

Master Plan Update 8

August 19, 2008

Contents

Introduction: The Cleveland Metropolitan School District now has arrived at a revised Master Plan that should provide the city's children with first-rate school buildings for the foreseeable future. **Page 2**

The Adopted Plan: This report focuses on how the adopted plan differs from the District Administration's proposal presented at community meetings in May. **Page 4**

The Budget: The budget summary provided by the District appears to be a workable plan. However, the Bond Accountability Commission cannot provide a more definitive assessment until the District Administration responds to the BAC's requests for a school-by-school breakdown of the budget for co-funded and LFI expenses. **Page 5**

High School Analysis: Details and potential pitfalls of what is planned for high schools. **Page 7**

Elementary School Analysis: Details and potential pitfalls of what is planned for elementary schools. **Page 8**

Elementary Enrollment Charts: Neighborhood-specific illustrations of past and current enrollments, compared with planned capacities. **Pages 11-12**

Appendix: The adopted Segment List. **Page 13**

Introduction

It has been a long road, but the Cleveland Metropolitan School District has formulated a revised Master Plan that should provide the city's children with first-rate school buildings for the foreseeable future.

The Board of Education approved the plan on July 30, 2008, at a special meeting. Key to reaching this goal were community meetings that gave the District's planning team valuable, neighborhood-level insights into what the community wanted. Another key was the establishment of a Master Plan Working Group of three Board members and the District's planning team. Under Chairwoman Denise Link, the Working Group used data-based criteria to analyze which schools to include in the plan, how big they should be and when the work should be done, among other issues.

Community engagement. The community meetings and the Working Group's creation came rather late in a revision effort that began at least as far back as the spring of 2007. Two forums were held in the fall of 2007, and meetings were held at all schools in February 2008, at neighborhood high schools in April, and at four multi-neighborhood locations in May.

It would be speculation at this point to say that the revision could have been accomplished much sooner if community meetings and the Working Group had been part of the process from the beginning. However, that possibility is tantalizing enough that we would recommend such an approach if the Master Plan must be revised again in a substantial way.

As we have said many times before, community support is vital to the facilities program's success, and community engagement – the process of soliciting and responding to the ideas and opinions of the city's residents – is crucial to gaining that support. Whether or not a Master Plan revision is required by the Ohio School Facilities Commission, as it was this time, regular community meetings are a good idea because as time passes the people of Cleveland may see the need for changes.

In any case, it is important that the recruitment of neighborhood Core Teams to monitor and advise the District on the planning and development of each school, segment by segment, now be shifted into high gear.

The Core Team process, once the victim of District neglect, was revived at the direction of the Board of Education in January 2008 for most Segment 4 schools, though too late to have much impact on school design. Nearly all of those teams were composed mostly of CMSD employees, not parents of schoolchildren and school neighbors. These teams should be expanded to reflect neighborhood interests, and the teams for the imminent Segment 5 and later segments should be broadly based. The teams should be convened at the beginning of planning for each school. People who wish to participate in Core Teams should contact their neighborhood school's principal.

Why a revision? This Master Plan revision was required by the OSFC, which pays for 68 percent of the basic program costs, because the official Master Plan, adopted in 2002, had come to be so far out of line with the program actually being implemented and with the rapidly declining enrollment of the School District.

The official plan called for replacement or renovation of 111 schools in nine construction segments for a student enrollment of 72,000. Since then, however, the District's enrollment has fallen sharply – it was about 52,000 students in the 2007-08

school year -- due largely to a decline in the city's population and to the growth of charter schools.

An enrollment forecast done for the OSFC in late 2005 predicted that enrollment would fall to about 41,000 by the end of the building program in 2015. The OSFC will not co-fund school space that will not be needed by the end of the program.

The OSFC called for a Master Plan revision at the time, but the CMSD administrators at the time did not comply.

Changing course in midstream. The current District Administration took over in mid-2006 and, in order to keep construction progressing, began adjusting the program's content for Segments 3 and 4 on the fly. That was necessary mostly because of the declining enrollment, but also because the previous Administration appears not to have adequately planned for "swing space" – schools for children to attend while theirs were being replaced – or to have acquired land needed for some schools.

