



**APS**



**Douglass Cluster  
Community Meeting  
January 25, 2017**

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**Select: "Douglass Cluster Presentation"**

**Welcome: District 2 Board Member Byron D. Amos, District 5 Board Member Steven Lee, At-Large Seat 7 Board Member Courtney D. English, At-Large Seat 9 Board Member Jason F. Esteves & Superintendent Meria J. Carstarphen**

## 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

### **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

# Agenda

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## **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

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- 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

# Agenda

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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

# 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 AHA 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

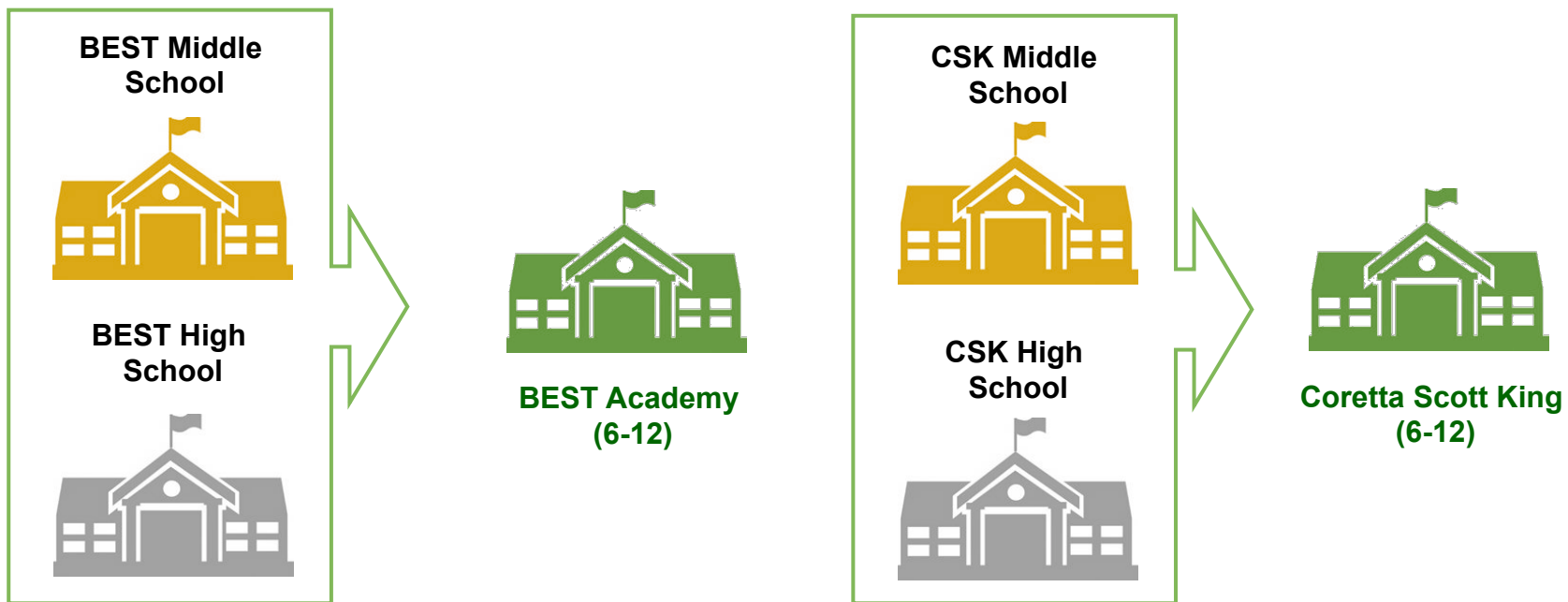
- ➔ Several leadership transitions across the cluster, especially at Douglass HS; these challenges have made it difficult to recruit and retain talent

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

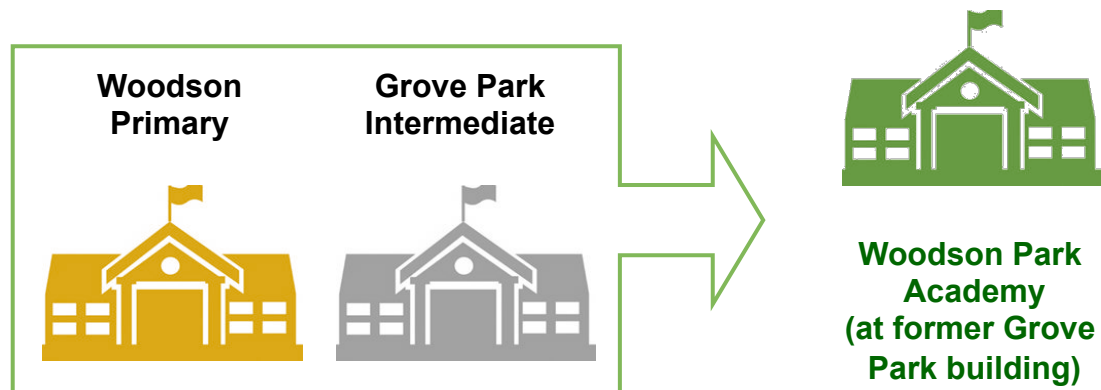
- ✓ Launched **partnership with the Rollins Center** for Language & Literacy (with Atlanta Speech School) at all elementary schools (\$1M in grants)
- ✓ Implemented **School Improvement Grant** for Douglass HS (\$4M+)
- ✓ Implemented **new curricular resources** across the cluster including units of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

