

NPS CONSOLIDATION & EQUITY TRANSITION PLAN (2025-2034)



2025–2034 NPS School Consolidation & Equity Transition Plan

Theme: Breaking Barriers, Building Bridges

Purpose

The purpose of this Transition and Equity Implementation Plan is to ensure a seamless, equitable, and strategic process for school consolidations, redistricting, and capital improvements across Norfolk Public Schools (NPS) from 2025–2034.

This plan supports students, families, and staff through organizational, instructional, and emotional transitions while maintaining academic excellence and operational continuity. It emphasizes fairness, inclusion, and improved outcomes for all stakeholders, minimizing disruption throughout each transition phase.

Theme: Breaking Barriers, Building Bridges

We are moving from Vision to Victory by breaking down barriers that limit opportunity and building bridges that connect every learner to the resources, relationships, and support they need to thrive.

Alignment with NPS Equity Priorities:

- Equitable resource alignment (funding, staffing, facilities, and programs)
- Inclusive and transparent community engagement
- Culturally responsive practices
- Data-driven accountability and progress monitoring
- Bridging opportunity gaps through equitable redistricting
- Ensuring clear communication, stakeholder collaboration, and equity throughout the transition process

Key Equity Performance Indicators

Educational Opportunity

- Maintain or improve access to rigorous instruction, advanced coursework, specialized support, and early learning quality for all affected students.
- Preserve instructional continuity across sending and receiving schools.

Resources and Facilities

- Ensure staffing, materials, and facilities readiness are aligned equitably across all impacted sites.
- Maintain reasonable student-to-teacher ratios and consistent per-pupil resources.

Geographic and Transportation

- Limit increases in student commute times due to consolidation.
- Ensure transportation routes meet safety and on-time standards.

Workforce Diversity and Stability

- Retain staff from closing schools and maintain diversity across receiving schools.
- Prevent involuntary job loss through proactive staffing.

Student Well-Being and Climate

- Provide trauma-informed support and maintain stable attendance, discipline, and climate support.
- Host transition activities/resources for students and families.

Family and Community Voice

- Ensure clear, multilingual, timely communication with families.
- Provide inclusive engagement opportunities for all stakeholders.

Monitoring and Accountability

- Conduct regular Equity Impact Reviews.
- Provide monthly progress updates and an annual Equity report.
- Implement timely corrective actions when issues arise.

2025–2034 NPS Division School Consolidation & Equity Transition Team

- Dr. James Pohl, Interim Superintendent of Norfolk Public Schools
- Dr. Sherry Agnew-Scott, Chief Human Resources Officer
- Mr. Bruce Brady, Executive Director, Curriculum & Instruction
- Dr. Michael Cataldo, Chief Schools Officer
- Dr. Kelli Cedo, Senior Director, Early Learning & Title I
- Mrs. Julianne Flores, Senior Coordinator of EL Curriculum & Instruction
- Mr. Richard Fraley, Chief Operations Officer
- Mr. David Gaskins, Senior Coordinator, Facilities
- Dr. Valerie R. Griffin, Executive Director, Secondary and Specialty Programs
- Mrs. Carol Hamlin, Senior Director of Student Support Services
- Dr. D. Jean Jones, Executive Director of Elementary Schools - Cluster 1
- Ms. Lisa Mitchell, HR Business Partner
- Dr. Tonita G. Phillips, Executive Director of Elementary Schools - Cluster 2
- Mrs. Amanda Schilling, Director of Human Resources
- Mrs. Crystal Skinner, Director of Budget and Grants Management
- Mrs. Jerri Smith, Director, Innovation, Community Engagement, and Outreach
- Mr. Anthony Starks, Chief Financial Officer
- Dr. Glenda Walter, Executive Director, Learning Support & Special Education
- Mrs. Tiffany Whitfield, Director of Communication and Community Engagement
- Mrs. Lisa Winter, Senior Director, School Nutrition
- Mr. Jesse Zamora, Senior Director, Information Technology

Phase 1: School Planning, Consolidations, and Transitions — 2025–2026

A. Willoughby Preschool to Oceanair Elementary:

Impacted Schools:

Willoughby Preschool (Mr. Laundrell Gantes, Principal)

Oceanair Elementary (Mr. Jason Koonce, Principal)

Purpose: To move Willoughby Preschool students and staff into Oceanair Elementary while maintaining early learning quality, family engagement, and instructional alignment.