Schools were dropped from the program. Schools were shifted among segments to the point that today's Segment 4 bears little resemblance to the one outlined in 2002. There was little if any public involvement in these decisions.

Meanwhile, the OSFC still wanted a Master Plan revision. It was willing to wait for the new Administration to get its bearings but required that a new Master Plan be established before Segment 5 could begin.

Forecasting pitfall. The difficulty of the task was compounded by disarray of the program and by an OSFC consultant's projections of high school enrollment that appear to have been based on the assumption that children attending charter elementary schools would not be attending public high schools, even though charter high schools to accommodate all of them did not and do not exist. The OSFC accepted this forecast and to date has required the District to conform the Master Plan to it. The result, a major obstacle on the road to revision, is eight fewer high schools being included in the co-funded CMSD program.

The OSFC wants the enrollment forecasts to be updated every three years. An update for the District is scheduled to begin this fall, although the Administration has said it will request a delay. We have hope that the new forecast will include evidence to support any assumptions about the impact of elementary charter schools on public high school enrollment. Without compelling evidence, the OSFC should increase its allotment for co-funded CMSD high school space.

A new beginning. The adopted Master Plan revision provides for 66 co-funded elementary schools and 10 co-funded high schools in 10 construction segments.

The Board of Education's authorizing resolution provides that the Chief Executive Officer and the Board Chair may adjust the Master Plan by changing the timeline for particular school projects by up to one segment or by adjusting the enrollment planned for a school by up to 10 percent "as circumstances may require." The resolution requires that any such changes be communicated to the Board within five days. If the public is also informed, this provision should preclude some of the miscommunication that has marred the program in the past.

Conclusion: The authors of this Master Plan revision have done a good, perhaps heroic, job of what amounts to trying to pin a tail on a galloping donkey. Because it is unlikely that any plan will be perfect under the circumstances of declining and shifting population and the impact of charter schools, we believe that adjustments will be

necessary from time to time. This analysis is offered in the hope of highlighting some areas that might deserve attention.

The District's enrollment count this fall, new U.S. Census data scheduled to be released this fall, and the District's January 2009 enrollment update should be scrutinized to see whether the plan needs to be adjusted. Adjustments also may be required as a result of the districtwide enrollment study planned by the OSFC.

The principles of neighborhood coverage, geographic balance and matching school enrollments to population densities – combined with a process of community engagement – have established a framework that should make future revisions easier and more effective.

The Adopted Plan

For a complete, segment-by-segment list of co-funded new or renovated schools included in the adopted Master Plan as well as list of schools designated as maintain-only, see the segment list included at the end of this report.

The adopted Master Plan is very similar to the proposal presented to the community at meetings in May. For an in-depth analysis of that plan, see Master Plan Update 7 at <http://www.cmsdnet.net/administration/BAC.htm>. The following lists the major changes from the previous proposal as well as some details of the new plan:

- The adopted Master Plan calls for 66 co-funded elementary schools, 58 of them new. The same number was proposed during community meetings in May 2008, but the adopted plan adds a new, 450-student Stokes preK-8 in the East Tech neighborhood. Stokes had been on the maintain-only list. The adopted plan also drops plans for a new, 450-student Harper preK-8 in the Marshall neighborhood and makes it a maintain-only school.
- The plan calls for 10 co-funded high schools, six of them new. One of the high schools, **East Tech**, would be only partially renovated. Two other high schools, **Collinwood** and **East**, would each receive about \$5 million in improvements that are not co-funded by the OSFC. The same plan was presented at community meetings in May, except that the **West Side Relief High School** has been moved to Segment 5 from Segment 9.
- The District has designated 47 schools as maintain-only, meaning that any work performed on them will be funded only by local tax dollars, known as the Locally Funded Initiative (LFI). Total Issue 14 LFI spending on the maintain-only schools as of the end of June 2008 was \$3.4 million, approximately 8.8 percent of all LFI expenditures.
- Among the 47 maintain-only schools are four of the District's five single-gender academies (**Ginn**, **Clement**, **MacArthur**, **Valley View**) and seven schools designated for improvements beyond simple maintenance, costing from \$2 million to \$5 million each (**Collinwood**, **East**, **Fullerton**, **Audubon**, **Baker**, **Franklin**, **Tremont**) in segments 8 through 10.
- The **Buckeye-Woodland** preK-8 in the Adams neighborhood was reduced from 450 students to 350.