# Agenda

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Review goals for meeting

Current state of the Douglass Cluster

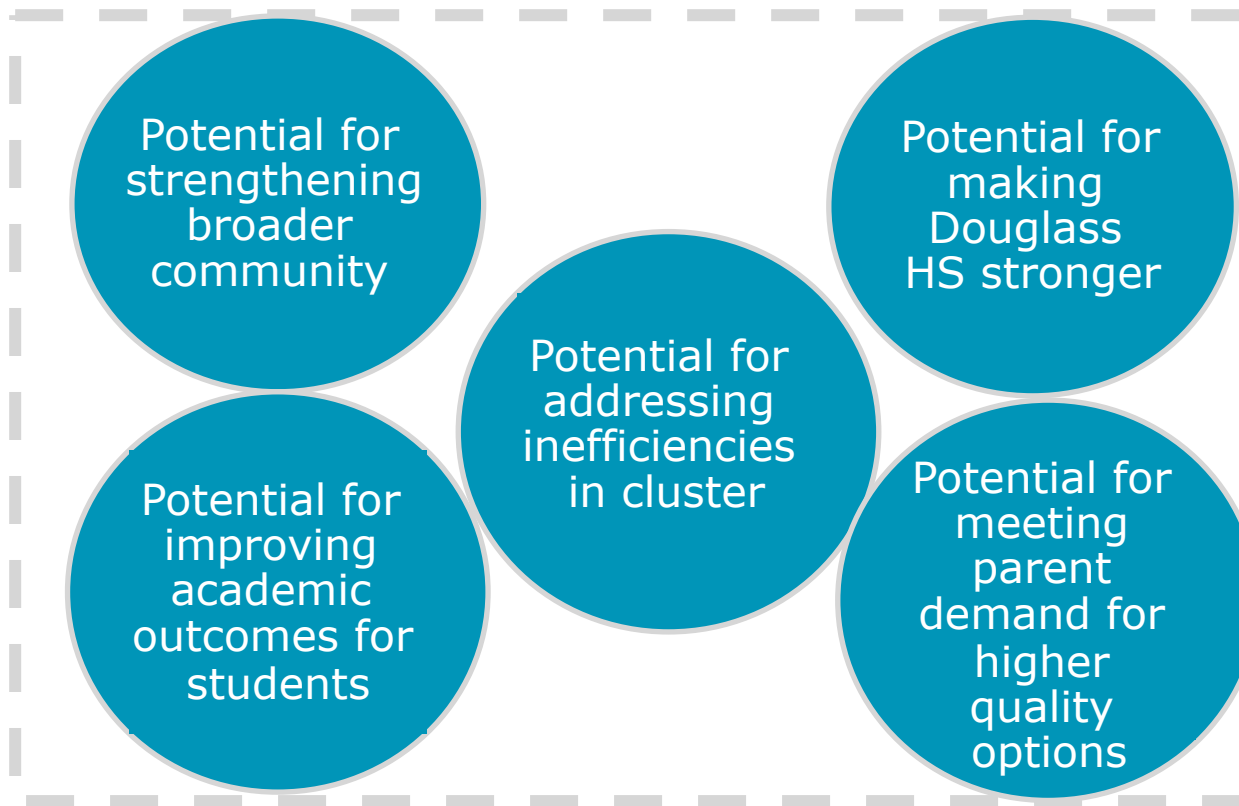
## **Creating a shared vision for the future**

A potential partnership with the Emerald Corridor Foundation

Exploring possible scenarios for the future of the Douglass Cluster

# 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

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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



