



COMPREHENSIVE LONG RANGE FACILITIES PLAN

APS FORWARD 2040: RESHAPING THE FUTURE OF EDUCATION

ATLANTA PUBLIC SCHOOLS

COMMUNITY CONVERSATION

for

K-5 DUAL CAMPUSES

September 4, 2025



PURPOSE OF A COMPREHENSIVE FACILITIES PLAN

- **Provide a Roadmap for appropriate facilities infrastructure:**

- Facilities Condition supports a safe & healthy school environment
- Facility Condition and Suitability supports appropriate educational spaces
- Buildings are utilized to maximize programmatically and financially viable schools

- **Support ESPLOST Program:**

- Plan should inform funding to maximize taxpayer supported dollars

- **Implement APS's Strategic Plan:**

- 2025 Strategic Plan – Specifically related to “OUR SYSTEM IS EFFICIENT & EFFECTIVE”

- **District's Responsibility to Continuously Perform Facilities Reviews**

- National best practice (and State Law in many States) is to perform a comprehensive facilities capital improvement plan AT LEAST every 5 years
- Facilities planning should be part of Standard Operations Procedures



ELEMENTS OF A COMPREHENSIVE FACILITIES PLAN

- **KEY ELEMENT IS BALANCING DATA & COMMUNITY INPUT**

- Both are key to creating Scenarios and recommendations for optimal educational and operational efficiencies

- **Demographics**

- Enrollment Analysis
- Live/Attend Analysis
- Housing
- Birth and Census

- **Facility Data**

- Condition
- Capacity / Utilization

- **Program Information**

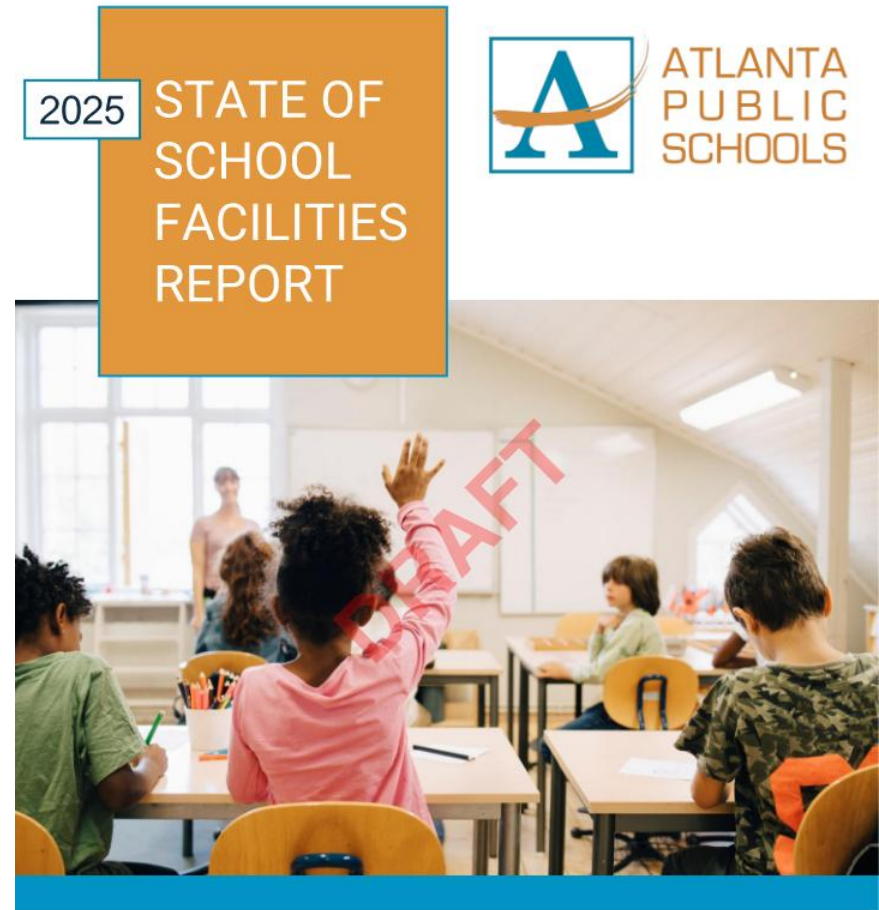
- CTAE (Career Ed)
- Exceptional Students
- Dual Language
- Specialized Programs
- District-wide Choice
- Charter / Partner Impacts

- **Community Feedback**

- Community Task Force (all Clusters)
- Community Presentations
- On-Line Surveys
- Board Meetings

STATE OF THE SCHOOLS REPORT

- Available on District Website
- Data by District, By Cluster, By School



May 2025





KEY CONSIDERATIONS WHEN DEVELOPING SCENARIOS

- **Small School Supplements **WILL NOT BE FUNDED** by 2026 / 2027 School Year**
 - Puts pressure on staffing / resourcing schools
 - Fully funded schools may have to sacrifice programs to supplement underenrolled schools
- **District is operating for 70,000 seats with an Enrollment of 50,000 students**
 - 20,000 underutilized seats stretches financial resources
 - Fully funded schools may have to sacrifice programs to supplement underenrolled schools
 - Leads to Educational and Operational Inefficiencies
- **Finding opportunities for student and family support services**
 - Expanded offerings in early childhood, community hubs, workforce development, and affordable housing
- **Imbalance of enrollment and under-enrollment of schools**
 - Many ES don't have enough students in their boundary to support core program needs for students
 - Clusters look vastly different when addressing over-utilized and under-utilized facilities
 - Utilization is not the driving factor: Enough enrollment and appropriately utilized schools is the focus
- **Continued need for condition improvements across the District**
 - Though overall buildings are in good condition, many still need modernization and systems upgrades
 - District has reimbursable money (up to \$50 million) from the State of Georgia but cannot fully access due to capacity and underutilization across the District

2-Step Process

1. Year 1: District-Level Discussion of Overall Facilities Structure (Current)

2. Year 2: Community Level Discuss of Redistricting of Remaining Facilities (2026-2027)

(Implementation (beginning 2027-28) depends on building level improvements and complexity of boundary change)

Board Policy AD for process #2: [View Board Policy AD: School Attendance Zones](#), that outlines the "criteria [used] when... making redistricting decisions:

- Utilization (the ratio of available core classroom capacity to projected enrollment)
- Proximity (distance to elementary school, followed by middle school and high school, while maximizing the number of students assigned to a school who are within the walk zone)
- Traffic and safety patterns within a geographic school zone
- Past rezoning decisions impacting a school or community
- Neighborhood cohesion, as identified by the City of Atlanta
- Equity impacts, including, but not limited to, access to instructional programs"

DISTRICT LEVEL – February Board Budget Discussion

What we know:

- Small schools, dual campuses and base line supplement cost the district approximately \$11.5 million in FY26 and are not aligned to student need, attributes, or programming (slide 49).
- The per pupil cost differential across our schools is extremely large, spanning from a low of \$11,999 to a high of \$28,804, driven primarily by school size and economies of scale (slides 50-53)
- We employ far more staff than other metro districts, with a staffing ratio of less than five students per adult. If we staffed like other districts, we would have between 2306 and 3153 fewer staff and save between \$251m and \$344m (slide 56)
- The staffing differential is based on much smaller average school sizes as compared to other metro districts. If our enrollment per school compared to other metro districts, we would have between 16 and 49 fewer schools (slide 57).
- Finally while we have made significant cuts to the central office over the last couple of years, we still must carry additional overhead because the support functions are based less on the number of students we have and more on the number of buildings we have (utilities, maintenance, custodial, landscaping, etc.) and the number of staff we support (HR, payroll, etc.)