- The renovated **Clark** preK-8 in the Lincoln-West neighborhood was increased to 540 students from 450.
- **Luis Munoz Marin** preK-8 was moved from Segment 8 to Segment 10.
- For financial reasons, two elementary schools had to be moved into later segments to accommodate the cost of the West Side Relief high school in Segment 5. Construction money from voter-approved Issue 14 will run out by the end of Segment 7. The new **H. Barbara Booker** preK-8 is now to be built in Segment 10, rather than Segment 5. And the **Scranton** preK-8 will be renovated in Segment 10, rather than renovated in Segment 6. Both schools are in the Lincoln-West neighborhood.
- The partial renovation of **East Tech High School** has been pared to 431 students from 481. The **West Side Relief** school has been increased from 550 to 600.
- Master Plan proposals presented at community meetings previous to the May sessions called for far more co-funded high school space than the OSFC currently will allow. Should the OSFC grant the District's request to increase the high school allotment, the District has a contingency plan as follows: Add 1,200 students to the **East Tech** renovation; renovated **Lincoln-West** for 1,500 students; build a new **John F. Kennedy** and a new **South** for 750 students each; renovate **Collinwood** for 1,085 students; renovate **East** for 1,000 students.
- The adopted plan calls for replacement or major renovation of a number of schools that have been given landmark status by Cleveland City Council, according to the District. That means execution of the plan may require Council action to allow the work. Those schools include **John Marshall, Watterson-Lake**, and **William Cullen Bryant**,

The Budget

More tax money. The District Administration estimates the cost of the 10-segment program outlined in the new Master Plan at \$1.47 billion, including the share paid by the OSFC. It estimates that the \$335 million in Issue 14 funds approved by District voters in May 2001 will be exhausted by the end of Segment 7 and that \$217 million in additional local tax money will be needed to complete the final three segments.

District officials have tailored a bond strategy that they say would not increase annual property tax bills beyond levels currently collected (which include a small, soon-to-expire amount for Cleveland Public Library construction) if voters approve a future request for the additional \$217 million. The strategy would, however, increase the number of years that taxes for the program would be collected. Possible reductions in the tax valuation of Cuyahoga County homes, as well as an increasing rate of tax payment defaults, may change those calculations.

The OSFC will not let a segment start unless there is money in the bank to finish it. That means spring 2010 would be the latest that the District could seek voter approval of additional tax money to avoid delays.

The total cost estimate as presented in a segment-by-segment budget summary provided by the District includes inflation adjustments for Segments 7 through 10 in

recognition that as time passes, construction costs tend to rise. The summary also includes estimates for LFI spending.

Flawed estimate. The original 2002 construction cost estimate of \$1.57 billion was grossly understated because it lacked any inflation adjustments over the program's 13 years and had no LFI provision for many schools. Adjusting the 2002 estimate for inflation would have raised the total to about \$2.01 billion, but that figure still significantly understates LFI costs as noted. The \$2.01 billion also does not include provision for pre-kindergarten classrooms, which the District now seeks to include in every school and which the OSFC does not co-fund. The new budget also includes \$30 million in LFI improvements for seven preK-8 and high schools that are no longer in the co-funded Master Plan.

That goes a long way toward explaining why the co-funded program has been pared from 111 schools to 76 while the overall cost estimate has declined by only about \$100 million.

The District's share of the adjusted but still understated \$2.01 billion would have been about \$690 million. The District's total estimated cost for the program now is about \$552 million.

The cash flow summary provided by the current Administration does not allocate a conservative estimate of \$36.4 million in income from interest and federal technology that the District probably will – but might not – receive. If that money is received, it would provide a cushion for unanticipated expenses or it could leverage approximately enough money to build three more high schools if the OSFC increases its allocation of co-funded high school space for the District.

A cautionary note: The budget summary makes no inflation provision for Segment 6, scheduled for spring 2009 to spring 2012. Given the volatility of energy and steel prices, it may be wise to begin factoring for inflation then, instead of waiting until Segment 7.

