

# 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



Springdale Park ES

## ➤ Introduction & Background

Process

APS Vision & Principles

Existing Conditions & Drivers

Goals for the Master Plan

Closure

Next Steps

# Facilities Master Planning Team

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SIZEMORE GROUP  
Planning



BLEAKLY ADVISORY GROUP  
Real Estate and Demographic Analysis



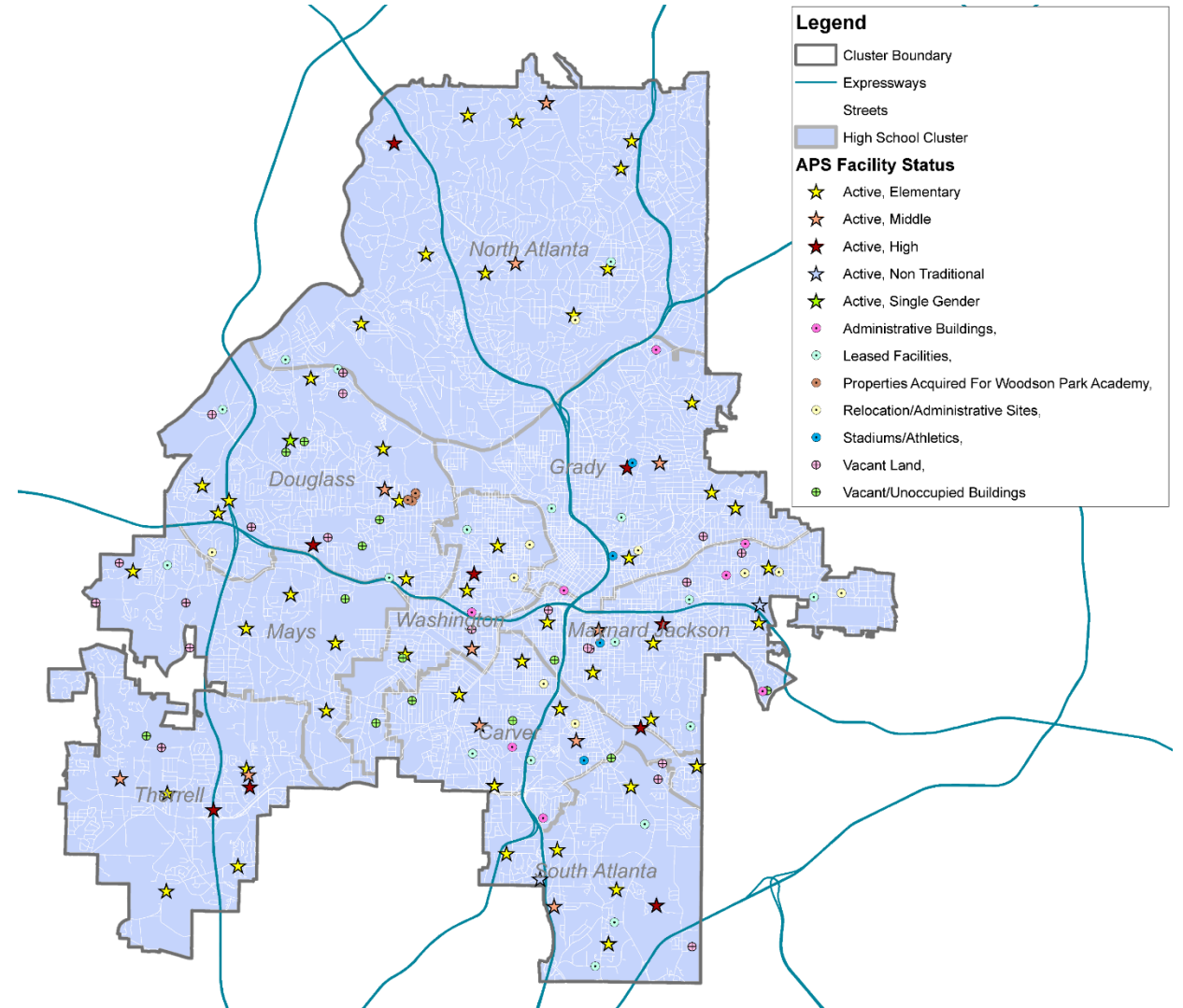
SYCAMORE  
Engagement



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





# Agenda

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Introduction & Background

➤ Process

APS Vision & Principles

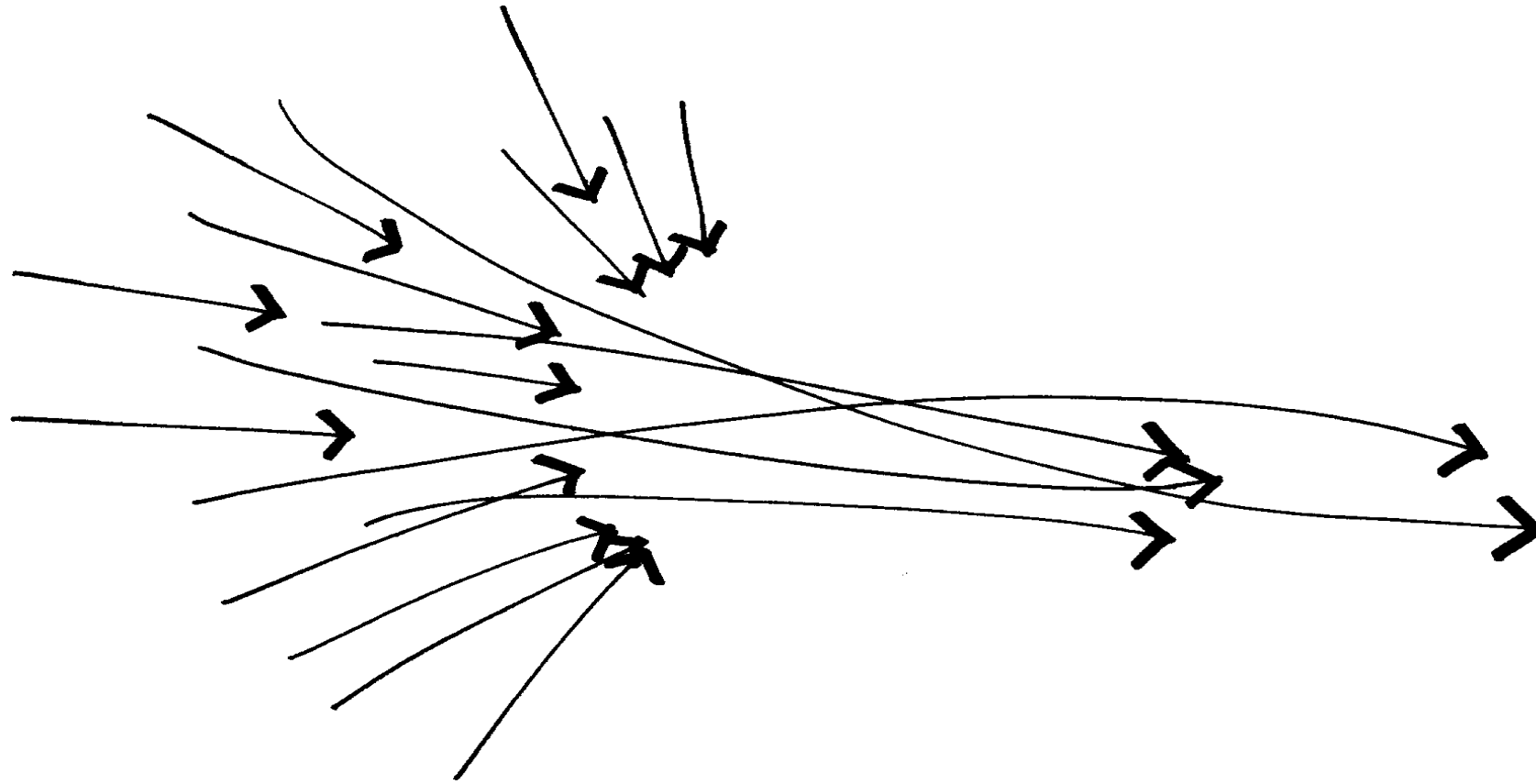
Existing Conditions & Drivers

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# Facilities Master Planning for APS