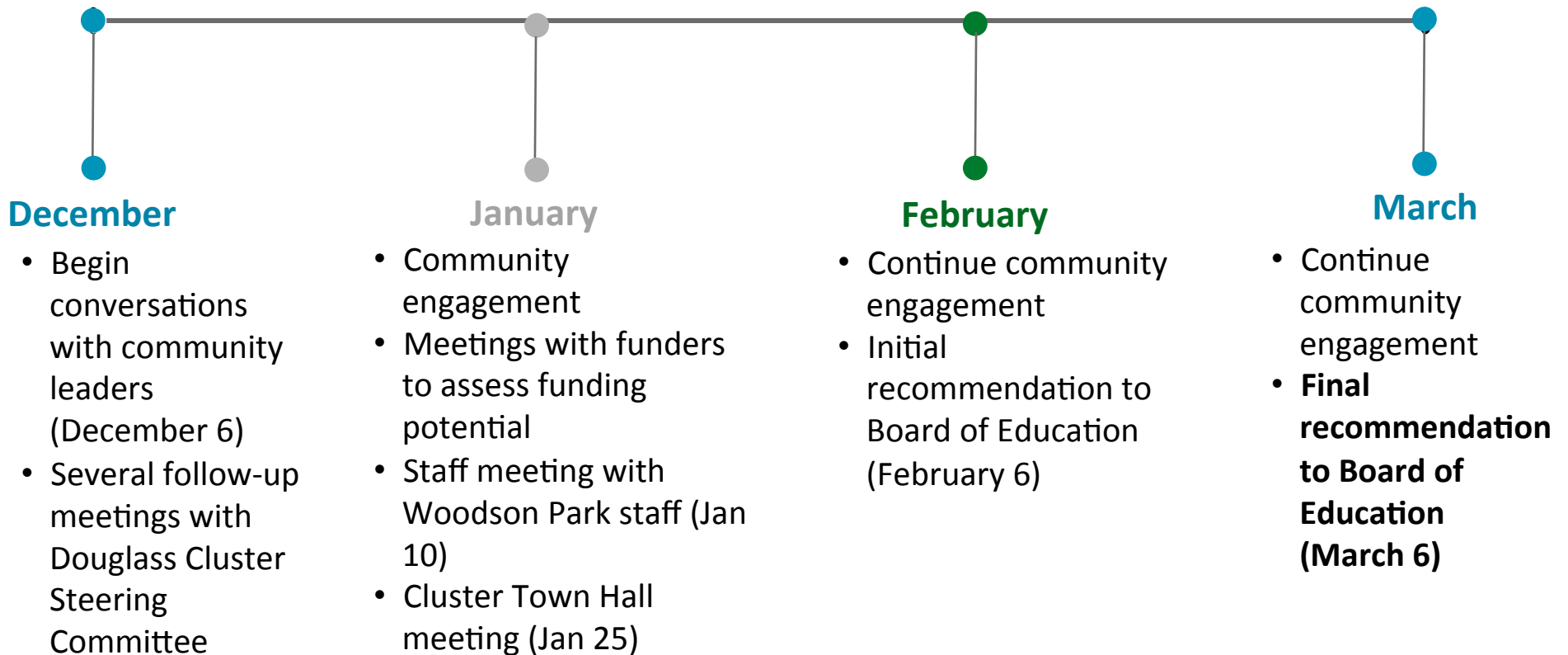
Woodson Park Academy  
Atlanta, Georgia

b+c  
STUDIO  
LANDSCAPE  
ARCHITECTURE,  
DESIGN & PLANNING

Emerald Corridor  
Foundation

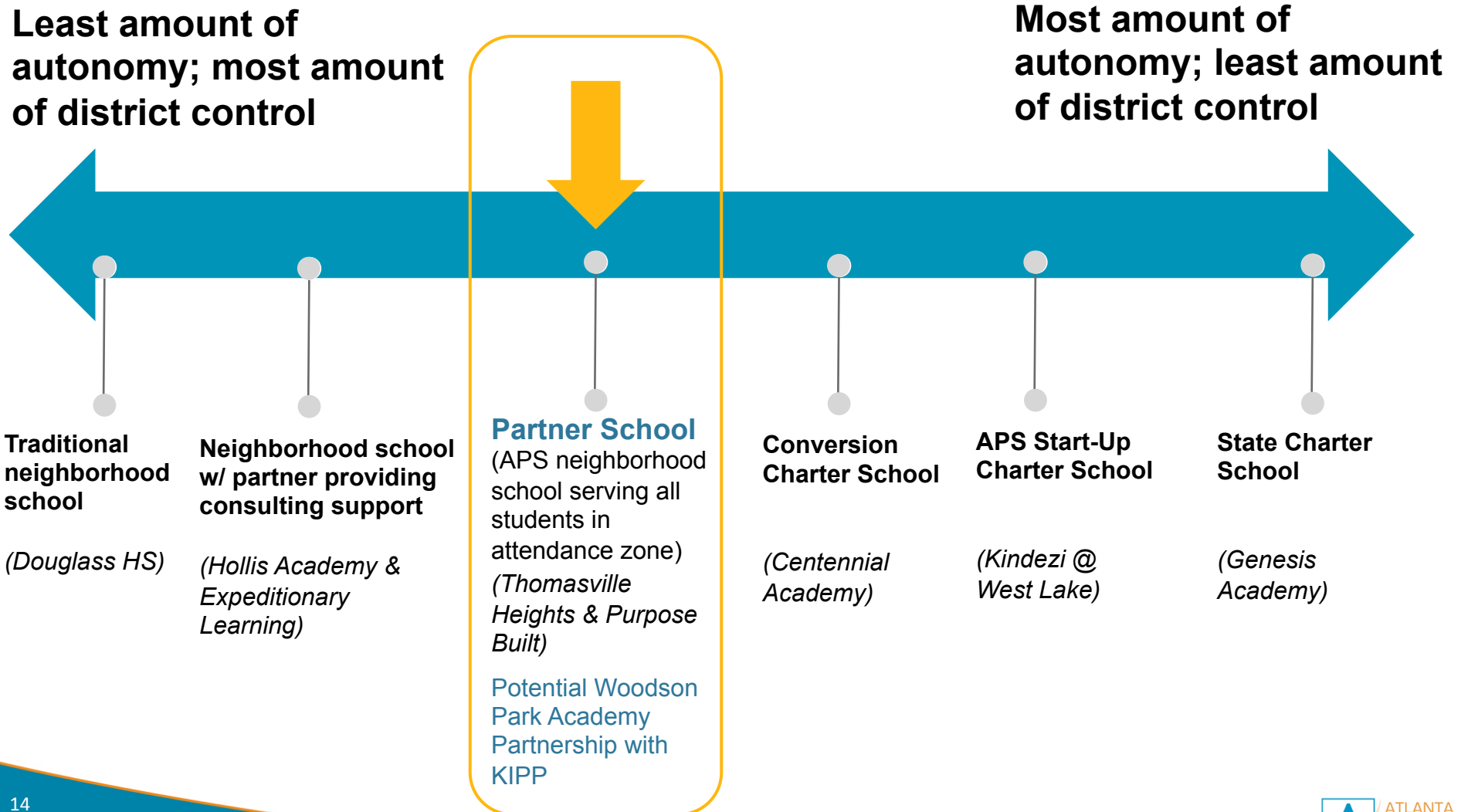
Illustrative Concept

# 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



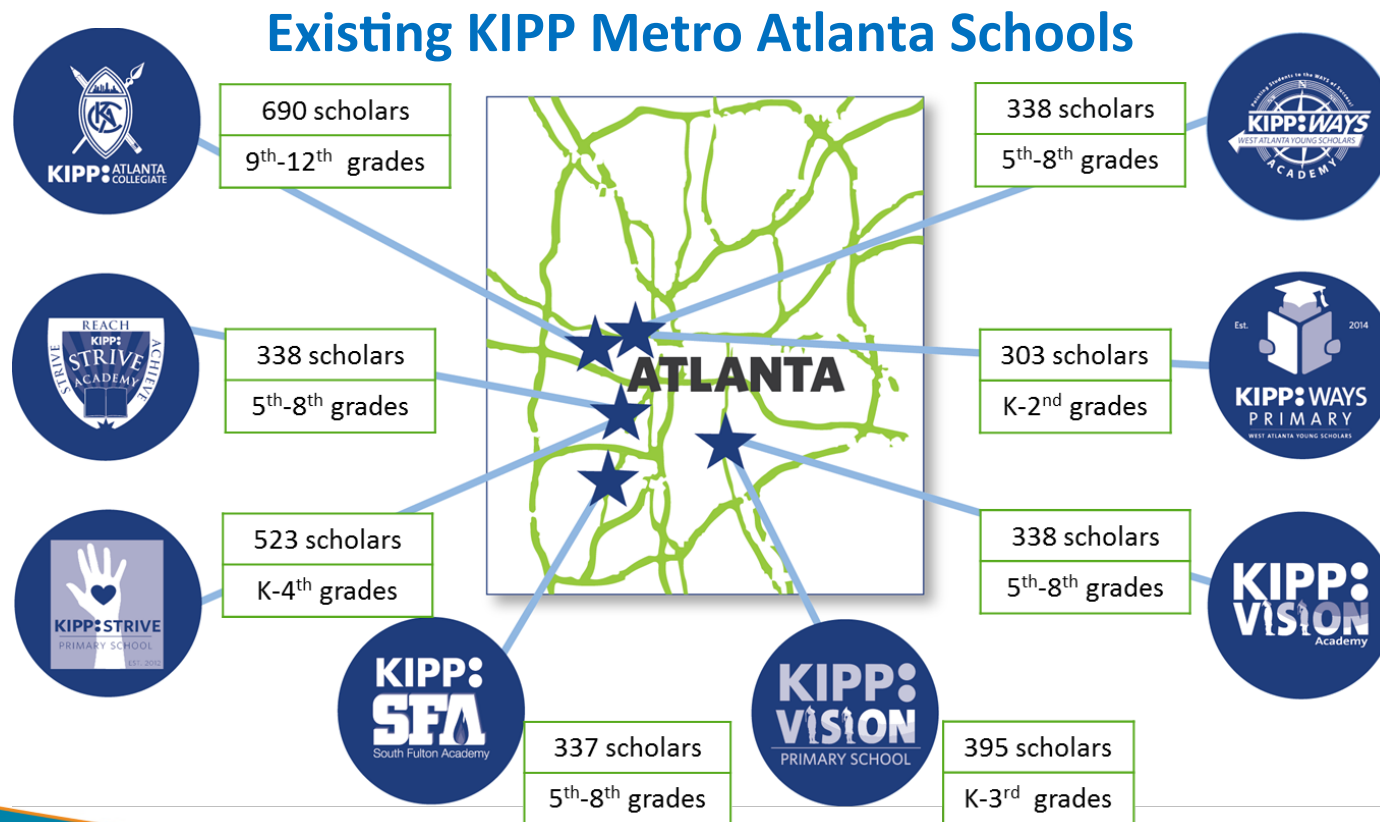
In order to ensure sufficient time is provided for renovating the current Woodson Park Academy building on schedule (work to begin this summer), a decision will need to be made by March 2017 as to whether the \$18.5M in SPLOST funds will be invested in the current building or a new building.