The Bond Accountability Commission cannot provide a more definitive assessment of the Master Plan budget until the District Administration responds to the BAC's multiple requests made since June 23 for a school-by-school breakdown of the budget for co-funded and LFI expenses. For example, such a breakdown provided for a previous Master Plan proposal included a catchall provision for \$30.4 million in Segment 10 LFI expenses not attributed to any specific school, which would represent another significant cushion for unanticipated expenses or additional high schools. The new summary does not contain that specific information.

Segment 5 notes. The Administration has made public a school-by-school budget breakdown for Segment 5. Based on that document, we can offer these observations:

- The size of the new John Marshall High School has been reduced from 233,800 square feet in the previous budget to 210,000, and the total cost has been reduced from \$52.8 million to \$48 million. The planned enrollment is 1,400 in both versions.
- The size of the Cleveland School of the Arts K-12 school has increased from 63,282 square feet in the previously released breakdown to 145,782, though the estimated OSFC-District cost has declined from \$34.4 million to \$33.7 million. This appears to reflect plans to raise \$30 million or more from private sources. Both plans call for a 1,000-student school.

- The size of an 800-student Max Hayes Vocational-Education High School has decreased from 190,000 square feet to 170,000, but the total cost has increased from \$46.5 million to \$48.75 million. The provision for LFI spending was increased by \$2 million.

High School Analysis

Planning with the OSFC. Master planning for District high schools has been extremely difficult and frustrating. Cleveland's precipitous population decline this decade, a mass exodus of elementary students to charter schools, and OSFC-commissioned high school enrollment projections that appear lacking in basic research have put District officials in the unenviable position of having to tell a community that was once told it would have 18 new or fully renovated full-size high schools that it now may have only nine, plus a partial renovation.

It's no wonder that the District Administration has appealed to the OSFC to loosen its adherence to high school enrollment projections so that the District can provide adequate space for students who may wish to attend if the District's academic and other initiatives prompt more students to stay in school and more to return from charter schools. But as we have previously stated, lacking a financial windfall or any concrete indication that the OSFC will bend its rules, the District had no reasonable choice but to plan for what the OSFC will co-fund, while maintaining high schools that will provide future options should circumstances change.

The Administration has an alternative plan to implement in case enrollment projections change or the OSFC budgets.

Among the adopted adjustments to some earlier proposals is the resurrection of a plan to build a West Side Relief High School and inclusion of the school in Segment 5 rather than in Segment 9 as once was suggested. As the BAC has reported, enrollment data clearly demonstrated the need for such a school, and sooner rather than later.

Bumps in the road. Problems are still possible, however:

- One is that the proposed additional school may not be big enough, given that overall high school enrollment at the three West Side high schools has remained relatively stable and that all three are overcrowded now, to the point that John Marshall and James Rhodes high schools have hundreds of students attending satellite or overflow facilities. With Marshall being planned as a Segment 5 school for 600 fewer students than it had in January 2008 (counting students at the Carl Shuler overflow school), West Side high schools could remain crowded even with the Relief school. Under the constraints of the OSFC's co-funding rules, however, the only solutions to such overcrowding appear to be maintaining the current Marshall even after the new one is built or building West Side Relief even bigger with unmatched local tax money. The District also indicated at a community meeting that it was adjusting its school assignment and transfer policies, which may help relieve crowding at Rhodes and Marshall.

- The OSFC staff has recommended against including four high schools in a single segment as the adopted Master Plan does in Segment 5 (Max Hayes, Cleveland School of the Arts, Marshall, and West Side Relief). Since the Master Plan and Segment 5 are still subject to approval by the OSFC staff, the possibility exists that one of the schools will be forced into a later segment. A delay in building the West Side Relief would exacerbate the potential overcrowding discussed above.
- The District Administration reports that it has no site selected for the West Side Relief school. The time needed for site selection, clearing any existing structures from a site and remediating any pollution could mean that the school is de facto in a later segment. This too could worsen potential overcrowding. If the current Marshall was therefore forced to remain operating after the new one is built, Marshall would all the longer have to do without its own outdoor athletic facilities. We hope that the West Side members of Cleveland City Council and community development activists who advocated a West Side Relief school will be able to help the District quickly identify a suitable site.

