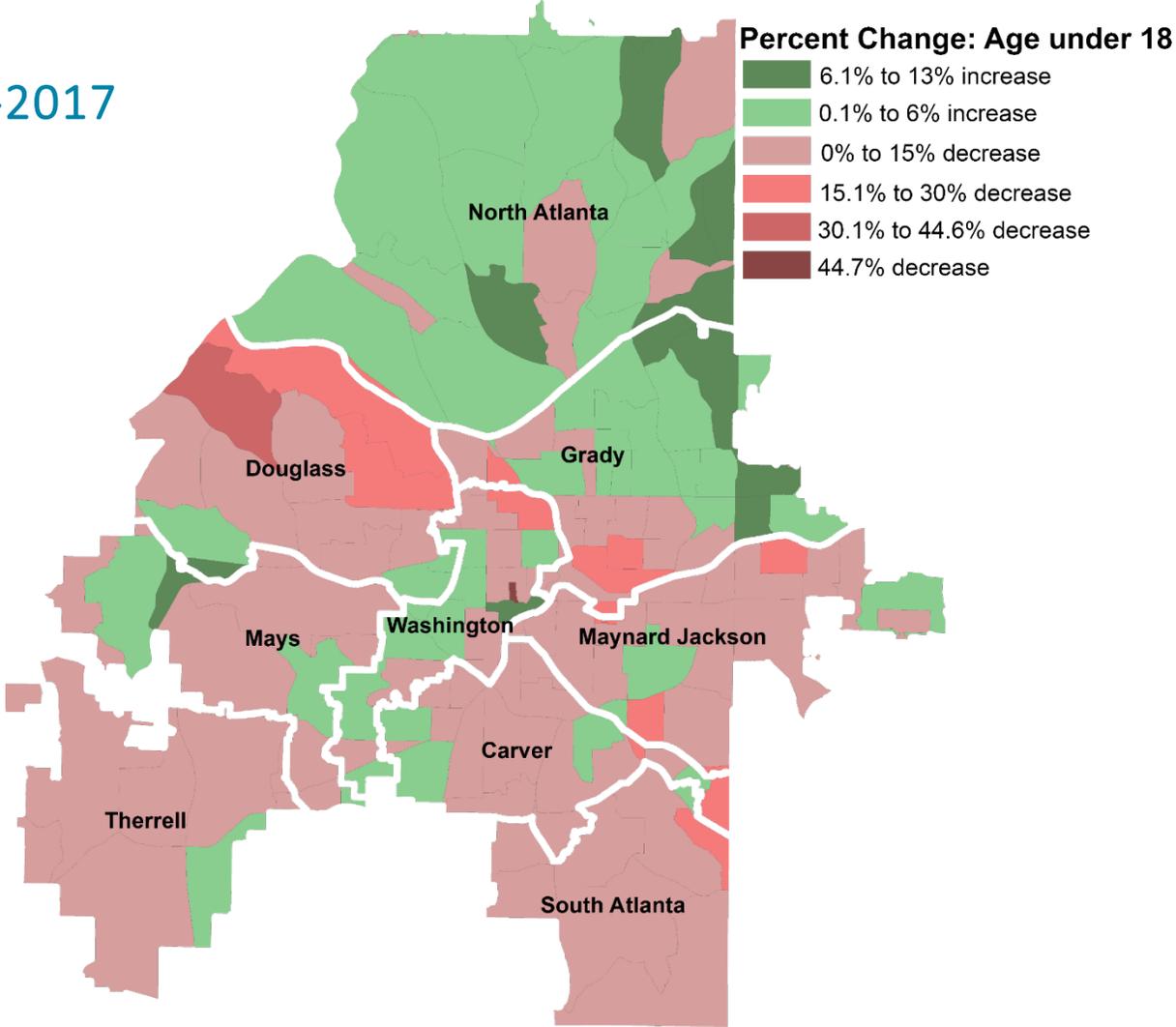
Will a percentage of these new households have children in the future? Will they continue to reside in Atlanta? If so, what types of housing will they occupy and where?