School Transition Committee Members:

- School-Based Administrative Team
- Instructional Leadership Team
- Student Data Specialist (Currently Unallocated)
- School Office Manager
- Facilities Management Administrator
- Custodial Building Supervisor
- Family Engagement Specialist
- Early Learning and Title I
- Learning Support
- Bridge Ambassador (Building-Level Point-of-Contact for Transition)
- Human Resources

Community & Parent Representatives:

- Civic League Representative
- PTA Representative
- Parent Representative
- Local Faith-Based Representatives and Community Organizations

B. Norview Elementary to Sherwood Forest & Tanners Creek (Pending Redistricting):

Impacted Schools:

Norview Elementary (Mrs. Kathy Caple, Principal)

Sherwood Forest Elementary (Mr. Dennis Holland, Principal)

Tanners Creek Elementary (Mrs. Rhonda Harris, Principal)

Purpose: To ensure smooth reassignment of Norview Elementary students and staff, equitable distribution of resources, and preservation of academic and social supports during the closure and reassignment process.

School Transition Committee Members:

- School-Based Administrative Team
- Instructional Leadership Team
- Student Data Specialist (Currently Unallocated)
- School Office Manager
- Facilities Management Administrator
- Family Engagement Specialist
- Early Learning and Title I
- Learning Support
- Bridge Ambassador (Building-Level Point-of-Contact for Transition)
- Human Resources

Community & Parent Representatives:

- Civic League Representative
- PTA Representative
- Parent Representative
- Local Faith-Based Representatives and Community Organizations

C. Oceanair Elementary to Ocean View, Bay View, & Mary Calcott (Pending Redistricting):

Impacted Schools:

Oceanair Elementary (Mr. Jason Koonce, Principal)

Ocean View Elementary (Mrs. Jennifer Murphey, Principal)

Bay View Elementary (Dr. Laura Baez-Akbik, Principal)

Mary Calcott Elementary (Mrs. Danielle McIntyre, Principal)

Purpose: To ensure smooth reassignment of Oceanair Elementary students and staff, equitable distribution of resources, and preservation of academic and social supports during the closure and reassignment process.

School Transition Committee Members:

- School-Based Administrative Team
- Instructional Leadership Team
- Student Data Specialist

- School Office Manager
- Facilities Management Administrator
- Family Engagement Specialist
- Early Learning and Title I
- Learning Support
- Bridge Ambassador (Building-Level Point-of-Contact for Transition)
- Human Resources

Community & Parent Representatives:

- Civic League Representative
- PTA Representative
- Parent Representative
- Local Faith-Based Representatives and Community Organizations

School Transition Committees Timeline and Action Steps

Principal/Employee Transition Plan: Merged Timeline Goals

1. Ensure a smooth and equitable transition for all employees and students.
2. Retain effective staff and minimize disruption to school operations.
3. Provide transparency, communication, and support throughout the process.
4. Complete most staff placements by **March 16, 2026**.

Phase 1 - 2025 collaborate with impacted administration to develop plan
 2026–27 – Willoughby ECC – Closure
 2026–27 – Oceanair ES – Repurpose to Pre-K Center and Transition Current Students Out
 2026–27 – Norview ES – Closure

Date/Timeline	Action Steps	Responsible Parties
November 2025	Principal Overview Meeting/ Expectation Deliverables Launch Equity Transition Support Plan (ETSP) Template discuss during data	SLD: Executive Directors of Schools Principals: Willoughby,