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



# 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

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**93%** graduation rate for KIPP Atlanta Collegiate  
*have 2<sup>nd</sup> 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*

# Agenda

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Review goals for meeting

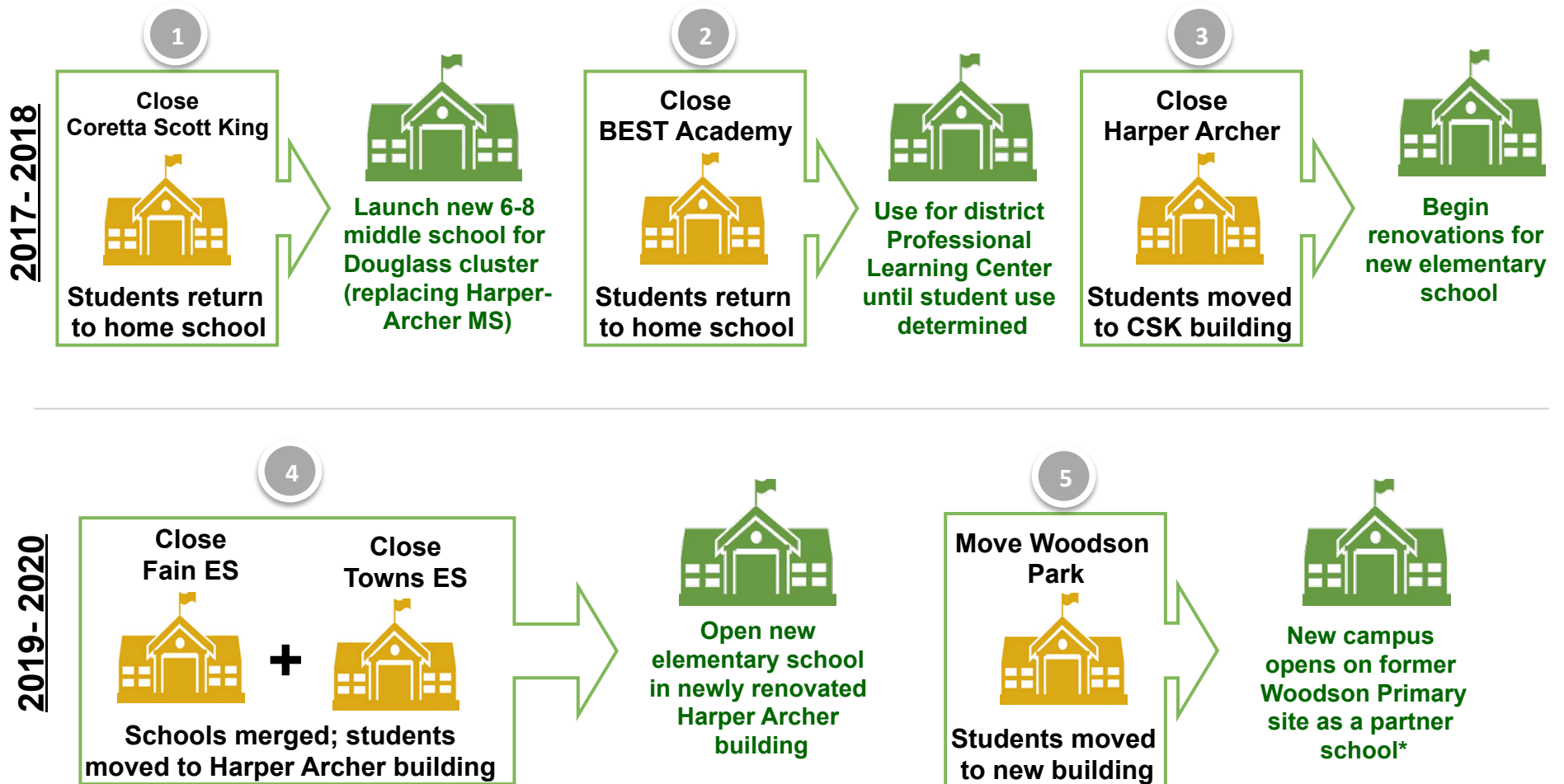
Current state of the Douglass Cluster

Creating a shared vision for the future

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**Exploring possible scenarios for the future of the Douglass Cluster**

# SCENARIO 1 – close BEST & CSK; move middle school to CSK; merge Fain & Towns at Harper Archer; new Woodson Park with partner