ENROLLMENT

Enrollment Comparison 2021-22 to 2025-26 (Preliminary)

North Atlanta Cluster - Enrollment by Grade					
Grade	2021-22	2022-23	2023-24	2024-25	2025-26 (Prelim)
-1	221	235	278	245	223
0	564	610	634	654	657
1	609	615	612	669	678
2	630	603	633	614	641
3	626	631	618	622	609
4	591	629	630	626	627
5	558	607	591	617	602
6	526	520	526	536	583
7	510	516	530	520	528
8	530	512	499	563	539
9	639	607	623	615	640
10	549	603	589	608	562
11	559	565	575	569	629
12	471	541	545	576	551
Total	7583	7794	7883	8034	8069

School	24-25 Enroll	25-26 Enroll (Prelim)	Delta
Bolton Academy Elementary School	590	640	50
Brandon Primary School	505	500	-5
Brandon Elementary School	406	417	11
Garden Hills Elementary School	494	477	-17
Jackson Primary School	217	210	-7
Jackson Elementary School	285	281	-4
Rivers Elementary School	699	671	-28
Sarah Rawson Smith Primary School	429	440	11
Sarah Rawson Smith Elementary School	422	401	-21
Total	4047	4037	-10

School	24-25 Enroll	25-26 Enroll (Prelim)	Delta
Sutton 6th Grade School	536	583	47
Sutton Middle School (7-8)	1083	1067	-16
North Atlanta High School	2368	2382	14

ENROLLMENT

Live Attend Charts

2024 - 2025
Live - Attend

	Live In and Attend In	Live In & Attends APS Boundary School	Live In and Attends Charter School	Total Live In	Live In Attend In %	Transfer Out %	Transfer In	Transfer In %
Bolton Academy ES	523	34	50	607	86.2%	13.8%	67	11%
Brandon Primary & Main	854	27	75	956	89.3%	10.7%	57	6%
Garden Hills ES	451	19	17	487	92.6%	7.4%	43	9%
Jackson Primary & ES	440	9	40	489	90.0%	10.0%	62	12%
Rivers, E ES	677	35	62	774	87.5%	12.5%	22	3%
Smith, Sara Primary & Intermediate	799	28	36	863	92.6%	7.4%	52	6%
	3744	152	280	4176			303	

Facilities Condition

Condition

School Name	Built Year	Gross Area (S.F.)	Last Reno Year	Repair Cost	Replacement Value	FCA Score
Bolton Academy ES	2003	83,653		\$5,549,656	\$41,082,453	86.5
Brandon Main ES (03-05)	1947	76,672	2005	\$5,045,445	\$40,171,404	87.4
Brandon Primary ES (PK-02)	1954	77,002	2009	\$1,539,344	\$42,765,112	96.4
Garden Hills ES	1938	82,176	2025	\$2,442,849	\$44,722,264	94.5
Jackson ES (02-05)	1967	95,591	2024	\$887,986	\$48,384,492	98.2
Jackson Primary ES (PK-01)	1959	48,982	2009	\$1,539,895	\$25,884,375	94.1
Rivers, E ES	2015	112,098		\$90,616	\$54,529,511	99.8
Smith, Sara Intermediate ES (03-05)	2010	78,173		\$6,191,089	\$37,533,323	83.5
Smith, Sara Primary ES (PK-02)	1952	70,545	2004	\$6,981,473	\$38,077,555	81.7
Total/Average	1972	724,892	-	\$ 30,268,352	\$ 373,150,489	

2024 - 2025
Live - Attend to Charter

	Atlanta Classical Academy	Atlanta Neighborhood Charter - Elementary	Charles R. Drew Charter School	The Kindezi School	Kindezi Old 4th Ward	KIPP Soul Primary	KIPP Strive Primary Charter School	KIPP Vision Primary Charter School	Kipp WAYS Primary Charter School	Wesley International Academy Charter	Westside Atlanta Charter School
Bolton Academy ES	31		1			3			1	2	12
Brandon Main ES (03-05)	71		1				1		2		
Brandon Primary ES (PK-02)											
Garden Hills ES	13	1			2		1				
Jackson ES (02-05)	37					1	1		1		
Jackson Primary ES (PK-01)											
Rivers, E ES	35	1	2	5	2	2		2	1	4	8
Smith, Sara Intermediate ES (03-05)	33		1		1				1		
Smith, Sara Primary ES (PK-02)											
	220	2	5	5	5	6	3	2	6	6	20

Housing Permits

Single-Family Permits by Cluster 2019 to 2024 (Preliminary)							
Cluster	2019	2020	2021	2022	2023	2024 (thru April)	Total
Carver	62	39	55	72	74	13	315
Douglass	68	58	79	55	95	29	384
Maynard Jackson	106	135	127	89	122	25	604
Mays	19	32	26	18	15	3	113
Midtown	178	180	192	162	175	60	947
North Atlanta	181	185	226	170	174	69	1005
South Atlanta	30	20	27	41	50	18	186
Therrell	21	11	18	20	37	12	119
Washington	36	41	48	44	43	15	227
Not in District	4	4	4	5	7	1	25
Total	705	705	802	676	792	245	3925

Multi-Family Permits by Cluster 2019 to 2024 (Preliminary)							
Cluster	2019	2020	2021	2022	2023	2024 (thru April)	Total
Carver	54	57	72	102	55	12	352
Douglass	53	71	97	102	107	23	453
Maynard Jackson	207	180	258	216	184	34	1079
Mays	35	34	49	22	16	2	158
Midtown	189	434	294	348	169	39	1473
North Atlanta	289	221	325	252	177	38	1302
South Atlanta	47	18	26	57	44	6	198
Therrell	28	40	41	50	51	13	223
Washington	35	50	59	67	76	10	297
Not in District	2		12	5	8	2	29
Total	939	1105	1233	1221	887	179	5564