Source: US Census Data

Existing Conditions: Demographic Analysis

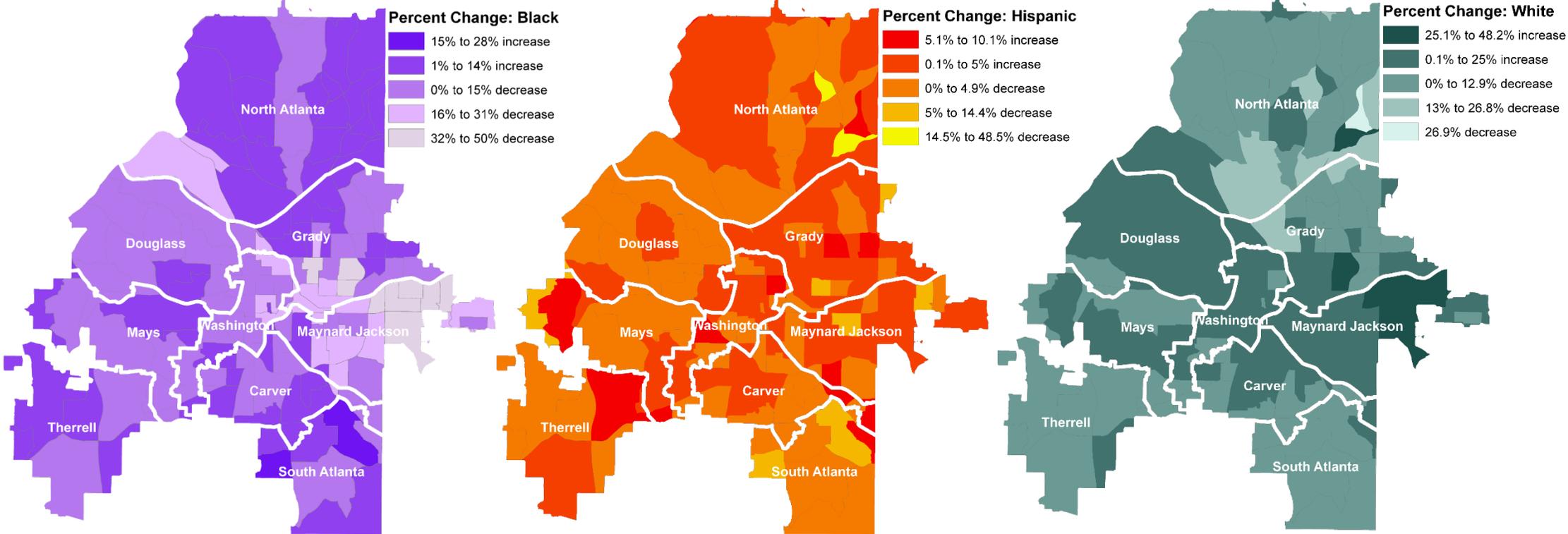
2000-2017



Source: Data is based on estimate from Atlanta Regional Commission and is based on Census Tracts.

Existing Conditions: Demographic Analysis

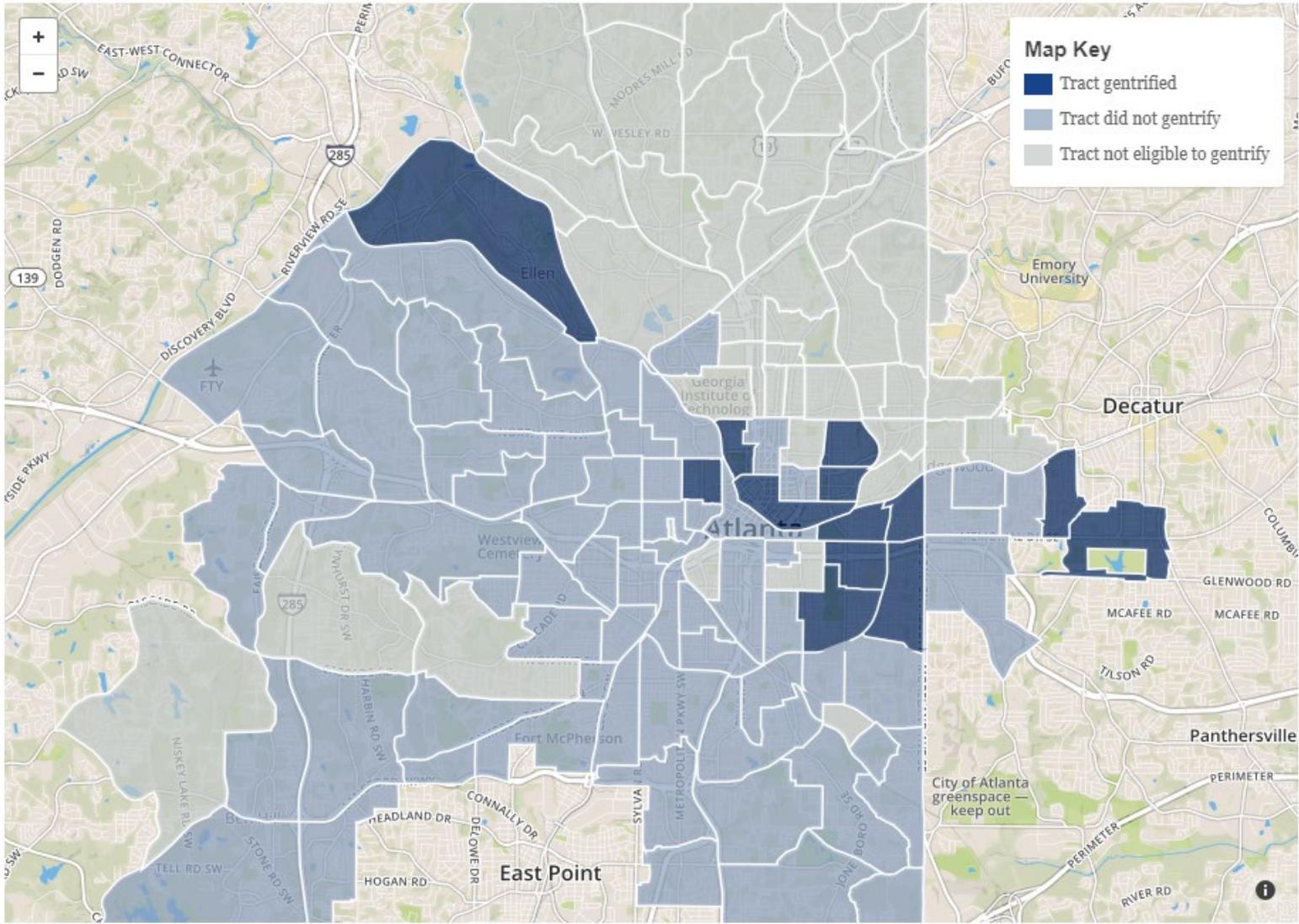
2000-2017



Source: Data is based on estimate from Atlanta Regional Commission and is based on Census Tracts.

Existing Conditions: Atlanta Gentrification Maps

1990 Census – 2000 Census



Source:
<https://www.governing.com/gov-data/atlanta-gentrification-maps-demographic-data.html>