Elementary School Analysis

An eye to the future. As a general rule, when planning for elementary school capacity in the year 2015, it appears most prudent to plan for some decline from present enrollment levels, because the enrollment at nearly every school and in every academic neighborhood has been declining for years, as the charts below illustrate.

While one may hope that the lure of new school facilities and improved academic performance persuade more parents to continue living in Cleveland and to keep their children in the public schools – or to move them to public schools from charter schools – it seems unwise to invest limited taxpayer dollars in such hopes until they at least begin to be realized. Rather, in view of the significant population loss that the city has experienced this decade, it seems best to plan for something less than the current enrollment but to keep options open by maintaining some schools that could be restored to the co-funded program if enrollment changes warrant it.

Indeed, the new Master Plan does designate a significant number of such maintain-only schools. It also designates a few for limited improvements outside the OSFC co-funded program. In some cases, the cost of these locally funded improvements would provide the bulk of the District’s share of full renovation costs should the school be restored to the co-funded program based on rising enrollment.

It must be noted that overbuilding in one area merely reduces the co-funded capacity available for another neighborhood. That’s why balance is so important. In addition, overbuilding anywhere imposes a needless burden on taxpayers.

When analyzing whether the new Master Plan follows the rule of thumb of planning for somewhat less than current enrollment, a school-by-school comparison is not applicable because not all currently occupied schools are in the co-funded program, and some of these schools are likely to be closed. Therefore our analysis focuses on academic neighborhoods, assessing whether the Master Plan appears to prudently serve each.

How much is enough? In most of the academic neighborhoods, as the charts below show, the Master Plan does provide for a further decline in enrollment. Then one must consider whether the anticipated decline might be too steep or too little. As a guide to the future, the enrollment in 1997-98 is illustrated below to provide a look at how much enrollment in each neighborhood has dropped in the last 10 years.

For example, the Master Plan envisions an elementary school enrollment decline of only 3.1% over the next seven years in the Glenville neighborhood, where elementary enrollment has declined 46.7% in the last 10 years. This suggests that the District might want to consider paring the size of the Empire school from the planned 450 in Segment 7. Empire is the only co-funded school in the southwest quadrant of the Glenville neighborhood, but it may not need to be that large if the District plans to indefinitely maintain the Michael R. White school relatively nearby.

However, it should be noted that the source of the potential overbuilding in the Glenville neighborhood is really the Franklin D. Roosevelt school, which was renovated in Segment 2 for 1,115 students but had only 324 last January, essentially wasting 790 elementary slots co-funded by the OSFC. The District may want to designate another use for this school, such as a magnet-type or specialty school.

By comparison, co-funded enrollment in the Collinwood academic neighborhood is envisioned as falling 20.8 percent in the next seven years after having declined 35.9 percent in the last 10. That may be accurate, but the District should monitor enrollment in the area to determine whether more co-funded school space is needed.

The same could be said of the Rhodes neighborhood, where enrollment has fallen 23.5 percent in the last 10 years and, judging only by co-funded schools, is envisioned as declining 21.6 percent more in the next seven years.

That illustrates one of the problems for planners: In the Master Plan presented at community forums this spring, the W.R. Harper school would have been renovated for 450 preK-8 students in Segment 10, which would have given the Rhodes neighborhood 96.3 percent of its current elementary enrollment. That probably would have been too much, given the trend. But eliminating the school from the plan, as the adopted revision does, takes the percentage to 78.4, which perhaps is not enough.

Safety valves. The salvation for the Rhodes area is that Benjamin Franklin is to receive LFI improvements outside the OSFC program, giving the neighborhood plenty of capacity and a candidate for full co-funded renovation if later enrollment studies suggest it. (The second chart below illustrates the impact of LFI-only schools on neighborhood enrollment capacity.)

The same relief option exists for the Marshall neighborhood, where planning for a co-funded enrollment decline of 22.8 percent in the next seven years may be a bit extreme. But planned LFI improvements to Newton D. Baker school, which is in relatively good condition, should provide enough space in the neighborhood. And, like Franklin, the school could be added to the co-funded plan if enrollment warrants it.

Planning for enrollment *increases* in the East and Adams neighborhoods is not as easy to understand, however.