KEY CONSIDERATIONS

- **Elementary learning continuity:**
More students support diverse program opportunities
- **Flexible learning environments:**
Objective based – Multi-grade level
- **Transportation Efficiency:**
Easier logistics for buses and families
- **Efficient resource use:**
Less duplication in buildings and maintenance
- **Streamlined administration:**
Fewer layers, more continuity, more accountability
- **Incremental growth:**
Prepares students for larger middle & high schools
- **Access to State Funding Dollars for facility improvements:**
Centralized structure brings state operations funding, **access state improvements funding**, freeing up local funds for locally driven projects

UNIFY DUAL CAMPUS

North Atlanta Elementary Schools

Scenario 1: Repurpose Jackson Primary & Smith Primary Primary

School	Building Capacity	2029-30 Projected Live-In	2029-30 Projected Non-Charter Live-In	Scenarios Capacity	FCA (Condition)
Bolton Academy ES	725	618	599	725	86.5
Brandon Primary ES (PK-02)	500	589	549	500	96.4
Brandon Main (03-05)	675	507	478	675	87.4
Garden Hills ES	625	512	510	625	94.5
Jackson Primary ES (PK-01)	350	206	191	-	94.1
Jackson Main (02-05)	650	321	291	650	98.2
Rivers ES	900	774	711	900	99.8
Smith Primary (PK-02)	475	478	464	-	81.7
Smith Intermediate ES (03-05)	600	363	352	600	83.5
Total	5,500	4,368	4,145	4,675	

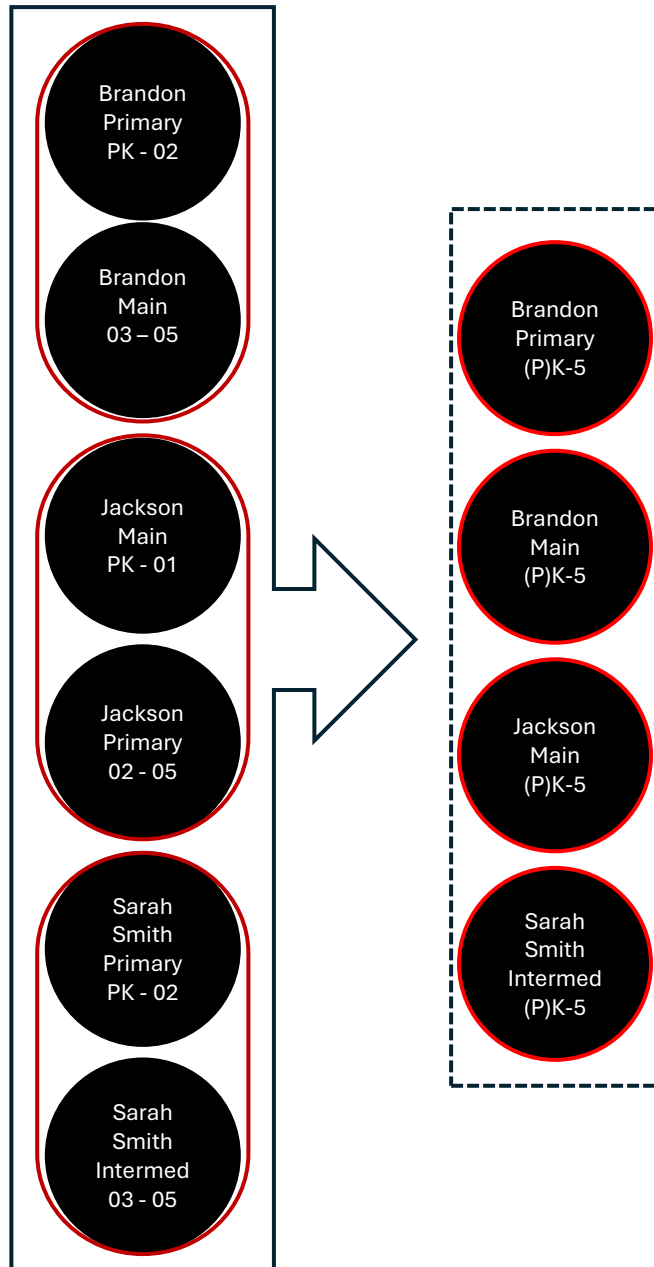
North Atlanta Elementary Schools Scenario 1		Current	Proposed
Average Capacity		611	668
Average 2029-30 Projected Enrollment (Non-Charter)		461	592
Average 2029-30 Projected Utilization (Non-Charter)		75%	89%

Table Highlight Legend
Building Repurposed
Change in Grade Configuration

Charter School (2024-25 Enrollment)	PK-5	6-8	9-12
	Enrollment	Enrollment	Enrollment
Atlanta Classical Academy	327	199	171