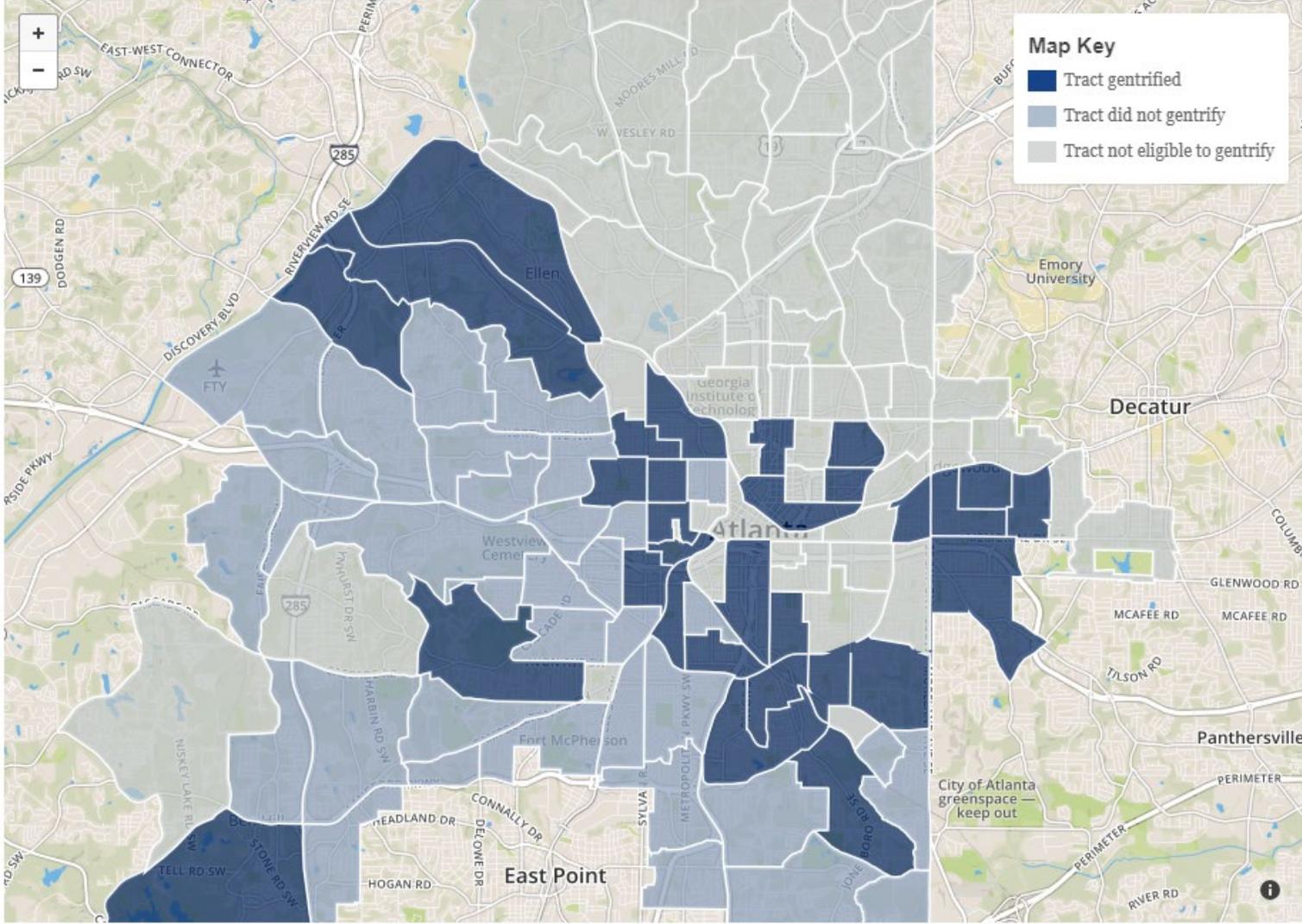
Factors Considered:

- Population
- Median Home Value
- Bachelor’s Degree
- Median Household Income

NOTE: Data shown correspond to current tract boundaries, which may have changed from prior Census years. Estimates are from the US2010 Longitudinal Tract Data Base project of the Russell Sage Foundation and Brown University

Existing Conditions: Atlanta Gentrification Maps

2000 Census – Present



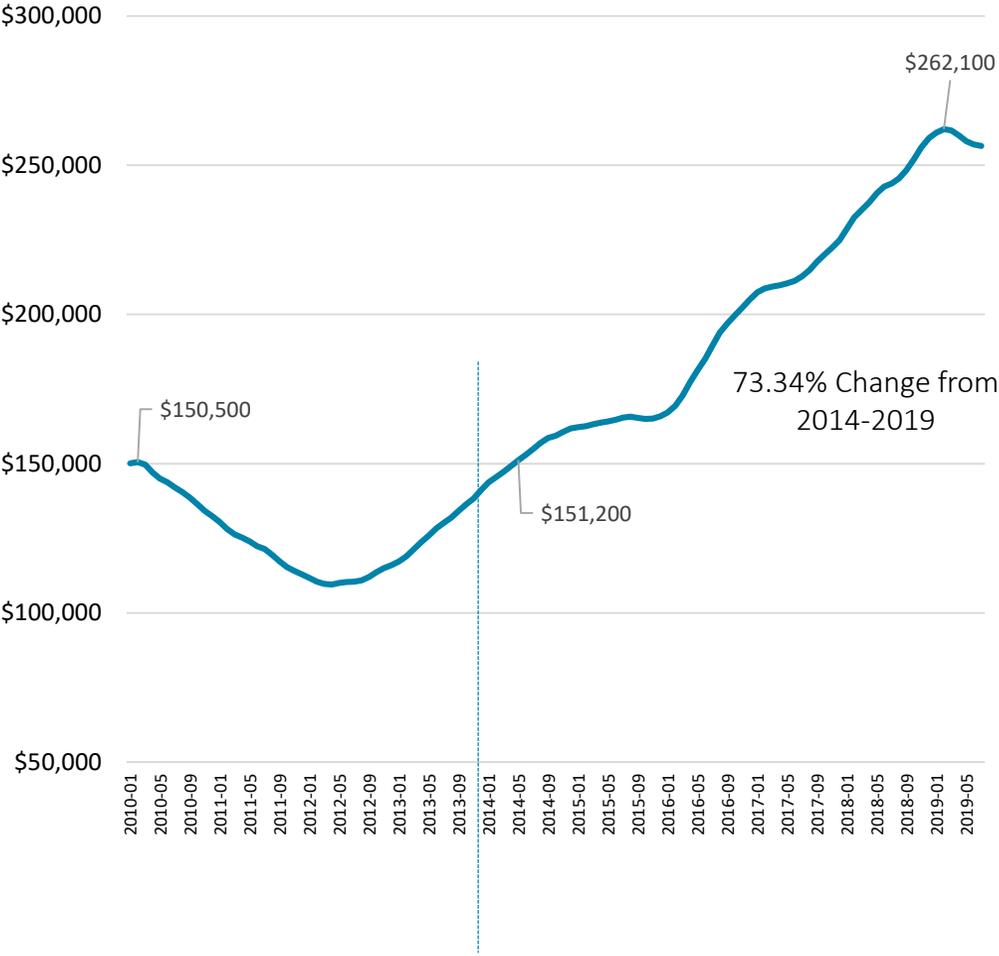
Source:
<https://www.governing.com/gov-data/atlanta-gentrification-maps-demographic-data.html>