\*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

# SCENARIO 1: End State (2019-2020)

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**Douglass High School**



**New Middle School @ CSK**



**New Elementary School @ Harper-Archer (Fain/Towns)**



**Usher-Collier Elementary School**



**Boyd Elementary School**



**Scott Elementary School**



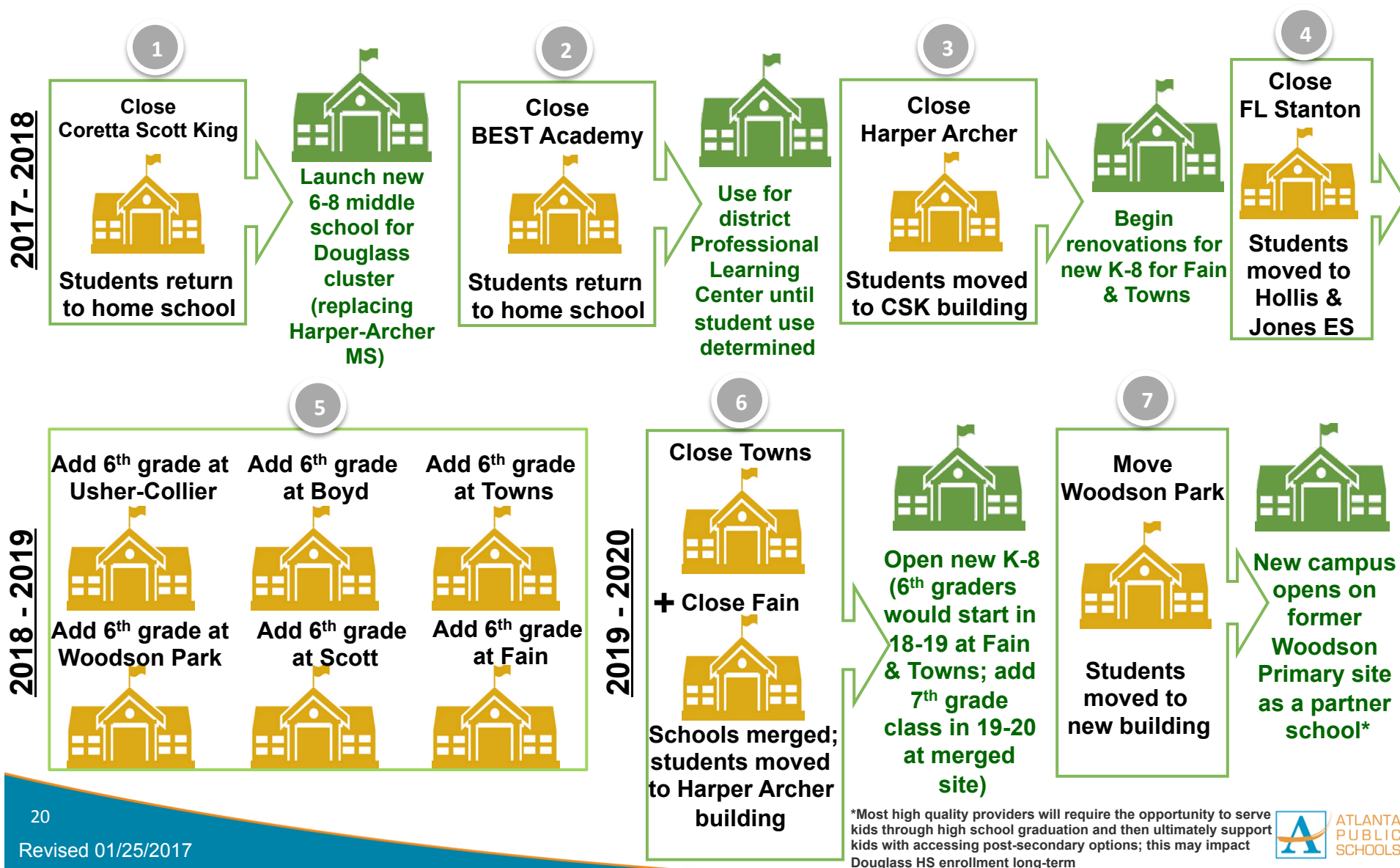
**F.L. Stanton Elementary School**



**Woodson Park Academy (Partner School)**

\*Most high quality providers 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

# SCENARIO 2a – close BEST & CSK; new Woodson Park with partner; close F.L. Stanton & redistrict; phase out middle school & phase in K-8 academies; merge Towns & Fain at Harper Archer building



## SCENARIO 2a: End State (2020-2021)

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**Douglass High School**



**New K-8  
@ Harper-Archer  
(Fain/Towns)**



**Usher-Collier  
K-8**



**Boyd  
K-8**



**Scott  
K-8  
@ CSK**



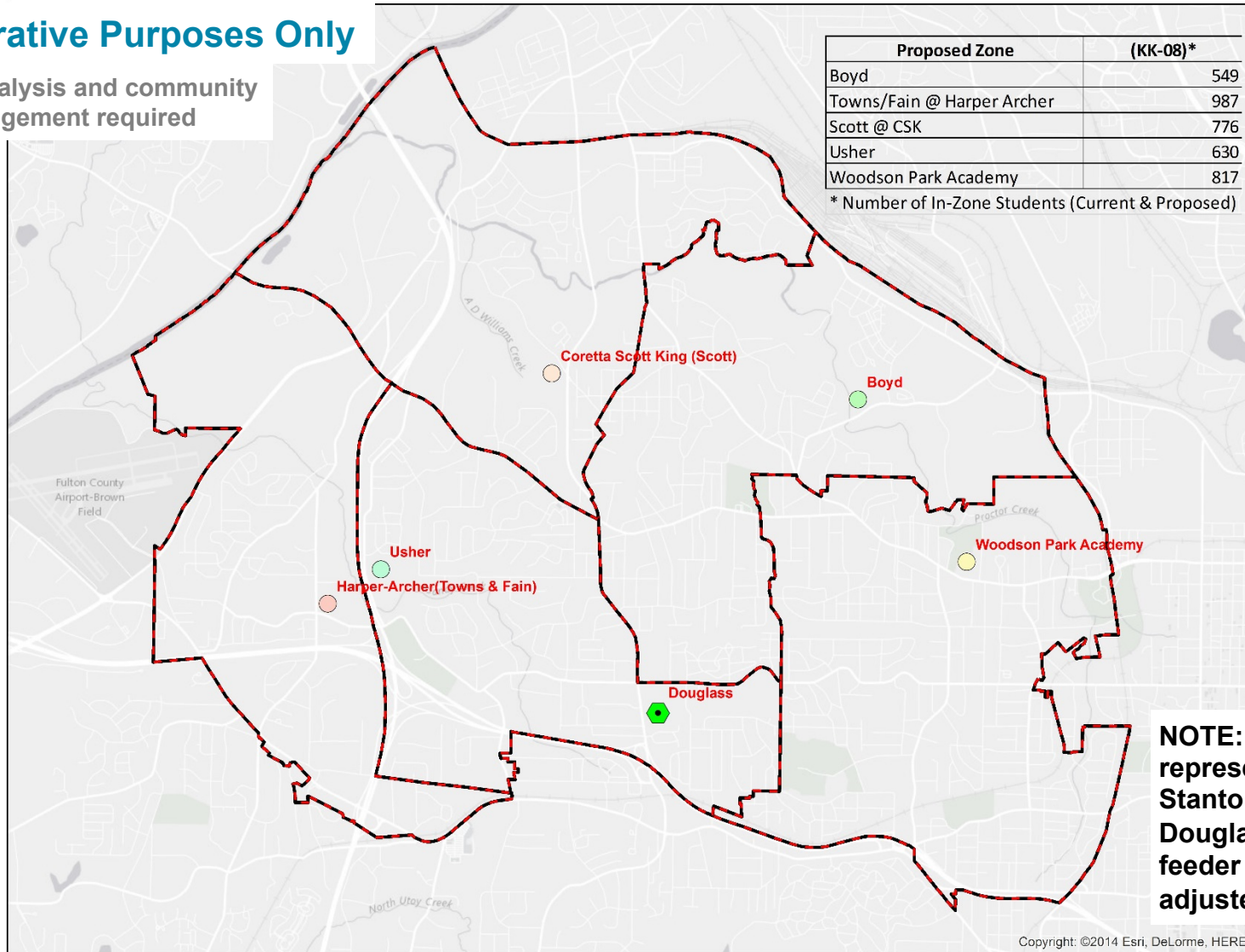
**\*Woodson Park  
Academy  
K-8  
(Partner School)**