Boundary Realignment

Scenario 1



UNIFY DUAL CAMPUS

North Atlanta Elementary Schools

Scenario 1: Repurpose Jackson Primary & Smith Primary



Reduces 825 Empty Seats
/ Improves Utilization



Improves transportation efficiency



Reduces multiple parent
drop off / pick up



Reduces # of building transitions



Accesses Enrollment-
based state funding



Reinvests maintenance
funds for improvements



Creates 2 spaces for
community / staff support

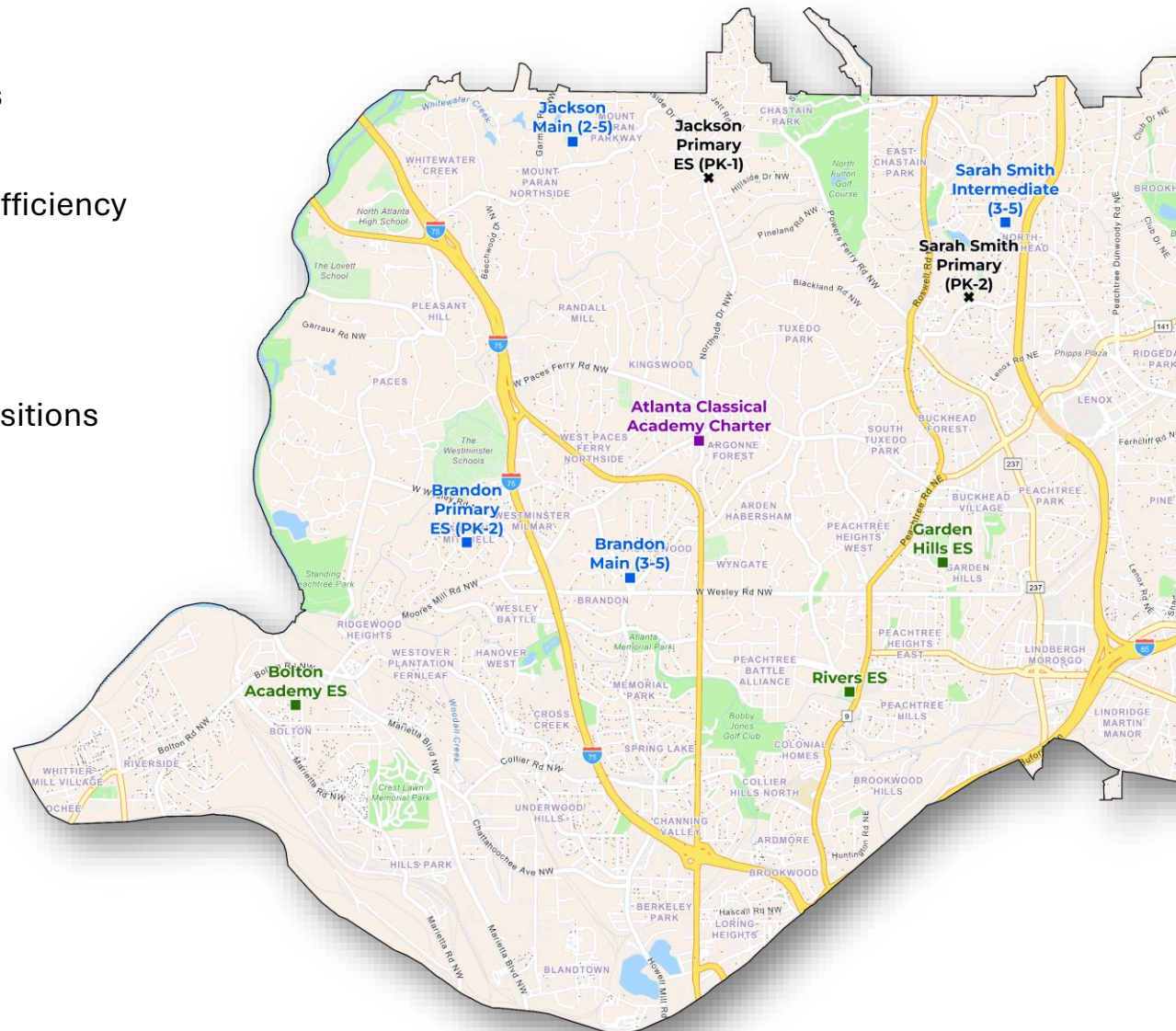


Requires a change in ES
boundaries



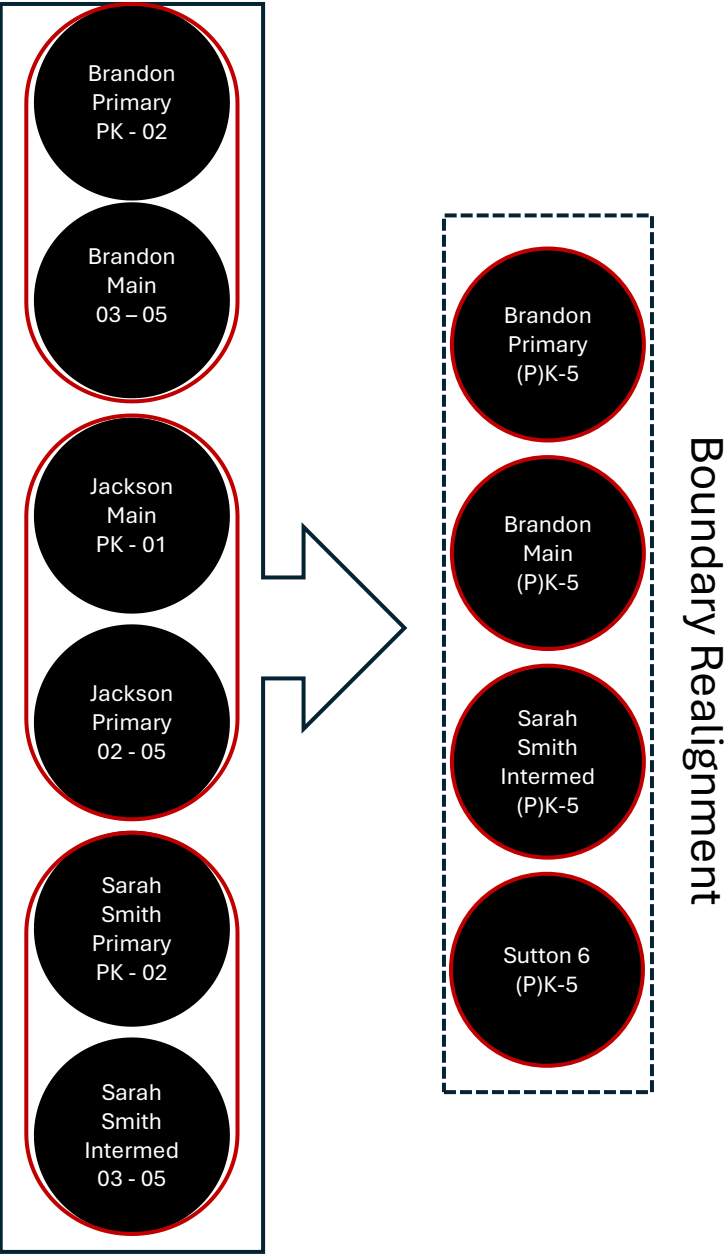
Repurposes school with
high FCA

- Active
- ✕ Repurposed
- Converted to K5
- Converted to K8
- Partner
- Charter



North Atlanta Elementary Schools

Scenario 2: Repurpose Jackson Primary, Jackson Main & Smith Primary
Convert Sutton 6th to Elementary School



Scenario 2

School	Building Capacity	2029-30 Projected Live-In	2029-30 Projected Non-Charter Live-In	Scenarios Capacity	FCA (Condition)
Bolton Academy ES	725	618	599	725	86.5
Brandon Primary ES (PK-02)	500	589	549	500	96.4
Brandon Main (03-05)	675	507	478	675	87.4
Garden Hills ES	625	512	510	625	94.5
Jackson Primary ES (PK-01)	350	206	191	-	94.1
Jackson Main (02-05)	650	321	291	-	98.2
Rivers ES	900	774	711	900	99.8
Smith Primary (PK-02)	475	478	464	-	81.7
Smith Intermediate ES (03-05)	600	363	352	600	83.5
Sutton 6th* (Convert to PK-5)				950	89.0
Total	5,500	4,368	4,145	4,975	

North Atlanta Elementary Schools Scenario 2	Current	Proposed
Average Capacity	611	711
Average 2029-30 Projected Enrollment (Non-Charter)	461	592
Average 2029-30 Projected Utilization (Non-Charter)	75%	83%