Factors Considered:
Population
Median Home Value
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Median Household Income

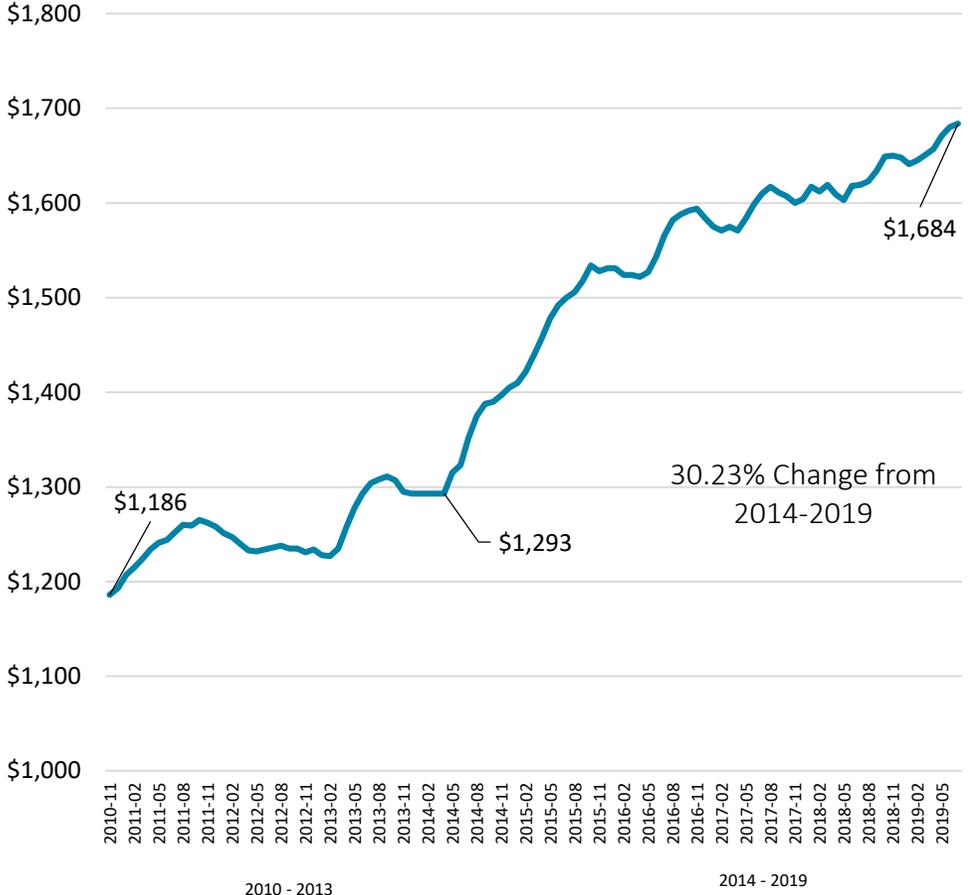
NOTE: Data shown correspond to current tract boundaries, which may have changed from prior Census years. Estimates are from the US2010 Longitudinal Tract Data Base project of the Russell Sage Foundation and Brown University