\*Most high quality providers 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

# SCENARIO 2a: K-8 attendance boundaries require adjustment to balance enrollment

## For Illustrative Purposes Only

Further analysis and community engagement required

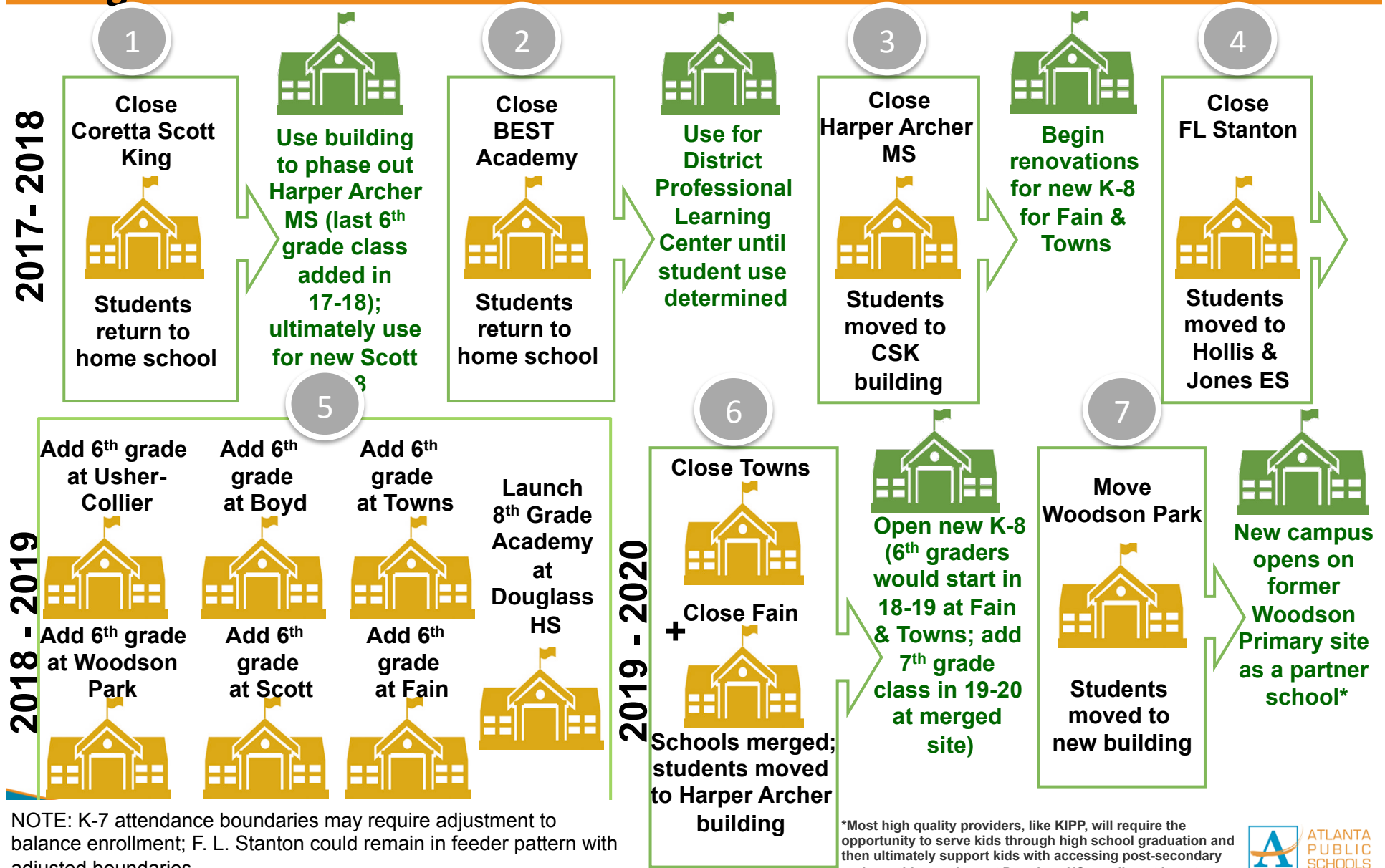


**NOTE: This represents F. L. Stanton remaining in Douglass Cluster feeder pattern with adjusted boundaries.**

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# SCENARIO 2b – same as Scenario 2a, except includes creation of K-7 academies and the introduction of an 8<sup>th</sup> grade academy at Douglass

## Douglass



NOTE: K-7 attendance boundaries may require adjustment to balance enrollment; F. L. Stanton could remain in feeder pattern with adjusted boundaries.

\*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



## SCENARIO 2b: End State (2019-2020)



Douglass 8 - 12



New K-7  
@ Harper-Archer  
(Fain/Towns)



Usher-Collier  
K-7



Boyd  
K-7



Scott  
K-7  
@ CSK



\*Woodson Park  
Academy  
K-7  
(Partner School)

### Important student impact consideration for Athletics with K-7/ 8th Grade Academy Model

- **Formulation of Teams** – Placing K-7 academies and an 8th grade academy on different sites creates difficulties for practices, meetings and performances. Transportation would require a huge commitment in resources and funding.
- **Athletic Participation** - K-7 will not allow for maximum student participation, as students would have to be chosen from a pool of three sites; two K-7 academies and the 8th grade academy. In contrast, K-8 academies can field a single athletic program.
- **Isolation of 8th Grade Participation** – If it was decided to allow the 8<sup>th</sup> grade academy students to participate at high school only, Georgia High School Association bylaws allow them to only participate in junior varsity sports only. This places those students at a huge disadvantage, in terms of safety and development as students in grades 9-11 are also eligible to participate in junior varsity sports as well.

\*Most high quality providers 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

## Scenarios are defined by a few key differences; most achieve greater efficiencies and all are designed to strengthen academic outcomes

	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 <sup>th</sup> 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

## Other considerations for scenarios

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As we narrow in on potential scenarios, additional details will continue to be analyzed including:

- staffing implications\*
  - building capacity, utilization and enrollment details\*\*
  - SPLOST capital improvement investments