The planned co-funded elementary enrollment of the East neighborhood is 3.8 percent larger than it is now. This is especially startling given that the neighborhood's enrollment has declined more than 50 percent in the last 10 years.

There may be little that can be done at this point to make the co-funded enrollment more realistic. The problem in the East neighborhood also arose in Segment 2, when Mary Martin and Mary Bethune schools were built at co-funded sizes that are already a combined 290 students larger than last January's enrollment.

Only two elementary schools remain to be built in the East neighborhood. One of them, Case, is planned for a co-funded enrollment that is 30 percent smaller than the enrollment last January, and no other co-funded school is targeted for the northwestern part of the East neighborhood. The other school, A.G. Bell, has long been planned for attachment to Sunbeam school in the southeastern quadrant, and the size is planned at the OSFC minimum of 350 students. There seems to be only two options: Accept the situation or drop the Bell project, since the new Harvey Rice will be relatively close by and is being built for about 185 students more than last January's Rice enrollment.

After an elementary enrollment slide of 53% in the last 10 years, the new Master Plan would co-fund the Adams neighborhood for growth of 2.2 percent in the next seven years.

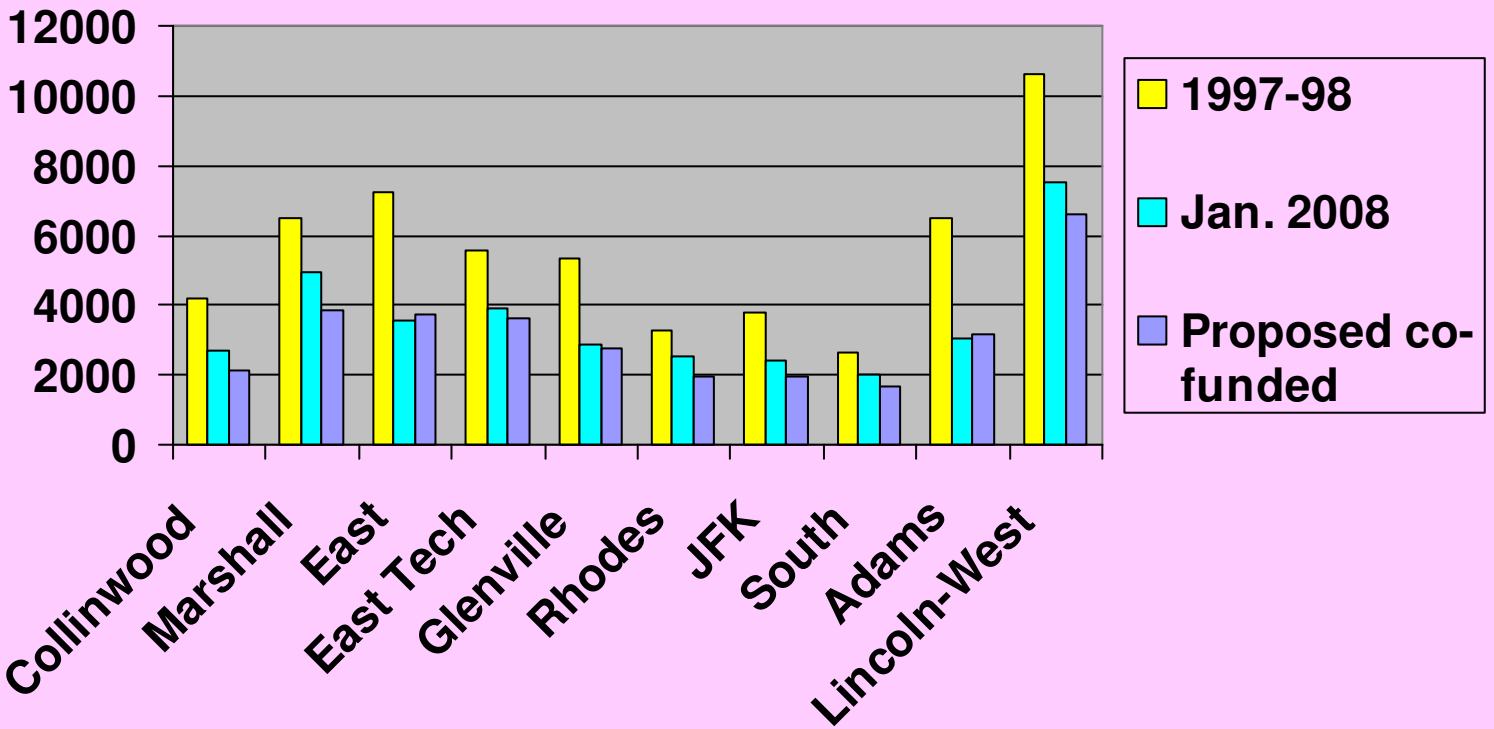
The plan presented to the community last spring would have accommodated growth of 6 percent, but planners cut 100 students from the Buckeye-Woodland school planned for Segment 10. The new target for the school is 350 students. That's the OSFC's minimum, but still larger than last January's enrollment of 272.