Existing Conditions: Atlanta Housing Costs & Apartment Rents

City of Atlanta New and Resale Home Prices



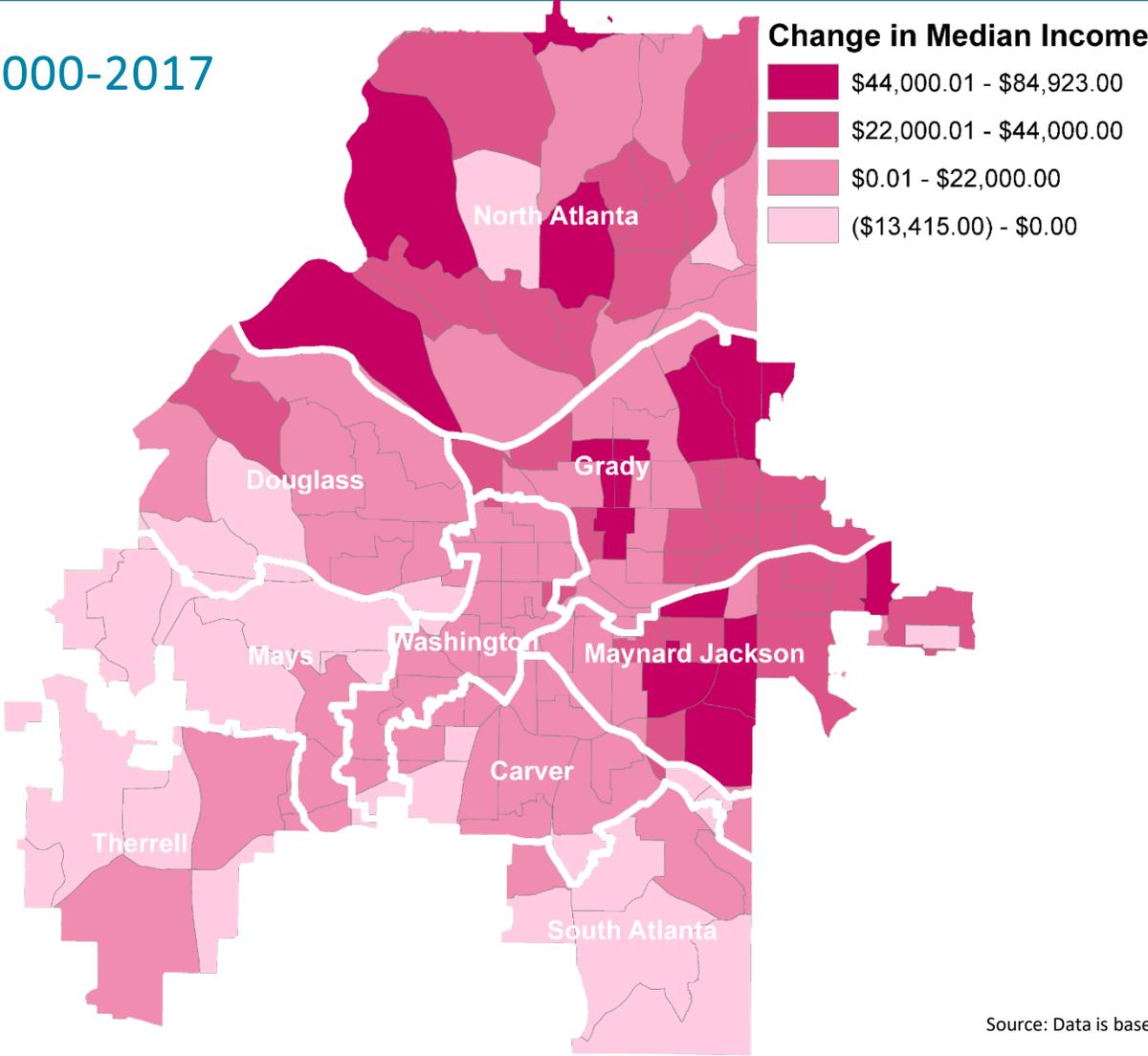
City of Atlanta Average Apartment Rents



Based on Data from CoStar

Existing Conditions: Change in Median Income

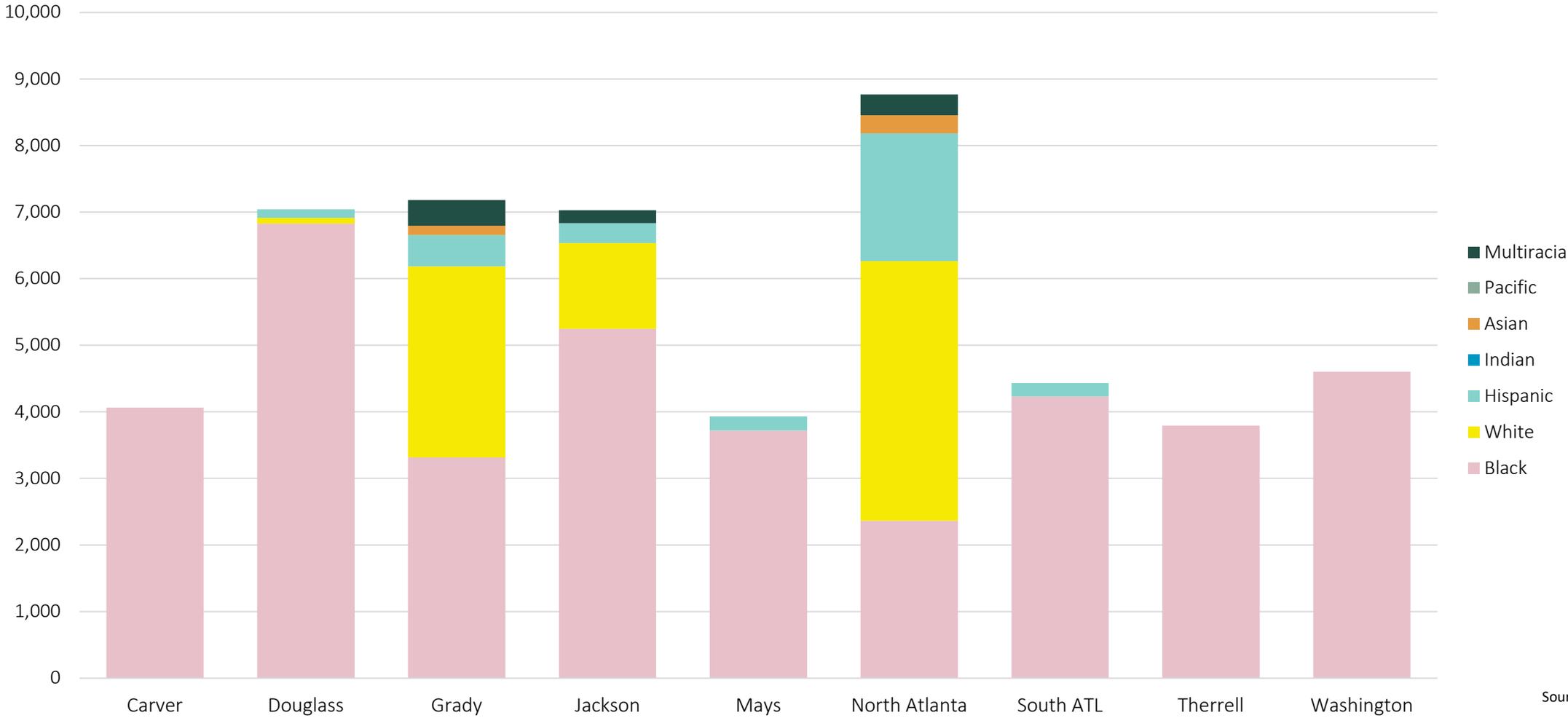
2000-2017



Source: Data is based on estimate from Atlanta Regional Commission and is based on Census Tracts.

Existing Conditions: APS Enrollment by Ethnicity/Race

2018-2019 ENROLLMENT BY ETHNICITY/RACE



Source: Atlanta Public Schools

Agenda



D.M. Therrell HS

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Facilities Master Plan Goals

The planning for this project is guided by these goals:

To create flexible, innovative and long-lasting environments.

To strengthen communities through quality schools.

To provide an equitable distribution of instructional space among all facilities.

To optimize operational efficiency.



Note: goals were defined in the RFP

Questions for Consideration

What will constitute ‘a successful master planning process’?

What must this plan accomplish?