Strategic

Cluster

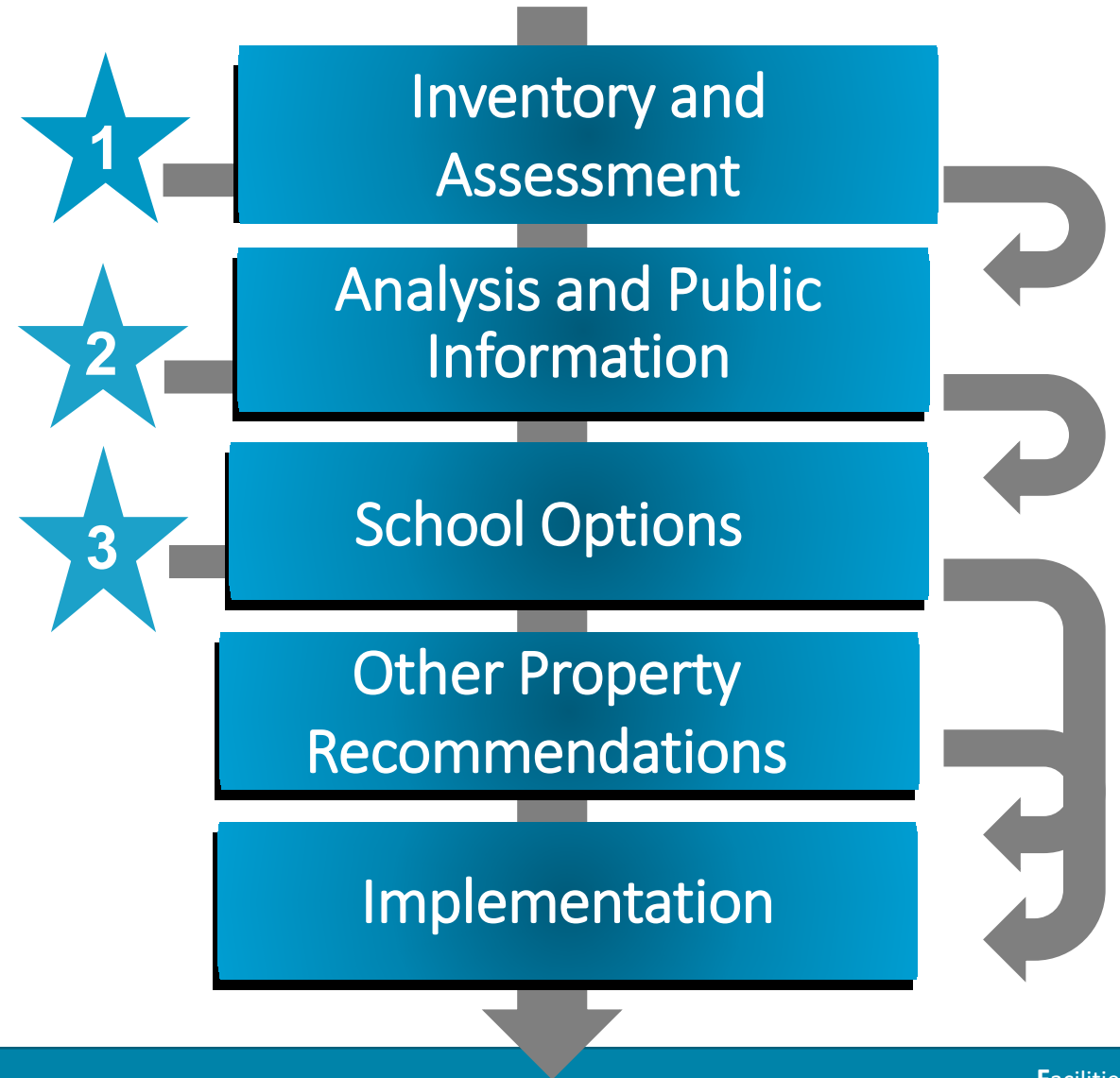
School

Capital Project



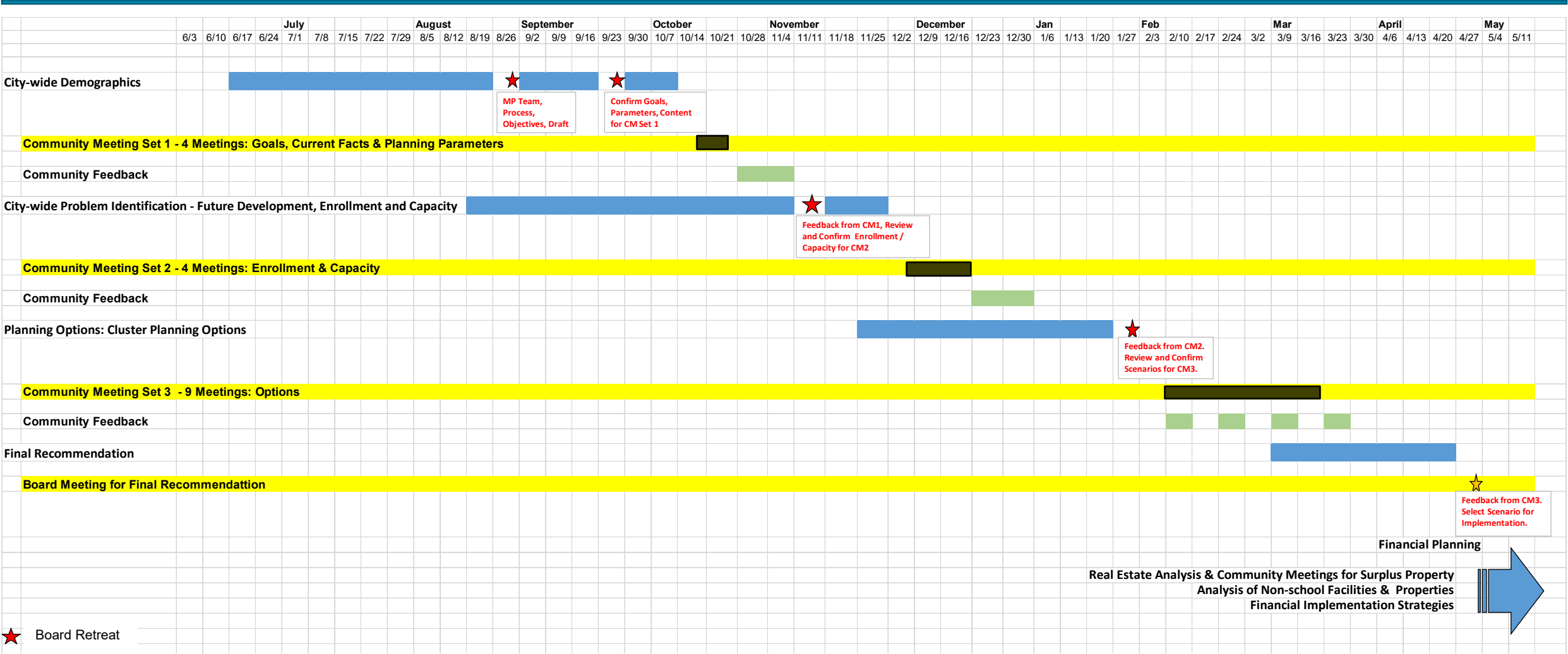
# Scope & Flow

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





# Draft Schedule



*Note: draft schedule & is subject to change*

# Agenda

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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