Table Highlight Legend
Building Repurposed
Change in Grade Configuration

Charter School (2024-25 Enrollment)	PK-5 Enrollment	6-8 Enrollment	9-12 Enrollment
Atlanta Classical Academy	327	199	171



UNIFY DUAL CAMPUS

North Atlanta Elementary Schools

Scenario 2: Repurpose Jackson Primary, Jackson Main & Smith Primary



Reduces 525 Empty Seats / Improves Utilization



Improves transportation efficiency



Reduces multiple parent drop off / pick up



Reduces # of building transitions



Accesses Enrollment-based state funding



Reinvests maintenance funds for improvements



Creates 3 spaces for community / staff support



Improves programmatic continuity

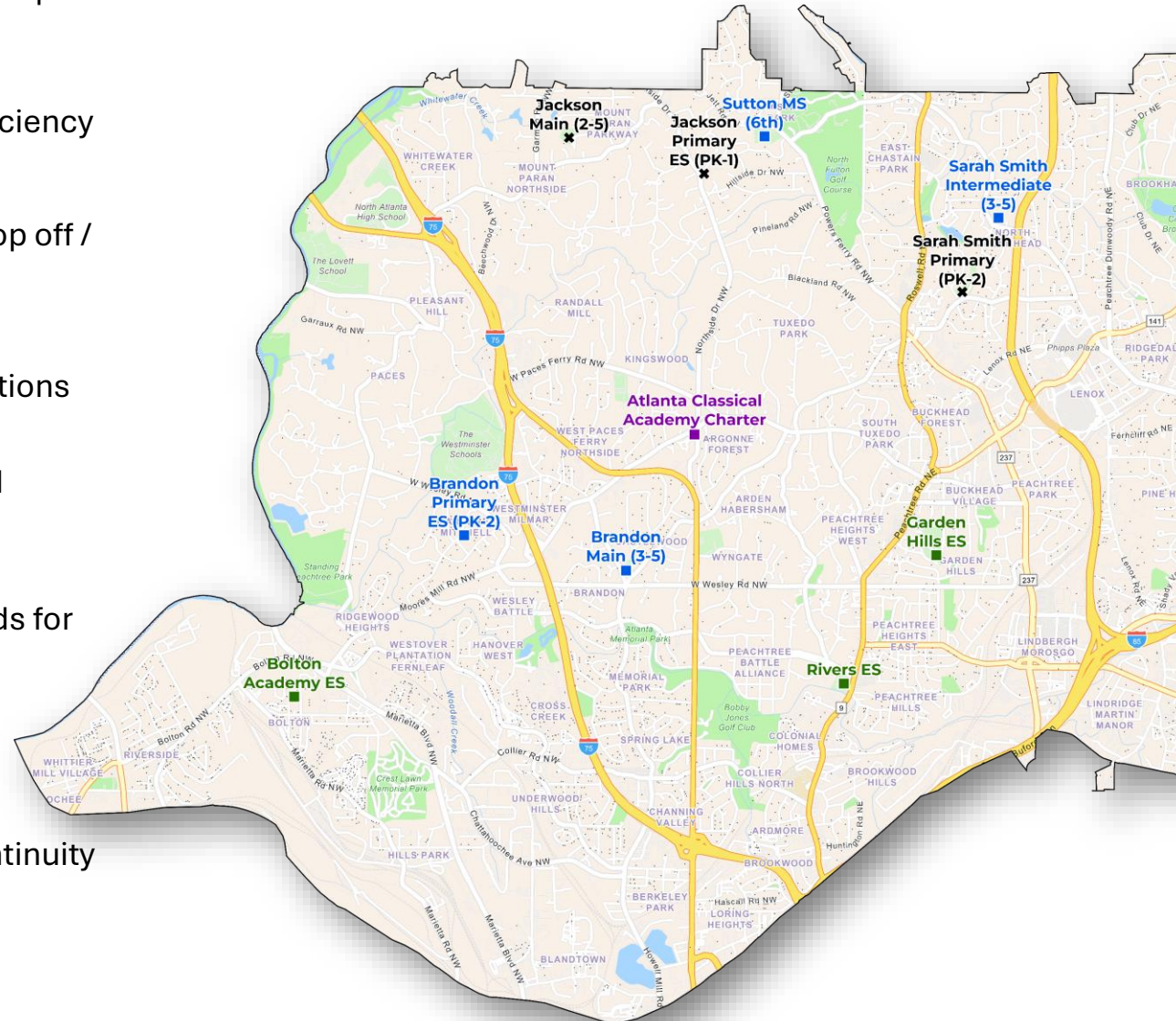


Requires a change in ES boundaries



Repurposes school with high FCA

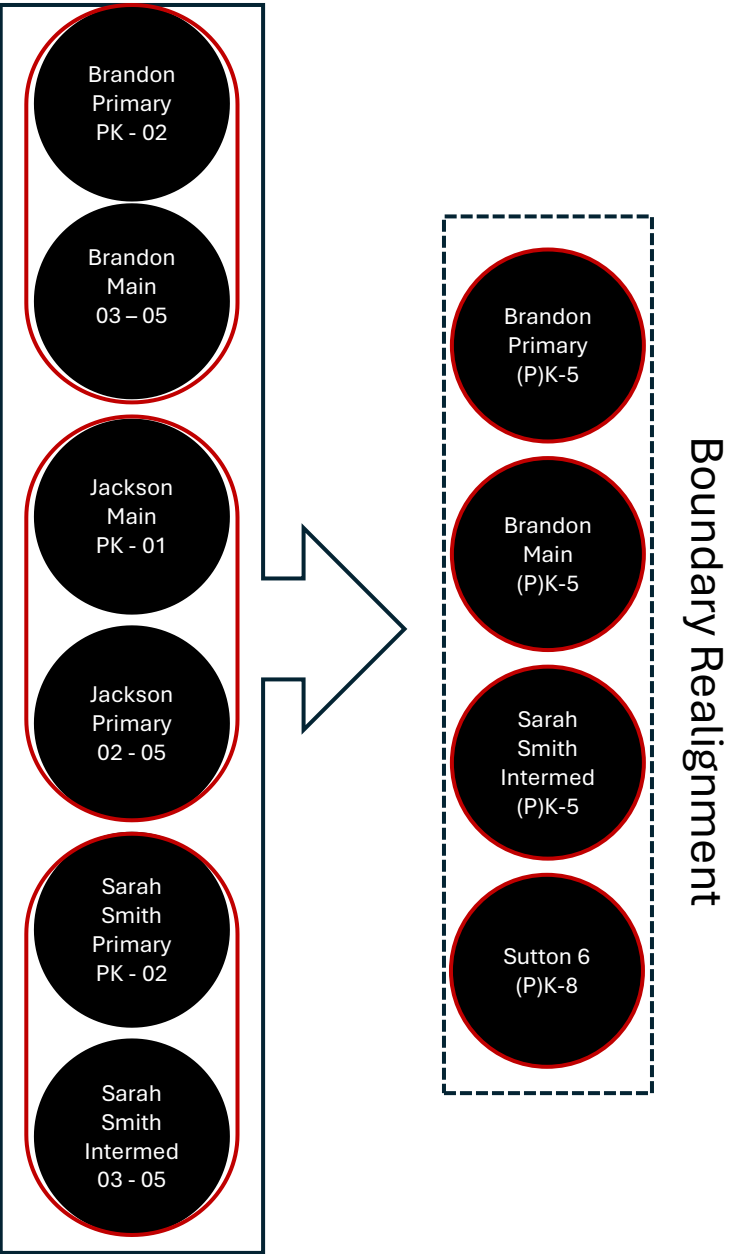
- Active
- ✗ Repurposed
- Converted to K5
- Converted to K8
- Partner
- Charter