For APS | For the City of Atlanta: Interagency dialogue (AH, IA, Planning) | Beyond

What is the most important outcome this process must provide for, enable, or support?

What are your Issues or Concerns?



Discussion

In light of the responses to the previous questions, and reflecting back on the APS Master Plan Goals ...

What should we keep as is?

What would you want to consider*:

- ❖ *Modifying or Expanding*
 - ❖ *Adding*
 - ❖ *Deleting*

** Consider = open for further discussion / review*

To create flexible, innovative and long-lasting environments.

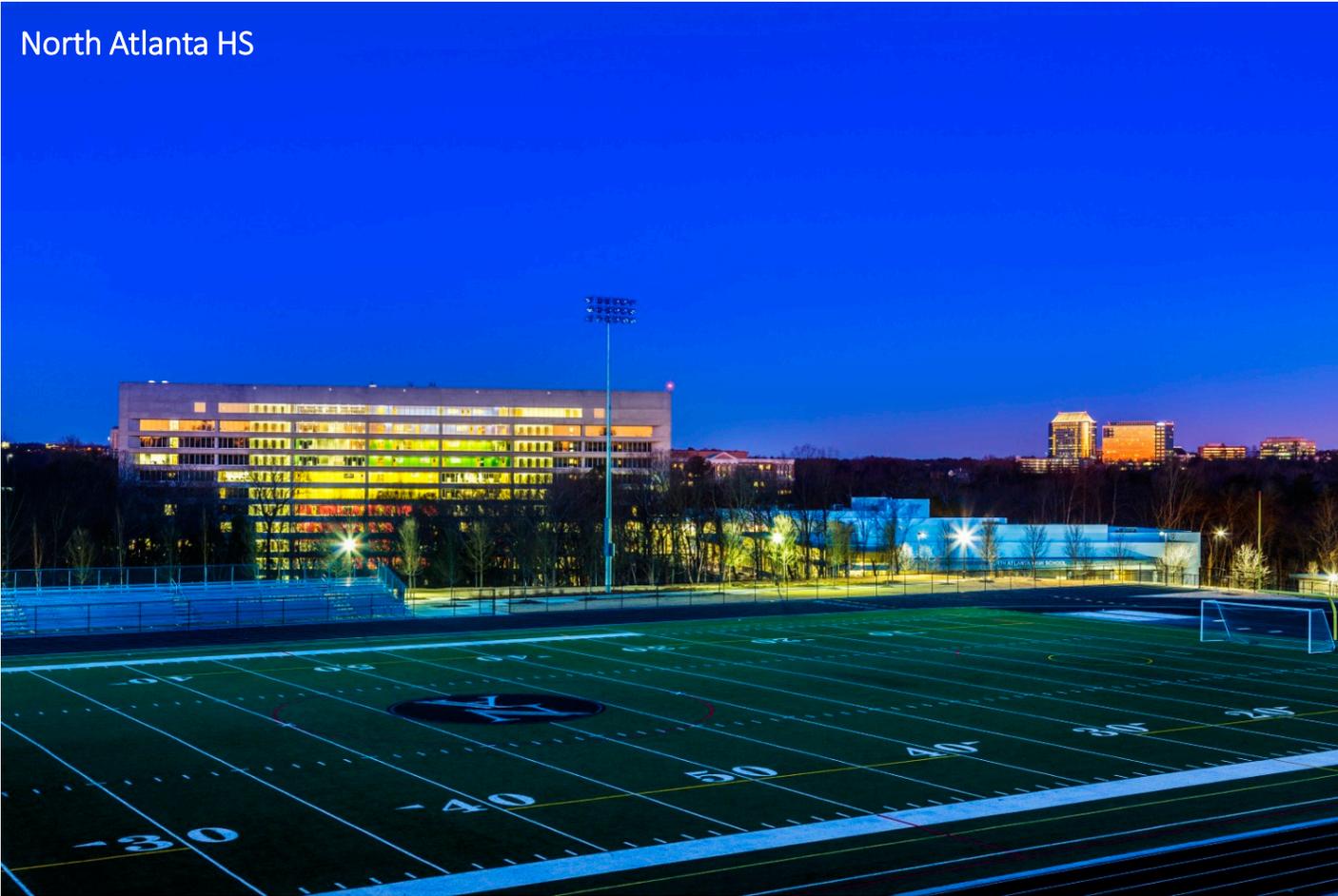
To strengthen communities through quality schools.

To provide an equitable distribution of instructional space among all facilities.

To optimize operational efficiency.

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North Atlanta HS



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Maynard H. Jackson HS



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Next Steps



Draft Community Conversation Schedule

| Topic | Proposed Date | Time | Type |
|--|------------------------------|-------------------|----------------------|
| Data & Goals | Friday, August 30, 2019 | 9:00 am - 1:00 pm | BOE Retreat: 9am-1pm |
| | Wednesday, October 2, 2019 | 6:00 - 8:00 pm | Regional 6-8pm |
| | Wednesday, October 16, 2019 | 6:00 - 8:00 pm | Regional 6-8pm |
| | Thursday, October 17, 2019 | 6:00 - 8:00 pm | Regional 6-8pm |
| | Wednesday, October 23, 2019 | 6:00 - 8:00 pm | Regional 6-8pm |
| Attendance, Enrollment & Capacity | Thursday, November 14, 2019 | 9:00 am - 1:00 pm | BOE Retreat: 9am-1pm |
| | Thursday, December 5, 2019 | 6:00 - 8:00 pm | Regional 6-8pm |
| | Monday, December 9, 2019 | 6:00 - 8:00 pm | Regional 6-8pm |
| | Wednesday, December 11, 2019 | 6:00 - 8:00 pm | Regional 6-8pm |
| | Monday, December 16, 2019 | 6:00 - 8:00 pm | Regional 6-8pm |
| Recommended Options | Thursday, January 30, 2020 | 9:00 am - 4:00 pm | BOE Retreat: 9am-4pm |
| | Wednesday, February 12, 2020 | 6:00 - 8:00 pm | Cluster 6-8pm |
| | Thursday, February 13, 2020 | 6:00 - 8:00 pm | Cluster 6-8pm |
| | Wednesday, February 19, 2020 | 6:00 - 8:00 pm | Cluster 6-8pm |
| | Thursday, February 20, 2020 | 6:00 - 8:00 pm | Cluster 6-8pm |
| | Wednesday, February 26, 2020 | 6:00 - 8:00 pm | Cluster 6-8pm |
| | Wednesday, March 4, 2020 | 6:00 - 8:00 pm | Cluster 6-8pm |
| | Wednesday, March 11, 2020 | 6:00 - 8:00 pm | Cluster 6-8pm |
| | Thursday, March 12, 2020 | 6:00 - 8:00 pm | Cluster 6-8pm |
| | Wednesday, March 18, 2020 | 6:00 - 8:00 pm | Cluster 6-8pm |
| | Thursday, April 30, 2020 | 9:00 am - 4:00 pm | BOE Retreat: 9am-4pm |
| Proposed First Read of Final Recommendations | Monday, May 4, 2020 | | BOE Meeting |
| Proposed Second Read & Vote of Final Recommendations | Monday, June 1, 2020 | | BOE Meeting |