# Agenda

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# Economic Context Impacting APS

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



# 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).

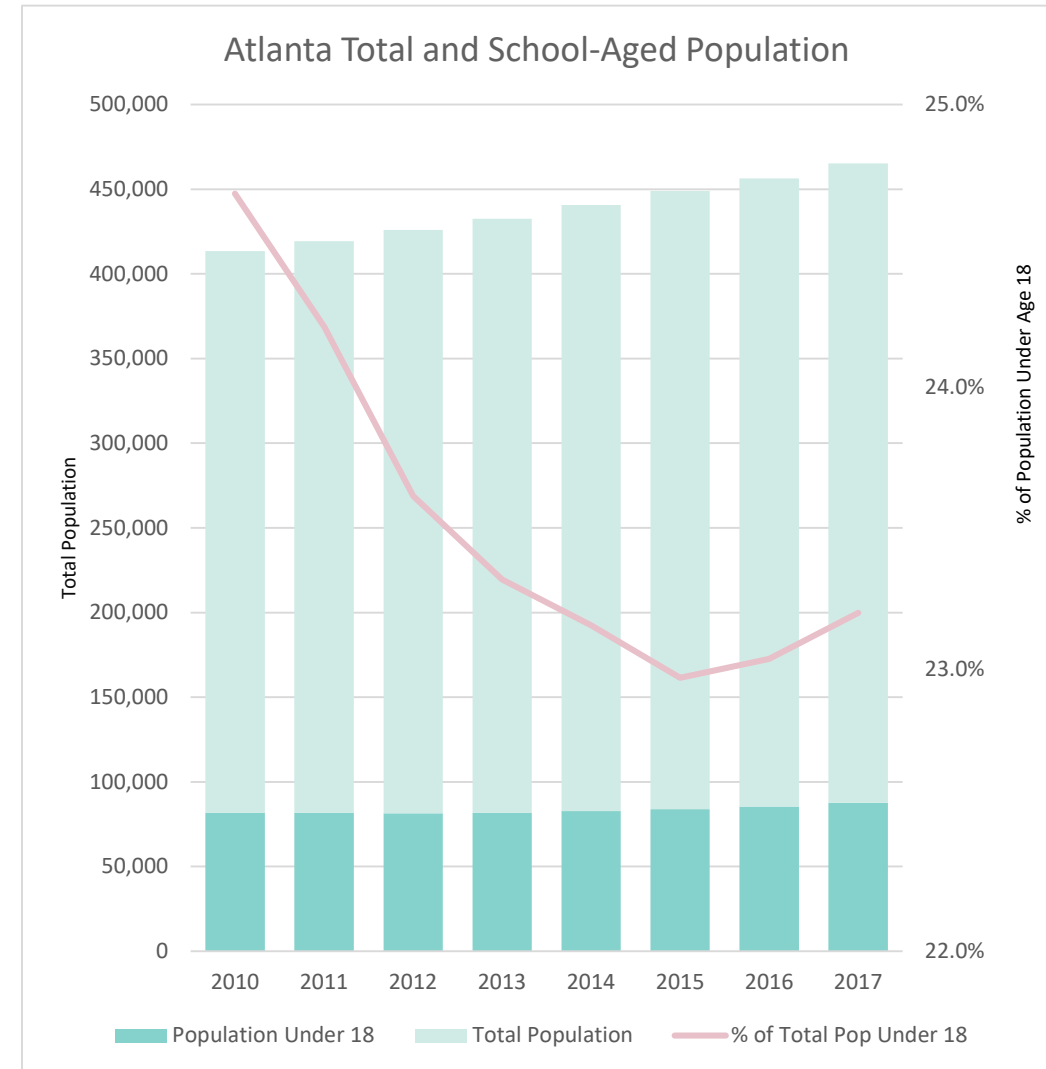
### How have market forces impacted that outcome?

- 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?