Barring significant housing developments in the neighborhood, the District may want to consider a reduction for Woodland Hills, which is being planned for 450 students in Segment 7 but already had 56 fewer than that last January.

A question of balance. As we said previously, over-allocation in one neighborhood uses up co-funded space that another neighborhood might need. Why build the elementary schools in one neighborhood for more than the current enrollment and in another neighborhood, Kennedy for example, for only 80 percent? Should Gracemount elementary in Kennedy be built for more than the planned 450 students, since its current enrollment is over 500 and its enrollment fell by only 17.2 percent in the last 10 years? If so, where would the co-funded enrollment come from? Might the Collinwood neighborhood need more co-funded space, too?

One possible source, if a school such as Woodland Hills cannot be reduced, could be the East Tech neighborhood, which is being planned for 93.4 percent of its current enrollment (106 percent if one considers the LFI-only work at Audubon) after declining 30 percent over the last decade.

The plan for the neighborhood might be reasonable, but one must consider that the adopted plan essentially gives the neighborhood one more elementary school than it has now. That's because the Cleveland School of the Arts at Dike is being moved to the School of the Arts main campus, while a new elementary school is to be built at Dike. The plan presented to the community this spring had called for a new Stokes elementary to be built on the Dike location, but now a new Stokes is to be built, too. Whether the plan is excessive for the neighborhood depends on the extent to which the CSA at Dike has served as a feeder school for the main campus, compared with the extent that it has served as simply another neighborhood school. But it should be noted that the new Dike is being planned for 450 students even though its January 2008 enrollment was only 390.