	<p>meetings and as needed</p> <p>Data & Impact Mapping (ongoing) to look at student reassignment data (demographic data)</p> <p>Conducted a site assessment at Oceanair to repurpose the building into an ECC. Updates include making accommodations in bathrooms to support younger students, adding a playground for younger students, upgrading lighting, painting, adding fencing, removing the 8 mobile classrooms from the property and having contractors replace the exterior windows.</p> <p>Analyze transportation routes, travel times, and accessibility impact on students through an equity lens.</p>	<p>Oceanair, Sherwood Forest, Tanners Creek, Norview, Bay View, Ocean View, Mary Calcott</p> <p>Principals: Willoughby, Oceanair, Sherwood Forest, Tanners Creek, Norview, Bay View, Ocean View, Mary Calcott</p> <p>Operations</p> <p>Director of Innovation, Community Engagement and Outreach</p>
<p>December 2025</p>	<p>Communicate Human Resources survey purpose and deadlines during staff meetings and via email prior to HR proposed date of distribution</p> <p>Staff and program inventory to include staff demographics, instructional resources, and program access. Consider needs/gaps in advanced learning, special education, ELL, or early learning.</p> <p>Monitor ETSP and provide ongoing support and alignment.</p> <p>Plan and market a family and community engagement listening sessions at Norview, Willoughby, and Oceanaire that will be offered bi-monthly starting in Jan.</p>	<p>Principals</p> <p>Director of Innovation, Community Engagement, and Outreach & Communications</p>

	<p>division leadership.</p> <p>Establish public facing email to field school consolidation efforts via website for each building.</p>	Outreach
January 15–February 2, 2026	<p>Communicate transfer eligibility, process, and timeline to all impacted staff.</p> <p>Collaborate with Human Resources regarding available positions. (Pending Redistricting)</p> <p>Provide support and guidance to employees navigating transfer options.</p> <p>Monitor participation and ensure equitable access to transfer opportunities.</p>	<p>Principals & EDs</p> <p>Director of Innovation, Community Engagement, and Outreach</p>
February 2–February 15, 2026	<p>Collaborate with Executive Directors and Human Resources to identify vacancies within receiving schools.</p> <p>Review staff qualifications, certifications, and preferences to ensure equitable and strategic placement decisions.</p> <p>Communicate placement updates promptly to impacted employees.</p> <p>Provide transition support to ensure smooth onboarding and integration into new school communities.</p>	<p>HR, Principals, Executive Directors of Schools & Director of Innovation, Community Engagement, and Outreach</p>
February 15–March 6, 2026	<p>Communicate staffing updates to school leadership teams and staff.</p> <p>Collaborate with HR onboarding and support plans for newly assigned personnel.</p> <p>Presentation of the draft plan for the first year of the redistricting plan for students from Oceanair and Norview.</p> <p>Conduct Public Hearing on Redistricting plan for Oceanair and Norview Elementary Schools.</p>	<p>Principals & Executive Directors of Schools</p> <p>Operations/Woolpert</p> <p>School Leadership, Operations</p>

<p>March 6–March 31, 2026</p>	<p>Communicate move-out dates, expectations, and procedures to all staff in advance.</p> <p>Encourage employees to review available vacancies and submit transfer requests within the designated window.</p> <p>Collaborate with Human Resources to ensure equitable placement and timely processing of transfers.</p> <p>Monitor participation and provide necessary guidance or clarification to staff.</p> <p>Strengthen community connections and continue to refine transition supports. Host another multilingual family listening session at each school.</p> <p>Coordinate with Communications to share closure highlights, legacy stories, and transition updates across division platforms.</p> <p>Board vote on redistricting plan for Oceananir and Norview Elementary Schools.</p> <p>Create and publish enrollment plan for students entering Norfolk Public Schools within a zone for a school being closed to give the option of enrolling in their future school.</p>	<p>Operations</p> <p>HR, Principals, Executive Directors of Schools, & Director of Innovation, Community Engagement, and Outreach</p> <p>School Leadership, Operations</p>
<p>March 31, 2026 (4–6 PM)</p>	<p>Attend the event and represent your school’s staffing needs and culture.</p> <p>Engage with potential candidates to discuss available roles and answer questions.</p> <p>Collaborate with Human Resources and other school leaders to ensure equitable placement of staff.</p> <p>Follow up with HR after the fair to confirm candidate selections and next steps.</p>	<p>HR, Principals & Executive Directors of Schools</p>
<p>April–May 2026</p>	<p>Collaborate with staff, families, and community partners to design meaningful events that celebrate school history,</p>	<p>Principals, School Leadership Team, Community</p>