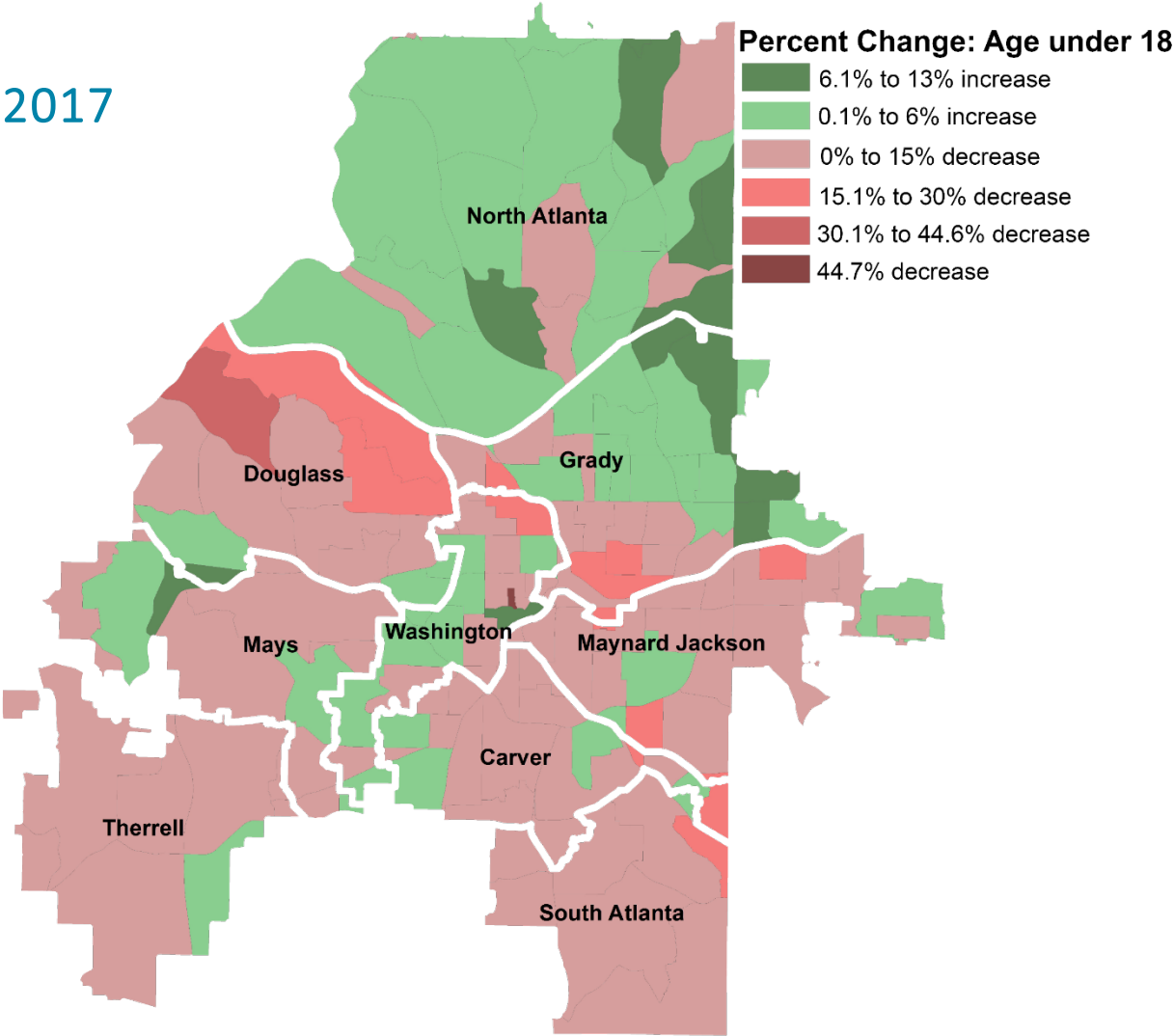


Source: US Census Data



# Existing Conditions: Demographic Analysis

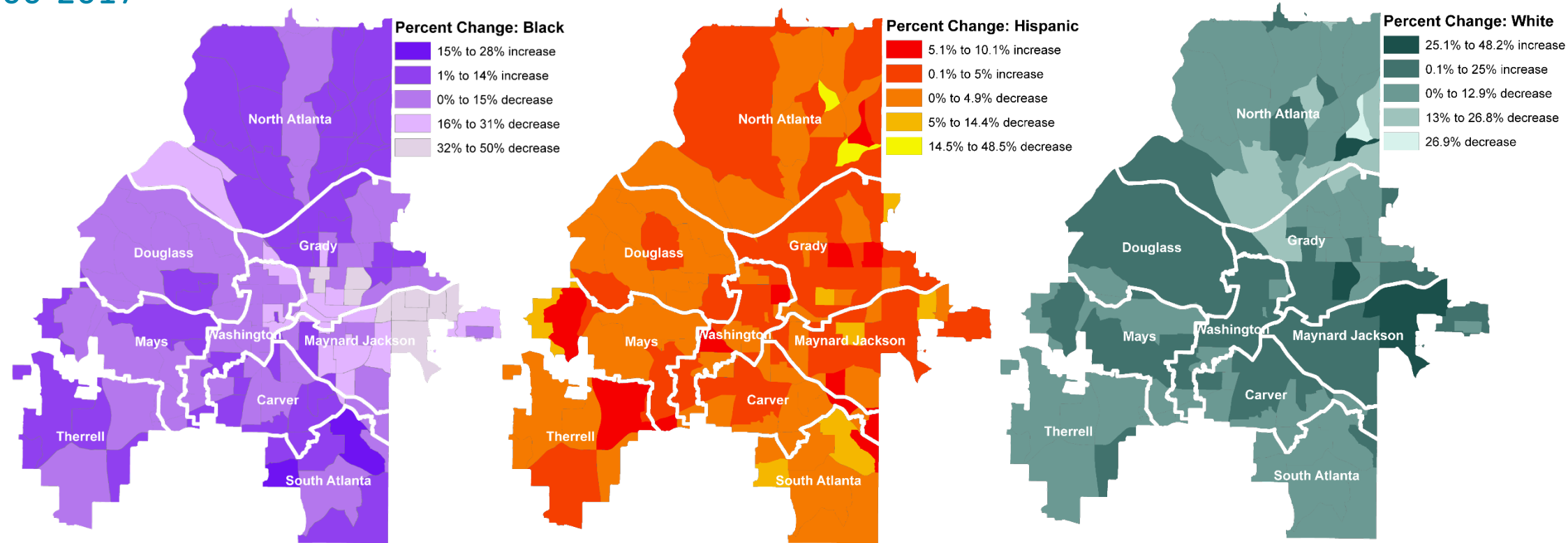
2000-2017



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