UNIFY DUAL CAMPUS

North Atlanta Elementary Schools

Scenario 3: Repurpose Jackson Primary, Jackson Main & Smith Primary Convert Sutton 6th to a PK-8 School



Scenario 3

School	Building Capacity	2029-30 Projected Live-In	2029-30 Projected Non-Charter Live-In	Scenarios Capacity	FCA (Condition)
Bolton Academy ES	725	618	599	725	86.5
Brandon Primary ES (PK-02)	500	589	549	500	96.4
Brandon Main (03-05)	675	507	478	675	87.4
Garden Hills ES	625	512	510	625	94.5
Jackson Primary ES (PK-01)	350	206	191	-	94.1
Jackson Main (02-05)	650	321	291	-	98.2
Rivers ES	900	774	711	900	99.8
Smith Primary (PK-02)	475	478	464	-	81.7
Smith Intermediate ES (03-05)	600	363	352	600	83.5
Sutton 6th* (Convert to PK-8)				650	89.0
Total	5,500	4,368	4,145	4,675	

*Indicates PK-5 capacity

North Atlanta Elementary Schools Scenario 3			Current	Proposed
Average Capacity			611	668
Average 2029-30 Projected Enrollment (Non-Charter)			461	592
Average 2029-30 Projected Utilization (Non-Charter)			75%	89%

Table Highlight Legend
Building Repurposed
Change in Grade Configuration

Charter School (2024-25 Enrollment)	PK-5 Enrollment	6-8 Enrollment	9-12 Enrollment
Atlanta Classical Academy	327	199	171



UNIFY DUAL CAMPUS

Sutton 6 & Sutton 7-8



Reduces 825 Empty Seats / Improves Utilization



Improves transportation efficiency



Reduces multiple parent drop off / pick up



Reduces # of building transitions



Accesses Enrollment-based state funding



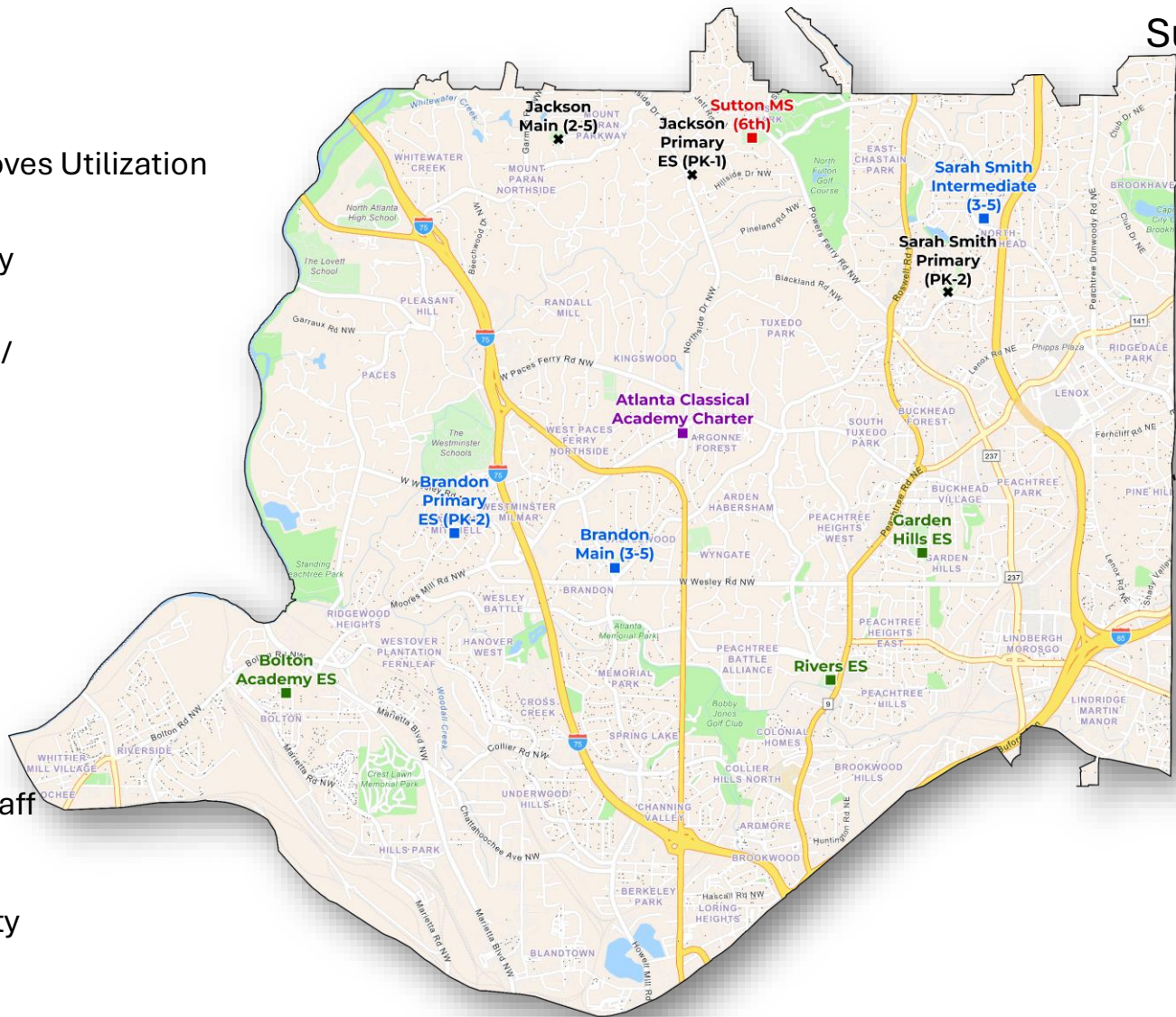
Reinvests maintenance funds for improvements