  - opportunities to strengthen academic programming around signature programs
- 

\*Merged schools with larger enrollments will qualify for additional staff allotments (Class sizes are not expected to change with mergers)

\*\*While all schools have sufficient capacity to support all scenarios it is important to work through every detail (See slide 22)

## What are your ideas?

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- As we have broadened the conversation to include stakeholders outside the steering committee, we have heard other ideas and combinations of scenarios that will be considered
- For example, one idea includes bringing BEST & CSK high schools together on one campus with a Douglass Cluster enrollment cap to ensure more students enroll city-wide to the single-gender academies or single-gender within Douglass i.e. Eagle at Mays
- Constituents who have other ideas for scenarios that would strengthen the Douglass Cluster should email those ideas to:  
[externalaffairs@atlanta.k12.ga.us](mailto:externalaffairs@atlanta.k12.ga.us)



# Addressing Vacant Properties/Buildings

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- ❖ 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 Dorsie**

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. 14	Feb. 22	Feb. 27	Feb. 28
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 work session 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 Visit & Tour of KIPP WAYS 8 – 9 a.m. KIPP WAYS 350 Temple St., 30314	<u>TENTATIVE</u> Douglass Cluster Public Hearing 6 – 8 p.m. BEST 1890 D.L. Hollowell Pkwy., NW	<u>TENTATIVE</u> Douglass Cluster Public Hearing 6 – 8 p.m. CSK 1190 Northwest Dr., NW	Douglass Cluster Community Visit & Tour of KIPP WAYS 8 – 9 a.m. KIPP WAYS 350 Temple St., 30314

Mar. 6	Mar. 7-10	Mar. 6-24	Apr. 1
Atlanta Board of Education votes on proposal 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.

## Q&A

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**What questions or ideas do you have?**

# Contact Information

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- General Questions  
Email: [externalaffairs@atlanta.k12.ga.us](mailto:externalaffairs@atlanta.k12.ga.us)
- District 2 Board Member Byron D. Amos  
Email: [bamos@atlanta.k12.ga.us](mailto:bamos@atlanta.k12.ga.us)
- District 5 Board Member Steven Lee  
Email: [slee@atlanta.k12.ga.us](mailto:slee@atlanta.k12.ga.us)
- At-Large Seat 7 Board Member & Board Chair Courtney D. English  
Email: [cenglish@atlanta.k12.ga.us](mailto:cenglish@atlanta.k12.ga.us)
- At-Large Seat 9 Board Member Jason F. Esteves  
Email: [jesteves@atlanta.k12.ga.us](mailto:jesteves@atlanta.k12.ga.us)
- Superintendent Dr. Meria Carstarphen  
Email: [suptoffice@atlanta.k12.ga.us](mailto:suptoffice@atlanta.k12.ga.us)