# Existing Conditions: Demographic Analysis

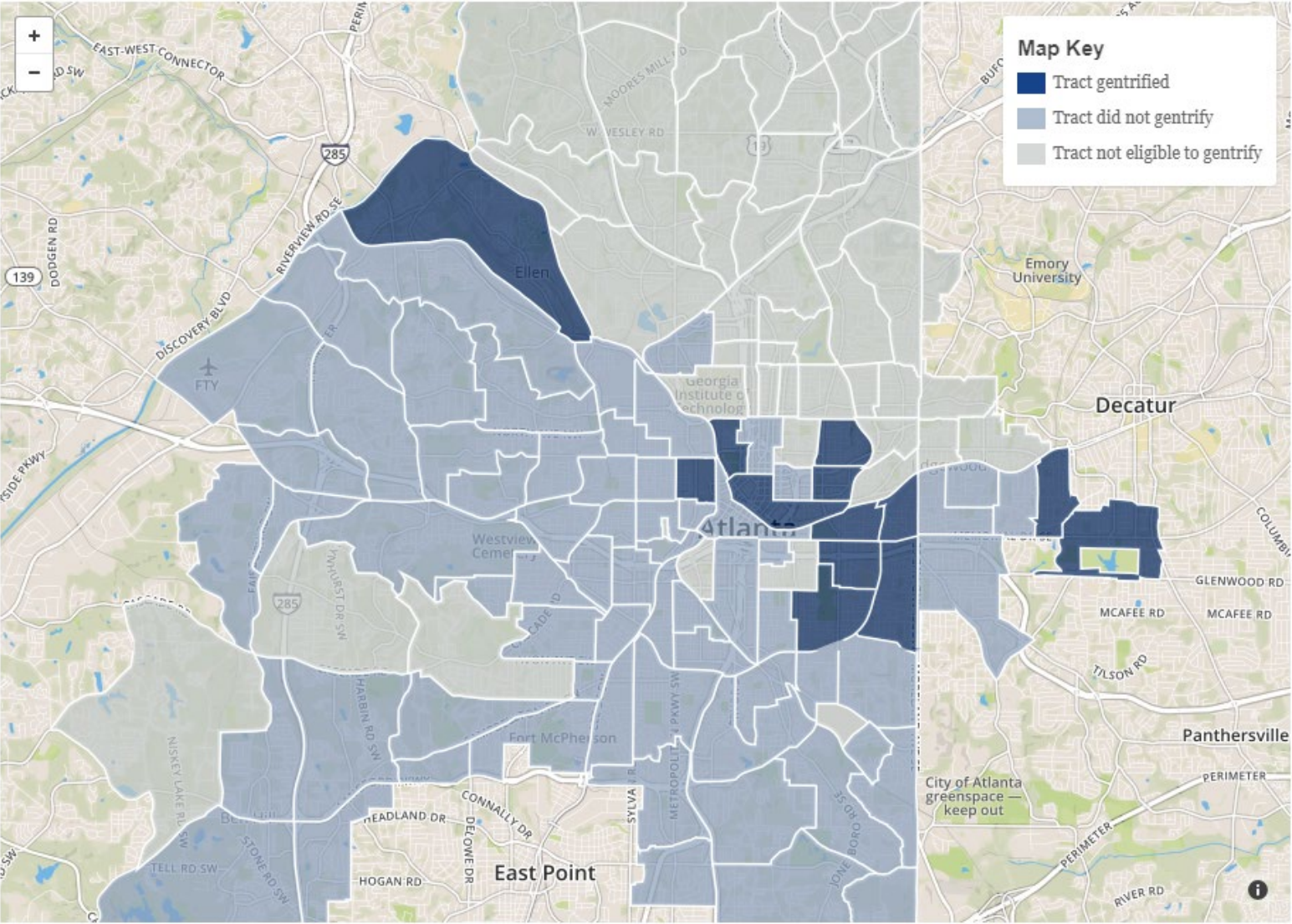
2000-2017



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:

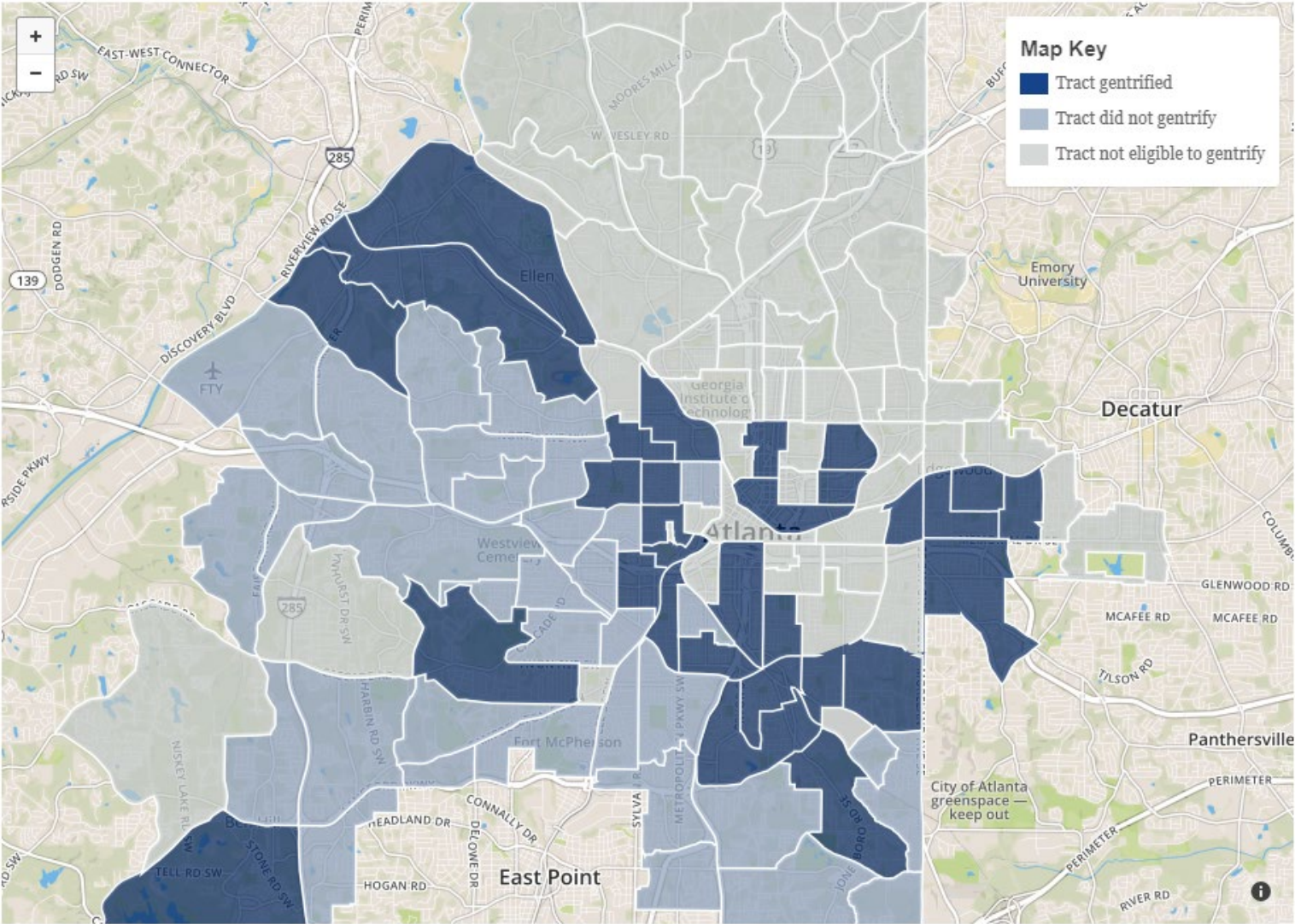
- Population
- Median Home Value
- Bachelor’s Degree
- Median Household Income