Note: draft schedule & is subject to change

Appendix



2008 BuildSmart Planning Parameters

1. Class Size

For facilities, the planning team will calculate APS capacity at:

- Elementary (K-5) – 21 students/classroom
- Middle (6-8) – 24 students/classroom
- High (6-12) - 25 students/classroom

Note: In 2017 APS switched from planning capacity in all grade levels @25 to the capacities defined in the Student Success Formula.

2. Existing Breakdown of Grades

- They will be maintained as they currently exist: K-5, 6-8, 9-12
- If K-5 is provided in two separate buildings on one site, a K-3 & 4-5 split is preferred.
- APS will add Pre-K to existing elementary schools only if excess facility capacity exists.
- Additional APS Breakdown of Grades
 - K-8
 - K-7
 - K-12
 - 6-12
 - 5-8

3. Maximum & Minimum School Size

Target ranges for the size of schools are established as:

- Elementary School 450 – 600 Students
- Middle School 750 - 900 Students
- High School 1200 - 2000 Students

Pre-school: Use of available space in elementary school will be allowed provided that there is no displacement of K-5.

4. Site Size

The following APS site standards, which include provision of recreation fields and parking, have been established:

- Elementary School (5-6 Acres)
- Middle School (10-12 Acres)
- High School (25-27 Acres)

Note: The Build Smart planning team, in consultation with APS Instruction and mindful of the urban conditions of the system, developed the above standards for consideration.

2008 BuildSmart Planning Parameters

5. School Capacity Planning

The facilities will be organized around Elementary School attendance zones. Middle schools will be arranged by the sum of specific Elementary school attendance zones. High schools will be arranged based on the sum of specific Middle school attendance zones. If the population of a middle school must be split to accommodate High school population limits, the split will occur along Elementary School attendance zone boundaries.

The Policy of “Administrative Transfers” will remain, but the facilities will be planned on the basis of the Demographic count of students within the attendance zone. Administrative transfers will be limited to current or planned permanent space.

How the Capacity is Used:

“The planning team will calculate an “APS Capacity” for every school facility reflective of current instructional programs at each school. APS Capacity will be determined by multiplying the class size maximum by the number of core classrooms, excluding common instructional spaces (such as Media Centers, Gyms, Art Rooms, etc.)” *(Source: 2001 Build Smart Master Plan; Systemwide Profile; Goals and Assumptions; APS Planning Guidelines Pg. 1.11)*

6. Surplus Property

School sites will be identified for future sale if they are well below site standards, are within close distance of an existing school (½ mile for elementary schools) and/or not supported by the population trends for the year 2005. Sites may be exempted if large enough to house a future Elementary School site, or if designated for a specific school support use. All sites identified for future sale will be appraised and recommended to the Board for their consideration before site specific solicitation of community and private developers.

Disposal: 2015-2018

Adair
Arkwright
Daleview
Milton

APS Policies & GA Law

Transportation

The Atlanta Public Schools transportation policy dictates that bus stops are placed outside the shortest 1 mile navigation of elementary schools, and 1½ mile navigation of middle and high schools. **Students living less than 1 or 1 ½ miles of their school are assigned to the walk-zone.**

Transportation out of zone will not be provided for Administrative Transfers

*(Source: APS Pupil Transportation Department Policies Webpage August 12, 2019
<https://www.atlantapublicschools.us/domain/5848>)*

Administrative Transfers

Georgia Law

Georgia's Public School Choice Law (Intradistrict Transfer), allows city of Atlanta residents the option to apply to attend a public school outside of their zoned school area, if space is available. (O.C.G.A. § 20-2-2131 also known as House Bill 251).

APS Policies

Residents interested in attending an APS school, but **live outside of the city of Atlanta**, may attend if space is available, and pay non-resident tuition. For current non-resident tuition rates, contact the APS Office of Student Assignment and Records, send an email to studentassignment@atlanta.k12.ga.us or call 404-802-2233.

APS offers two types of School Choice transfers:

- General Administrative Transfers – permits students to attend an out-of-zone school **until the highest grade of school** (as allowable by Cohort aging).

- Georgia Special Needs Scholarship Transfers – permits eligible special education students to request a transfer to another APS school on the basis of special needs.