	<p>achievements, and relationships.</p> <p>Provide opportunities for reflection, recognition, and closure for students and staff.</p> <p>Coordinate with receiving schools to facilitate smooth transitions and foster a welcoming environment for incoming students and employees.</p> <p>Document celebrations and share highlights with the division's communications team.</p> <p>Host final multilingual family listening session at each school.</p> <p>Contract a moving company to move teachers' instructional materials from Willoughby to Oceanair, Norview to transition schools, and Oceanair to transition schools.</p> <p>Coordinate with Operations, Facilities, Accounting, Title I, Early Learning and IT departments to manage packing, storage, and transfer of materials and equipment.</p>	<p>Partnership, Communications, Director of Innovation, Community Engagement, and Outreach & Executive Directors of Schools</p> <p>Operations</p> <p>Accounting and Operations</p>
June 1–14, 2026	<p>Ensure proper documentation and inventory of school property prior to relocation.</p> <p>Provide support and flexibility for staff as they prepare classrooms and offices for closure.</p> <p>Confirm completion of all move-out tasks and facility readiness for turnover.</p> <p>Close the schools. Begin asset assessments at Oceanair, Willoughby, and Norview relocating assets to other NPS schools. Begin construction projects at Oceanair.</p>	<p>Principals, School Leadership, Facilities, Information Technology & Executive Directors of Schools</p> <p>Accounting and Operations</p>
June 15, 2026	<p>Review and approve any school-specific messaging, photos, or media releases related to the closure.</p>	<p>Principals, School Leadership, Executive Directors, Communications</p>

	<p>Support the development of thank-you messages or recognition pieces for staff, students, and families.</p> <p>Ensure communication channels remain open for families and employees during the transition period.</p> <p>Document lessons learned and feedback to inform future school Transitions.</p> <p>Open website designed by Woolpert that will allow parents to view the school their students will attend for 2026.</p>	Operations, Media and Communications
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Phase II - Summer 2026 collaborate with impacted admin to develop plan

2027–28 – Rosemont Specialty – Repurpose (AOIS, Young Scholars, and Ghent Programs)
 2027–28 – Tarrallton ES – Closure
 2027–28 – P.B. Young ES – Closure (pending demolition timeline)
 2027–28 – Granby ES – Closure
 2027–28 – Ghent K–8 – Closure and relocation to Rosemont
 2027–28 – Lindenwood ES – Repurpose (Professional Development Center)
***Timeline to be repeated and strengthened by insights from 2026-27**

Date/Timeline	Action Steps	Responsible Parties
April 2026	Meet with principals of Rosemont, Ghent, Tarrallton, P.B. Young, Granby, and Lindenwood to discuss timeline development for transitions in 2027-2028.	Principals, School Leadership, Executive Directors of Schools, Operations, Human Resources, Communications
June 2026	Meet with principals of Rosemont, Ghent, Tarrallton, P.B. Young, Granby, and Lindenwood to finalize timeline for transitions in 2027-2028.	Principals, School Leadership, Executive Directors of Schools, Operations, Human Resources, Communications
August 2026	Develop School-Level Transition Teams	Principals, School Leadership, Communications

October 2026	Hold Public Hearing for redistricting of Tarrallton, P.B. Young, Granby, and Lindenwood Elementary Schools.	School Leadership, Operations
November 2026	School Board vote on redistricting plan for Tarrallton, P.B. Young, Granby, and Lindenwood Elementary Schools.	School Leadership, Operations
February 2027	Collaborate with SECEP on move from current building to Chesterfield during the 2028-2029 School Year	School Leadership, Operations