Creates space for community / staff support



Improves programmatic continuity



Requires a change in ES boundaries



Repurposes school with high FCA

- Active
- ✕ Repurposed
- Converted to K5
- Converted to K8
- Partner
- Charter

UNIFY DUAL CAMPUS

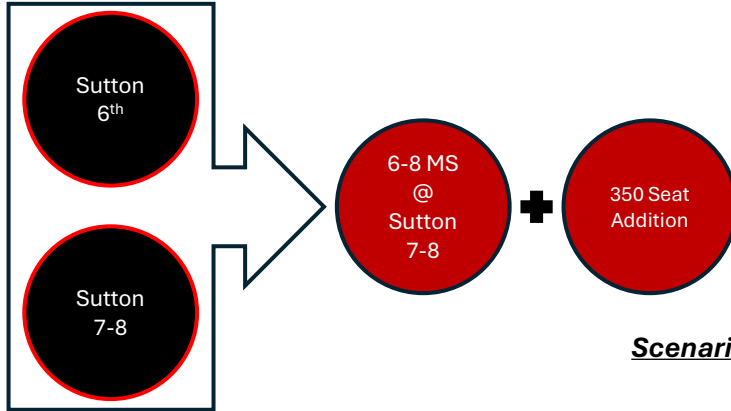
North Atlanta Middle Schools

Scenario1: Convert Sutton 7-8 to a 6-8 Middle with an Addition

Scenario 2: Convert Sutton 6th and Sutton 7-8 to 6-8 Middle Schools

Scenario 3: Convert Sutton 6th to a PK-8 School and Convert Sutton 7-8 to a 6-8 Middle School

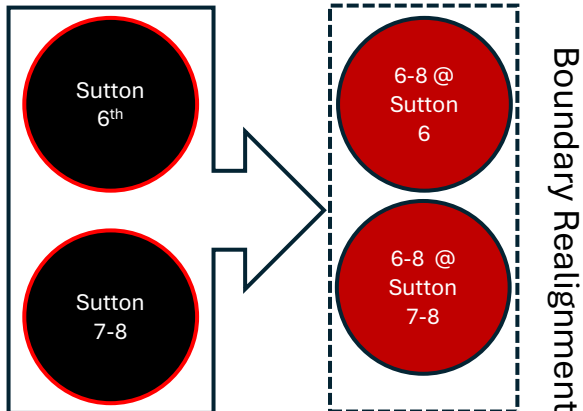
Scenario 1



Scenario 1

School	Building Capacity	2029-30 Projected Live-In	2029-30 Projected Non-Charter Live-In	Scenarios Capacity	FCA (Condition)
Sutton MS (6th)	1,000	554	516	-	89.0
Sutton MS (07-08)	1,375	1,061	972	1,725	85.7
Total	2,375	1,615	1,488	1,725	

Scenario 2

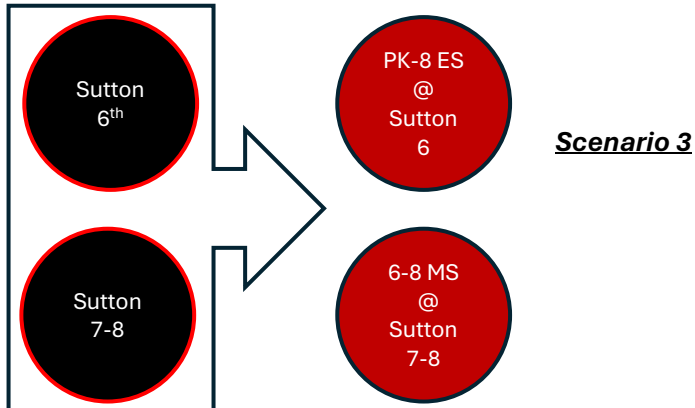


Scenario 2*

School	Building Capacity	2029-30 Projected Live-In	2029-30 Projected Non-Charter Live-In	Scenarios Capacity	FCA (Condition)
Sutton MS North (06 - 08)	1,000	1,615	1,488	1,000	89.0
Sutton MS South (06-08)	1,375			1,375	85.7
Total	2,375	1,615	1,488	2,375	

*Requires ES Feeder Alignment Change

Scenario 3



Scenario 3

School	Building Capacity	2029-30 Projected Live-In	2029-30 Projected Non-Charter Live-In	Scenarios Capacity	FCA (Condition)
Sutton PK-8*	1,000	1,615	1,488	350	89.0
Sutton MS (06 - 08)	1,375			1,375	85.7
Total	2,375	1,615	1,488	1,725	

*indicates MS Capacity

Table Highlight Legend

Building Repurposed
Change in Grade Configuration

Charter School (2024-25 Enrollment)	PK-5 Enrollment	6-8 Enrollment	9-12 Enrollment
Atlanta Classical Academy	327	199	171

UNIFY DUAL CAMPUS

North Atlanta Middle Schools

Scenario 1: Convert Sutton 7-8 to a 6-8 Middle with an Addition

Scenario 2: Convert Sutton 6th and Sutton 7-8 to 6-8 Middle Schools

Scenario 3: Convert Sutton 6th to a PK-8 School and Convert Sutton 7-8 to a 6-8 Middle School



Reduces up to 650 Empty Seats / Improves Utilization



Improves transportation efficiency



Reduces multiple parent drop off / pick up



Reduces # of building transitions



Accesses Enrollment-based state funding



Reinvests maintenance funds for improvements



Creates space for community / staff support (Scenario 1)



Improves programmatic continuity (Scenario 3)

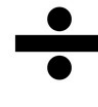
North Atlanta Middle Schools Scenario 1		Current	Proposed
Average Capacity		1188	1725
Average 2029-30 Projected Enrollment (Non-Charter)		744	1488
Average 2029-30 Projected Utilization (Non-Charter)		63%	86%
North Atlanta Middle Schools Scenario 2		Current	Proposed
Average Capacity		1188	1188
Average 2029-30 Projected Enrollment (Non-Charter)		744	744
Average 2029-30 Projected Utilization (Non-Charter)		63%	63%
North Atlanta Middle Schools Scenario 3		Current	Proposed
Average Capacity		1188	863
Average 2029-30 Projected Enrollment (Non-Charter)		744	744
Average 2029-30 Projected Utilization (Non-Charter)		63%	86%



Requires a change in ES boundaries



Repurposes school with high FCA



Splits Cluster into North and South MS (Scenario 2)