*(Source: APS Website: Student Transfer Options
<https://www.atlantapublicschools.us/transfers>)*

Atlanta Public Schools Facility Master Plan (FMP) Guiding Principles



FMP: Guiding Principles

Communication

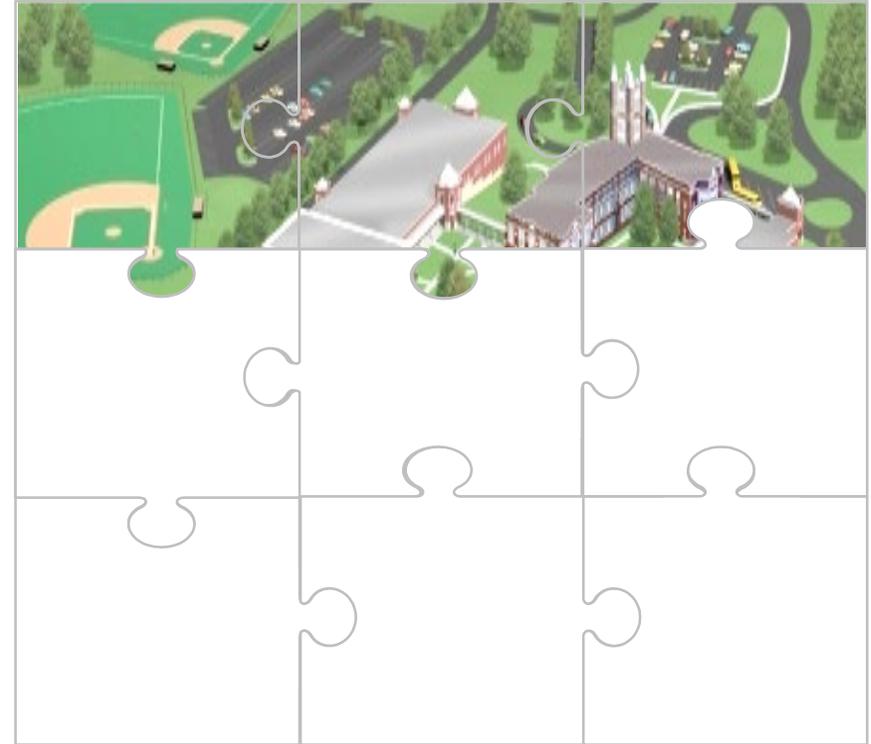
The District will strive to provide multiple opportunities and varied means of communication tailored to community needs that equip stakeholders with an understanding of the institutional facility investments over time.

Community Input

The District will strive to provide opportunities for input as part of the decision-making process, as well as educate school communities of the institutional facility investments at specific school sites.

Safety & Security

The safety and security of APS students and staff is a top priority. The Facility Master Plan (FMP) will support safety and security measures at all District facilities through compliance with all safety codes and regulations. The District will incorporate safety and security best practices in the design, construction, maintenance, and operation of the District's facilities.



FMP: Guiding Principles

Academic Fit

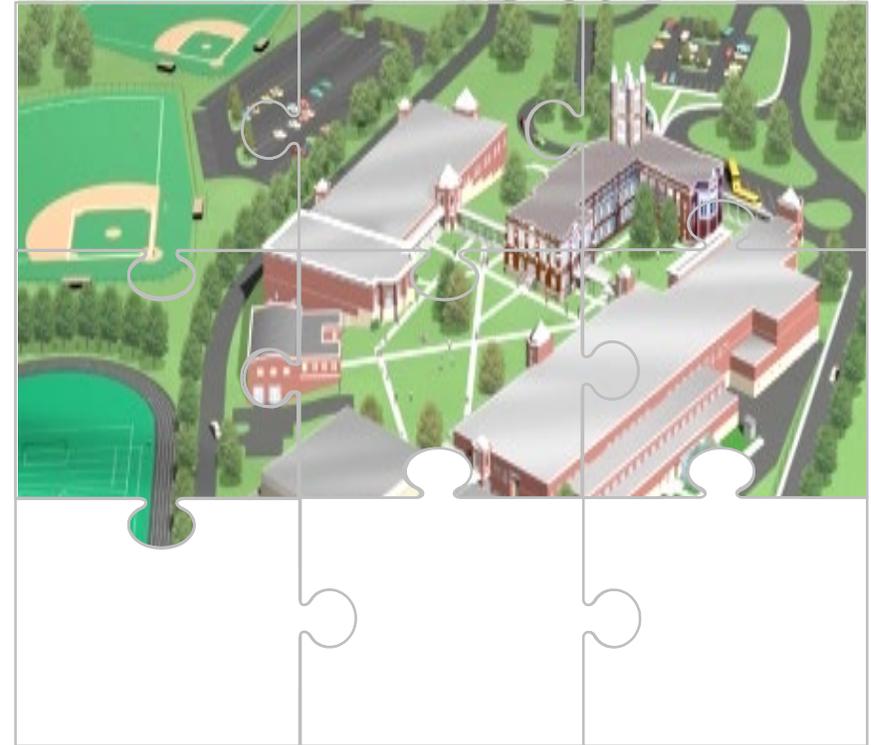
The Facility Master Plan is academically-driven, recognizes that physical environment and facilities must support effective teaching, enhance learning, and maximize student achievement.

Co-Curricular Support

In addition to instructional fit, the Facility Master Plan also supports co-curricular (e.g., physical education, athletics, fine arts, and career and technical education, etc.) goals and strategies articulated in the District's Strategic Plan and Board Priorities.

Educational Equity

The Facility Master Plan addresses equity in facilities based on current Educational Specifications for Board-approved programs at the campus level. These facilities will provide students access to quality academic and specialized programming and technology by constructing and/or renovating facilities through a strategic, phased modernization strategy.



FMP: Guiding Principles

Fiscal Responsibility

The Facility Master Plan will include the protection of the taxpayers' investment in the District's facilities through a 10-year, long-term plan with a four-year review cycle for maintenance, repairs and renovations to extend the useful life of existing facilities coupled with the development of parameters for building replacement.

Optimal Utilization

The Facility Master Plan will identify specific plans and/or remedies to achieve a target range of 75% - 115% of permanent capacity when compared with projected student enrollment, beginning with the opening of the 2019-20 school year and every school year thereafter, and will contain a two-year cycle of review for enrollment projections for subsequent years.

Sustainability

The Facility Master Plan will be developed to support and protect the environment and strengthen academics through the use of sustainable and conservation-focused practices for its buildings, grounds and equipment. The plan will be informed by best practices in daily operations of facilities and equipment using green energy, energy efficiency, resource recovery, water conservation, waste minimization and sustainable building practices.



Photo: The New Schools at Carver Campus