Phase III - Summer 2027 collaborate with impacted administration to develop plan

2028–29 – SECEP K–12 – Closure and relocation to Chesterfield ES
 2028–29 – Chesterfield ES – Repurpose
 2028–29 – Jacox ES – Begin rebuild planning
 2029–30 – Berkley ECC – Closure (dependent on St. Helena upgrades)
 *Timeline TBD by insights from 2027-28

Date/Timeline	Action Steps	Responsible Parties
April 2027	Meet with principal of Chesterfield ES to discuss timeline development for transitions for 2028-2029 closure.	Principals, School Leadership, Executive Directors of Schools, Operations, Communications
June 2027	Meet with principal of Chesterfield ES to finalize timeline development for transitions for 2028-2029 closure.	Principals, School Leadership, Executive Directors of Schools, Operations, Communications
August 2027	Develop School-Level Transition Team	Principals, School Leadership, Communications
October 2027	Hold Public Hearing for redistricting of Chesterfield Elementary School.	School Leadership, Operations
November 2027	School Board vote on redistricting plan for Chesterfield Elementary School. Develop plan for Southside schools, Berkley ECC and St. Helena for movement of students.	School Leadership, Operations School Leadership, Operations, Communications

Phase IV- Summer 2028 collaborate with impacted administration to develop plan

2030–33 – Jacox ES – Rebuild

2030–33 – TBD ES (Suburban Park/St. Helena) – Rebuild

2030–33 – Lake Taylor HS – Renovation

2033–34 – Norfolk Technical Center HS – Closure (students to Lake Taylor HS)

Date/Timeline	Action Steps	Responsible Parties
TBD	Dependent on funding of renovation for LTHS and St. Helena and rebuild of Jacox.	School Leadership, Operations, Communications

Equity Transition Support Plan (ETSP) Checklist (Word Format)

Note: The ETSP will be in an electronic format for convenience. Here is the outline of the contents of the form

School Name:

Receiving School:

Date:

Planning Phase: Phase I Phase II Post-Implementation

Educational Opportunity

Checklist Items
<input type="checkbox"/> Rigorous instruction access maintained
<input type="checkbox"/> Advanced coursework available
<input type="checkbox"/> Specialized services uninterrupted
<input type="checkbox"/> Learning programs and quality maintained
<input type="checkbox"/> Instructional continuity ensured

Geographic and Transportation

Checklist Items
<input type="checkbox"/> Minimal increase in commute times
<input type="checkbox"/> Routes meet safety standards
<input type="checkbox"/> On-time bus performance
<input type="checkbox"/> Adjustments communicated to families

Resources and Facilities

Checklist Items
<input type="checkbox"/> Equitable staffing
<input type="checkbox"/> Adequate materials and supplies
<input type="checkbox"/> Facility readiness confirmed
<input type="checkbox"/> Reasonable student-to-teacher ratios
<input type="checkbox"/> Consistent per-pupil resources

Workforce Diversity and Stability

Checklist Items
<input type="checkbox"/> Staff retention prioritized
<input type="checkbox"/> Workforce diversity maintained
<input type="checkbox"/> No involuntary job losses
<input type="checkbox"/> Placement plans complete

Student Well-Being and Climate

Checklist Items
<input type="checkbox"/> Trauma-informed supports available
<input type="checkbox"/> Attendance stable
<input type="checkbox"/> Discipline trends stable
<input type="checkbox"/> Climate indicators positive
<input type="checkbox"/> Transition supports for students and families

Monitoring and Accountability

Checklist Items
<input type="checkbox"/> Equity Impact Reviews completed (ASM meetings)
<input type="checkbox"/> Monthly updates submitted
<input type="checkbox"/> Annual equity report
<input type="checkbox"/> Corrective actions implemented

Family and Community Voice

Checklist Items
<input type="checkbox"/> Clear and timely communication
<input type="checkbox"/> Multilingual communication
<input type="checkbox"/> Accessible engagement opportunities
<input type="checkbox"/> Feedback collected and reviewed