*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

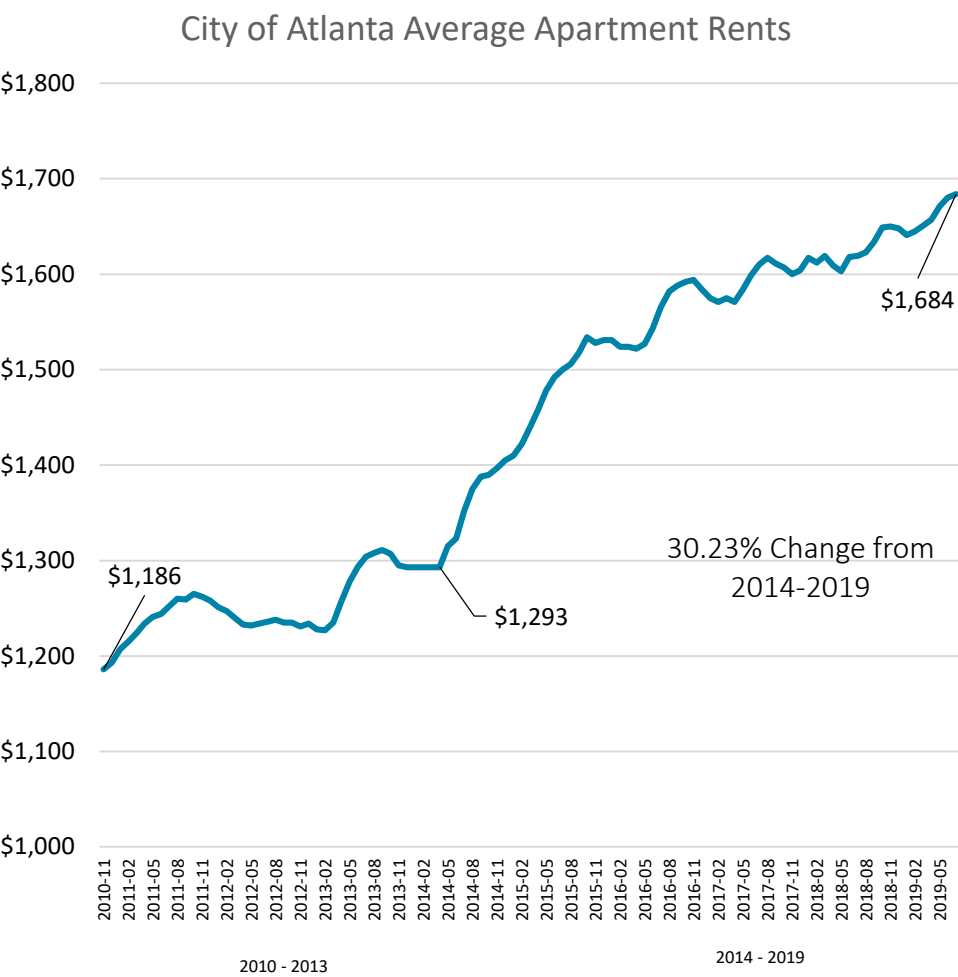
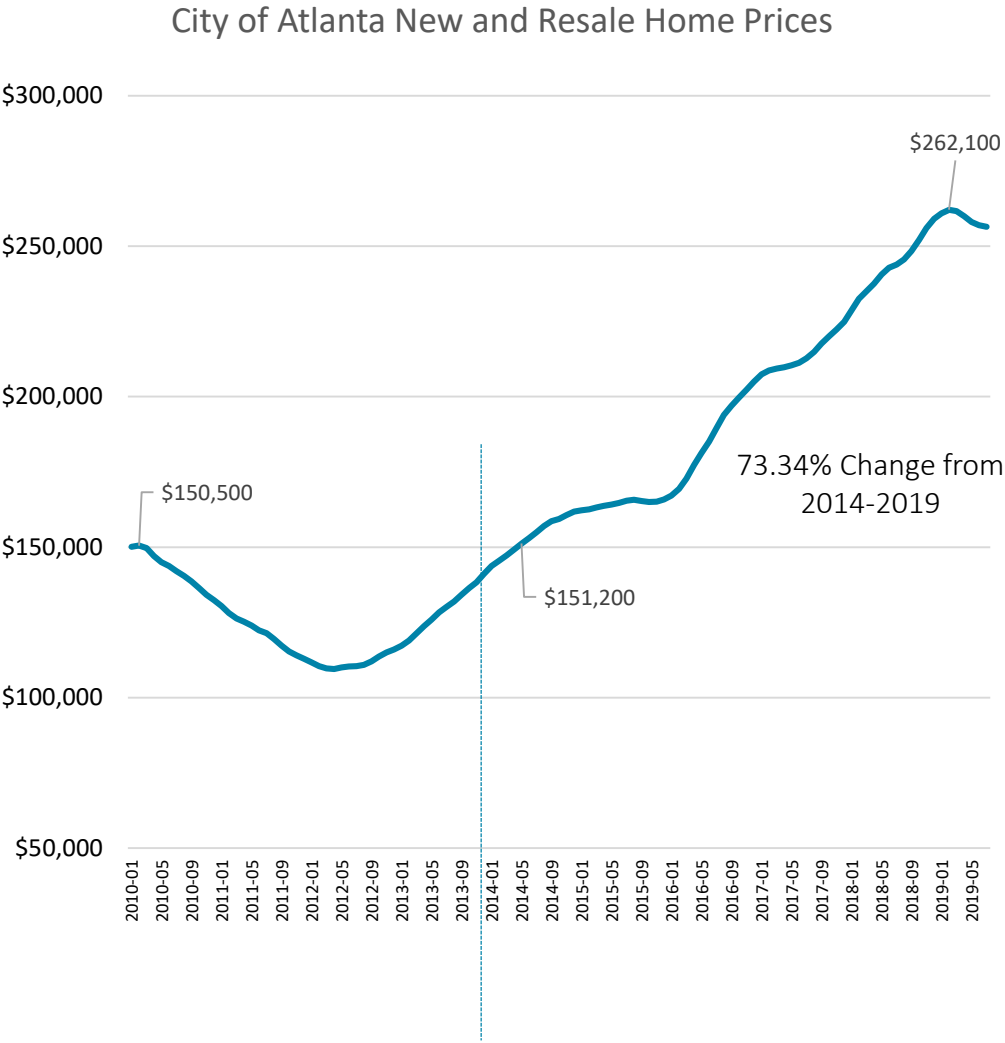


Source:  
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Factors Considered:  
Population  
Median Home Value  
Bachelor's Degree  
Median Household Income