APPROPRIATELY ENROLLED – PROGRAMMATICALLY STRONG

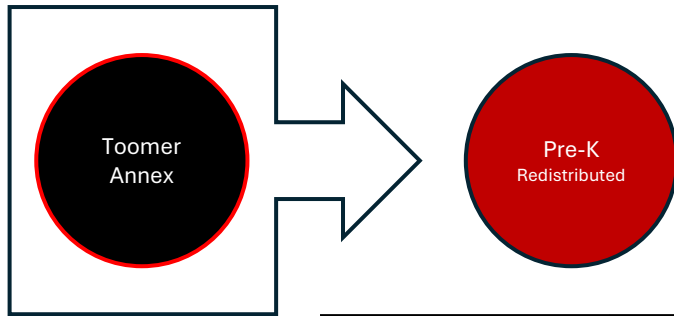
North Atlanta High School
(5-10 Year Timeline)

Scenario 1

- Consider an addition of up to 250 seats
- + *Provides further improved facility for area students*
- + *Maintains cluster lines*
- *Disruptive to students and staff during construction*
- *Tight site means any construction would be relatively expensive per sq ft*
- *Invests funds in a facility with an already high FCA (99%)*

School	Building Capacity	2024-25 Enrollment	2024-25 Utilization	2029-30 Projected Live-In	2029-30 Projected Non-Charter Live-In	FCA (Condition)
North Atlanta HS	2375	2368	99.7%	2382	2262	99.6

UNIFY DUAL CAMPUS Repurpose Toomer Annex

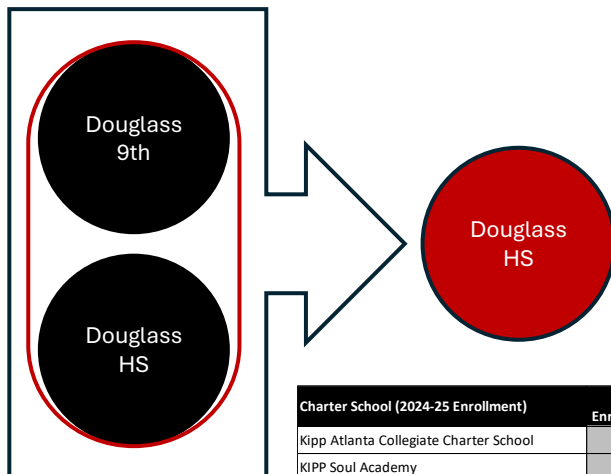


Charter School (2024-25 Enrollment)	PK-5 Enrollment	6-8 Enrollment	9-12 Enrollment
Atlanta Neighborhood Charter - Elementary	394		
Atlanta Neighborhood Charter - Middle		233	
Charles Drew Charter JA/SR Academy		460	481
Charles R. Drew Charter School	961		

School	Building Capacity	2029-30 Projected Live-In	2029-30 Projected Non-Charter Live-In	Options Capacity	FCA (Condition)
Toomer Annex (PK)	425	95	38	-	78.0
Toomer Elementary	525	1,160	491	525	99.9
Total	950	1,255	529	525	

Toomer Annex	Current	Proposed
Average Capacity	475	525
Average 2029-30 Projected Enrollment (Non-Charter)	265	529
Average 2029-30 Projected Utilization (Non-Charter)	56%	99%

UNIFY DUAL CAMPUS Return 9th Grade Students to Douglass HS & Repurpose Douglass 9th



Charter School (2024-25 Enrollment)	PK-5 Enrollment	6-8 Enrollment	9-12 Enrollment
Kipp Atlanta Collegiate Charter School			874
KIPP Soul Academy		285	
KIPP Soul Primary	505		
Westside Atlanta Charter School	248	101	

School	Building Capacity	2029-30 Projected Live-In	2029-30 Projected Non-Charter Live-In	Options Capacity	FCA (Condition)
Douglass 9th	625	538	403	-	82.3
Douglass HS	2,050	1,199	930	2,050	81.3
Total	2,675	1,737	1,333	2,050	

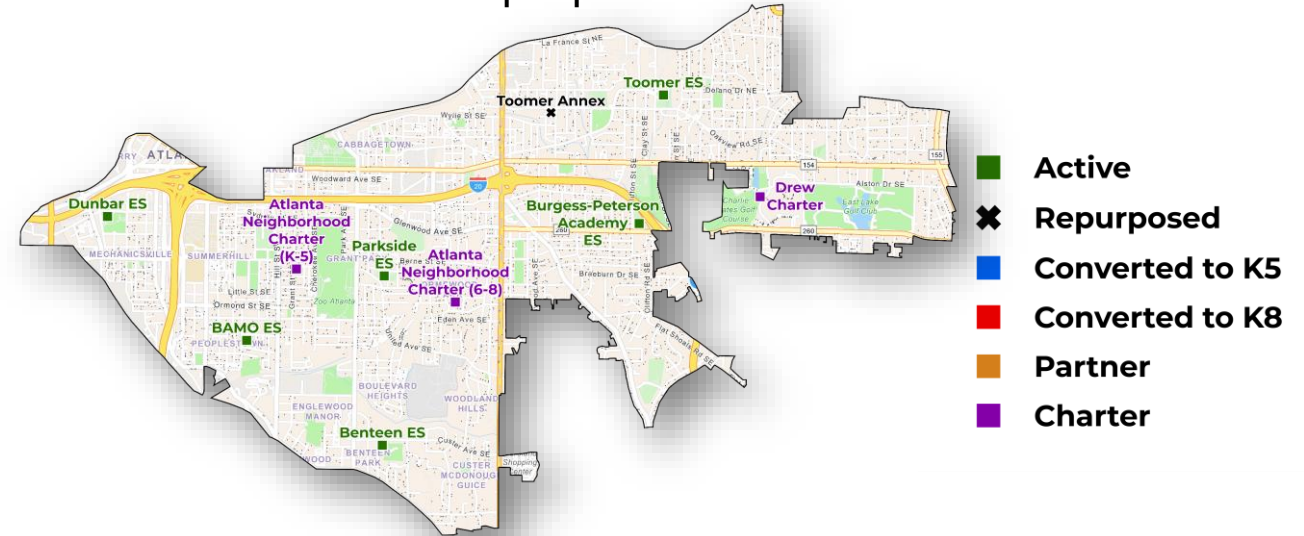
Douglass HS	Current	Proposed
Average Capacity	1338	2050
Average 2029-30 Projected Enrollment (Non-Charter)	667	1333
Average 2029-30 Projected Utilization (Non-Charter)	50%	77%

Table Highlight Legend


Building Repurposed


Change in Grade Configuration


UNIFY DUAL CAMPUS Repurpose Toomer Annex




 Reduces 1,050 Empty Seats / Improves Utilization


 Improves transportation efficiency

 Reduces multiple parent drop off / pick up

 Reduces # of building transitions

 Accesses Enrollment-based state funding

 Reinvests maintenance funds for improvements

 Creates more local Pre-K Classes (Toomer)

UNIFY DUAL CAMPUS Return 9th Grade Students to Douglass HS & Repurpose Douglass 9th