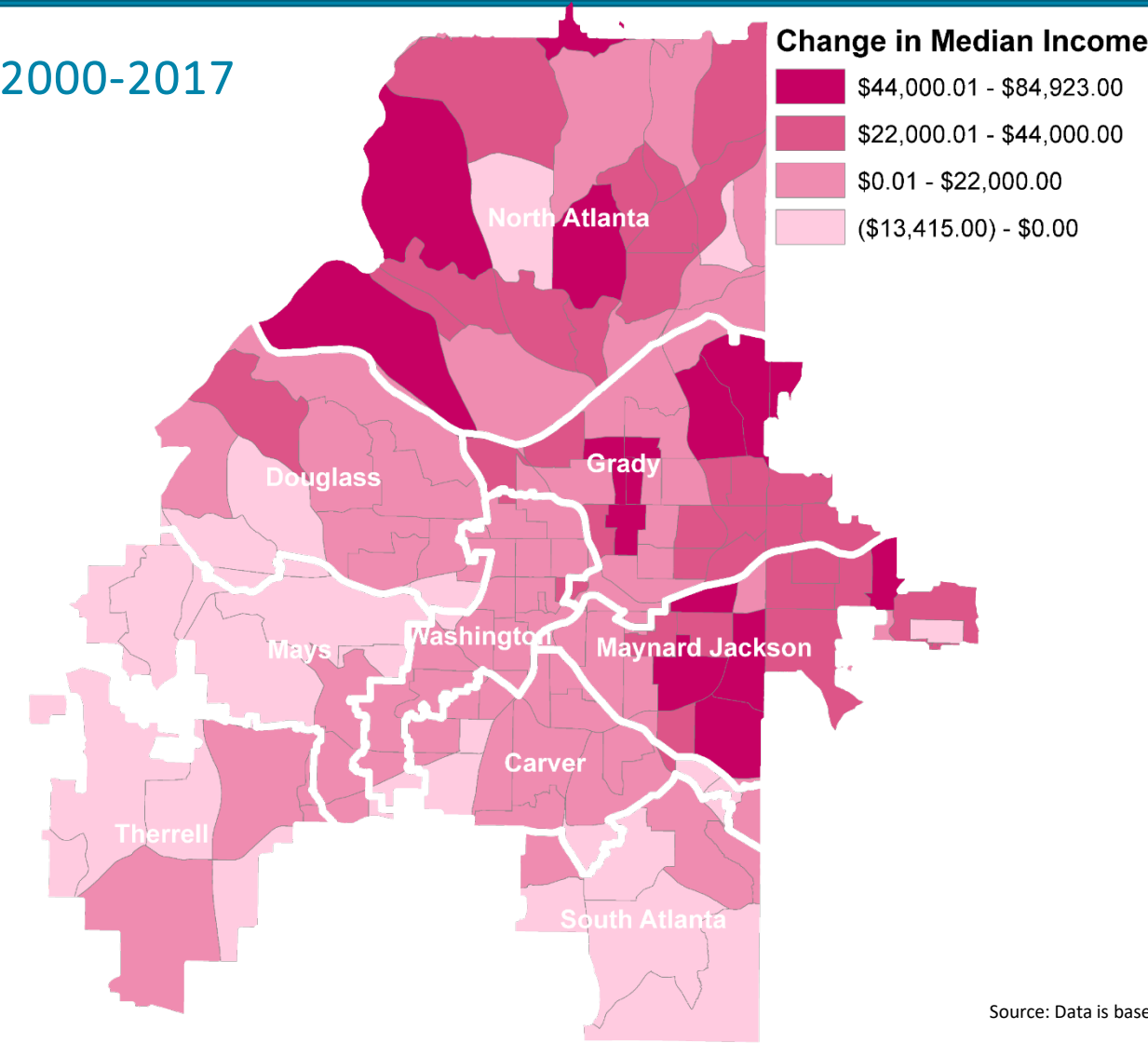
*NOTE: Data shown correspond to current tract boundaries, which may have changed from prior Census years. Estimates are from the US2010 Longitudinal Tract Data Base project of the Russell Sage Foundation and Brown University*

# Existing Conditions: Atlanta Housing Costs & Apartment Rents



Based on Data from CoStar

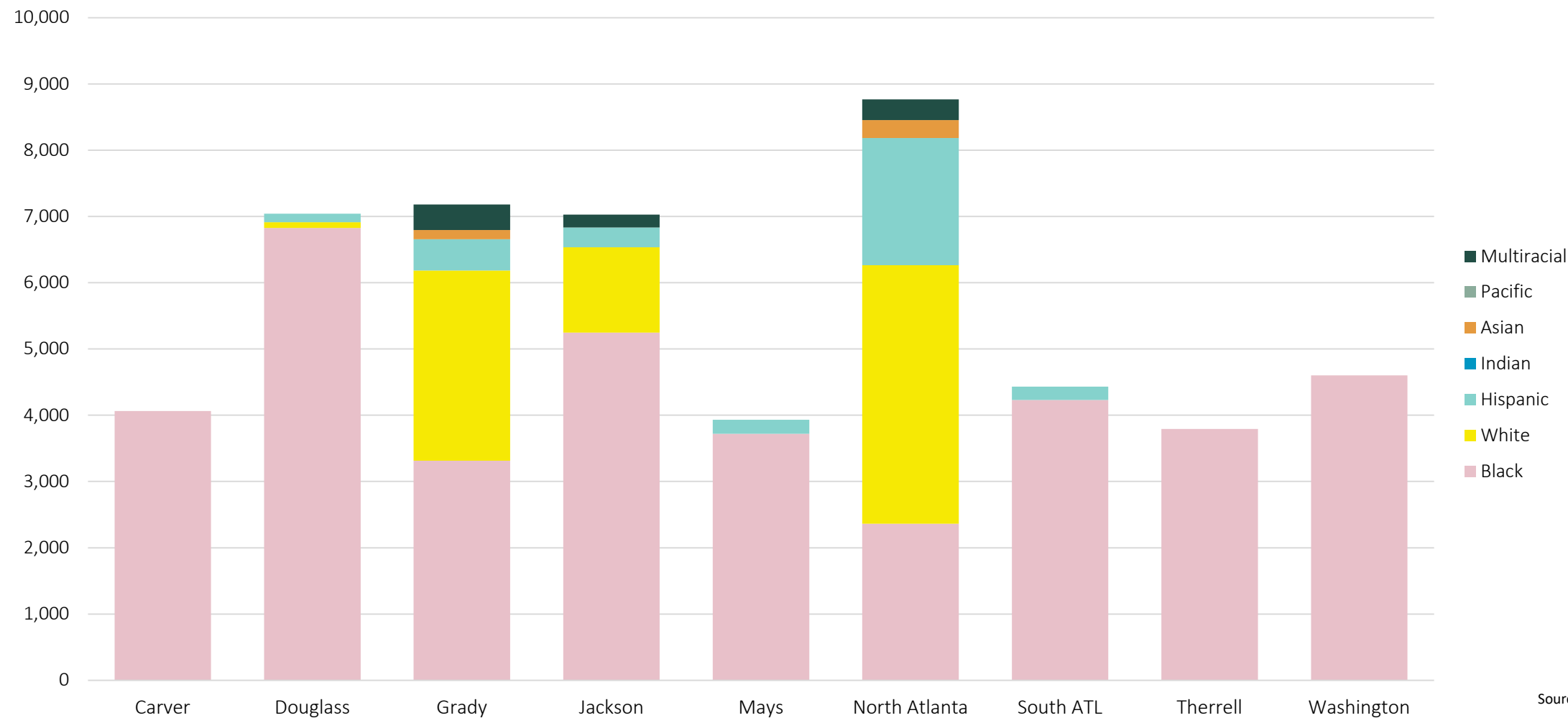
# Existing Conditions: Change in Median Income



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

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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.



# Agenda

North Atlanta HS



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Maynard H. Jackson HS



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# Next Steps

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# 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



Whiteford Early Learning

# 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

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## 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](mailto: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

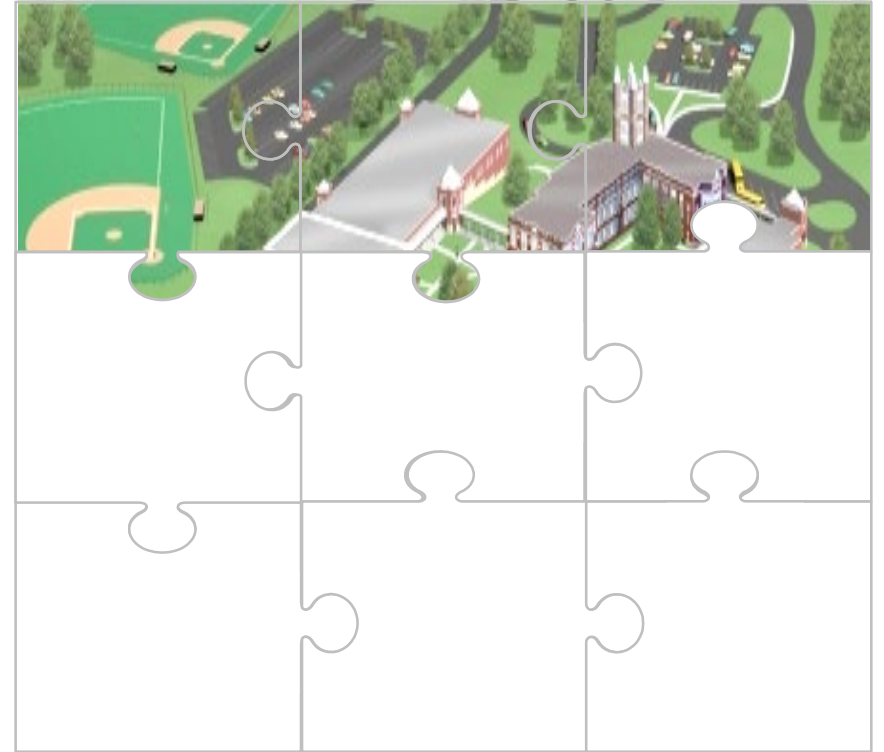
The District will strive to provide multiple opportunities and varied means of communication tailored to community needs that equip stakeholders with an understanding of the institutional facility investments over time.

## 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

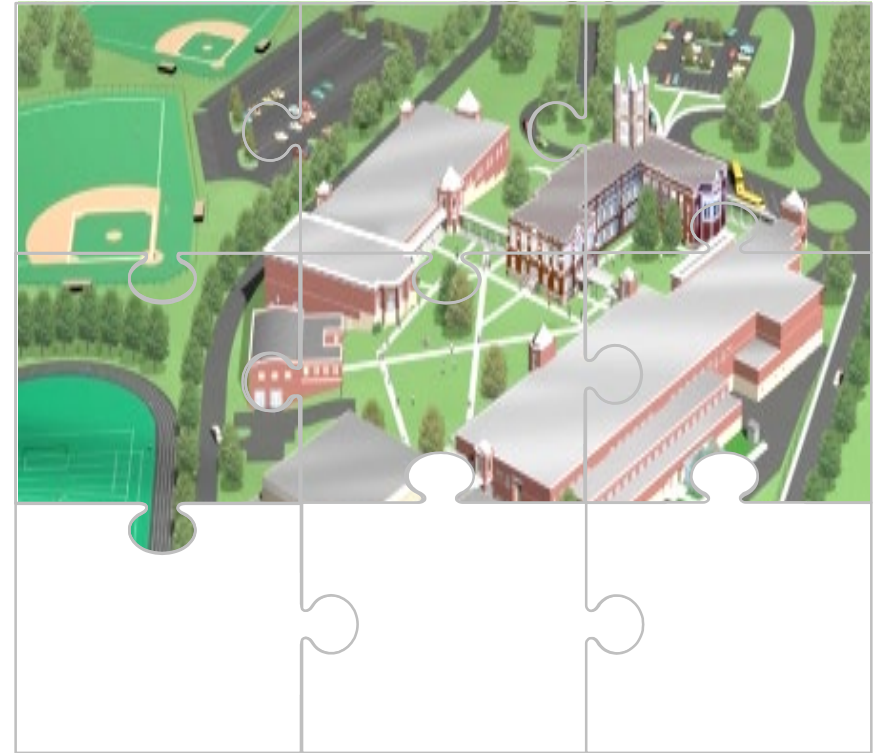
The Facility Master Plan is academically-driven, recognizes that physical environment and facilities must support effective teaching, enhance learning, and maximize student achievement.

## 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

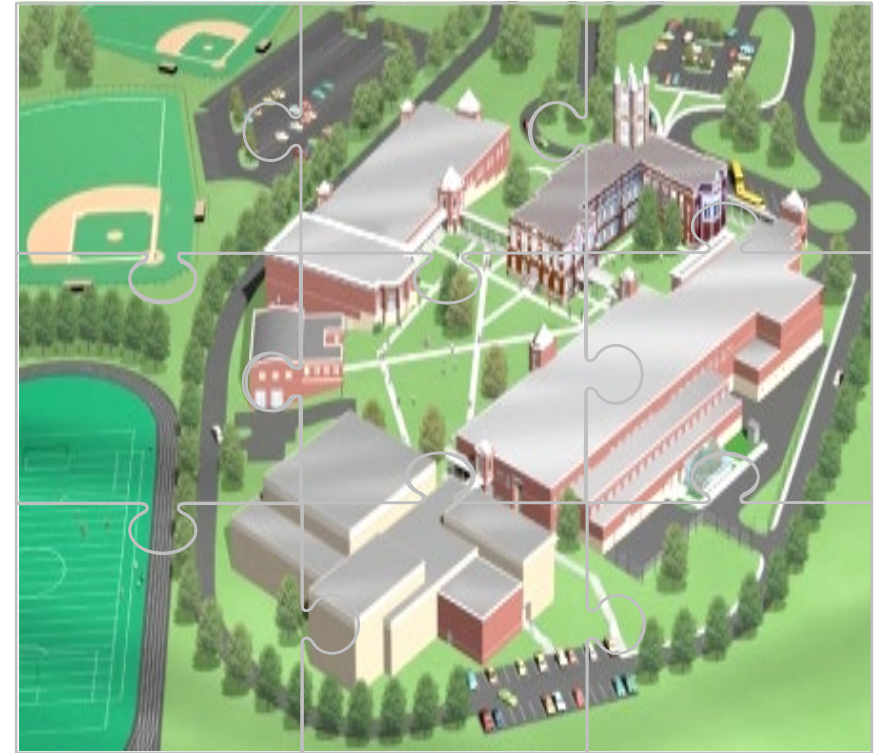
The Facility Master Plan will include the protection of the taxpayers' investment in the District's facilities through a 10-year, long-term plan with a four-year review cycle for maintenance, repairs and renovations to extend the useful life of existing facilities coupled with the development of parameters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