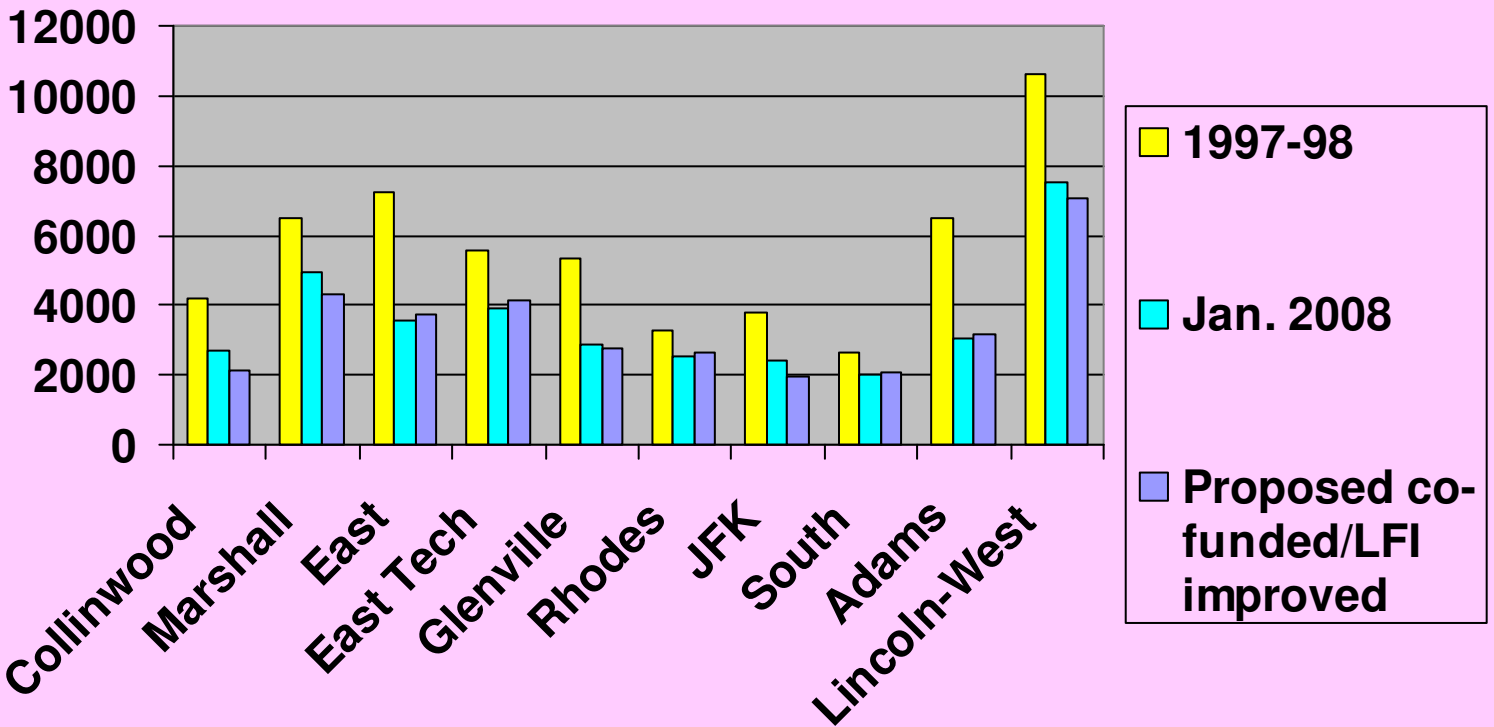


Comparison of K-8 enrollments: past, current, and as envisioned in CMSD Master Plan proposal, by academic neighborhood

Chart compares October 1997 enrollment for elementary schools from Ohio Department of Education data, January 2008 enrollment count for elementary schools from Cleveland Metropolitan School District data, and enrollments by school according to the latest available CMSD Administration proposal for co-funded schools in the school renovation and replacement program conducted with the Ohio School Facilities Commission.

Elementary schools are grouped by “academic neighborhood” as defined by the School District, oriented around each of 10 comprehensive neighborhood high schools.

Note: Gender-based academies are included in the 2008 enrollment count for the academic neighborhood in which they are located, although their enrollments could include students from other academic neighborhoods.



Comparison of K-8 enrollments: past, current, and as envisioned in CMSD Master Plan and LFI-only proposal, by academic neighborhood

The data in this chart are identical to those in the preceding, except that the third column includes enrollment at elementary schools that the CMSD Administration is proposing for improvements outside the OSFC co-funded program in latter segments of the Master Plan. These improvements would be conducted under the Locally Funded Initiative (LFI), which is financed only by local tax money.

The proposed enrollments are counted as equal to each school's January 2008 enrollment, although actual enrollments in 2015, the effective planning year for the Master Plan, are likely to be lower.

The schools proposed for such LFI improvements are Audubon in the East Tech neighborhood, Benjamin Franklin (Rhodes), Newton D. Baker (Marshall), Tremont (Lincoln-West) and Fullerton (South).

Cleveland Metropolitan School District Master Plan, Adopted July 30, 2008

Building	Enroll	Scope	Segment 4 Fall 06 -Fall 09			Segment 7 Spring 09-Spring 12		
Segment 1			Adlai Stevenson	450	New			
Andrew J Rickoff	720	New	Anton Grdina	540	New	Brooklawn	450	New
Memorial	631	New	Charles Dickens	450	New	Denison	720	New
Miles Park	650	New	Charles H. Lake	400	New	Empire	450	New
Riverside	436	New	Euclid Park	351	New	Woodland Hills	450	New
John Hay	1,232	Renovate	G.W. Carver	450	New	Emile B. deSauze	450	New
Warm, Safe, Dry		Improve	Mound	450	New	Watterson-Lake	450	New
East High gym		Renovate	Nathan Hale	400	New	Iowa-Maple	350	New
Successtech	400	Renovate	Robert H. Jamison	450	New	Subtotal	3,320	
John Adams	1,335	New	Thomas Jefferson	785	New			
Subtotal	5,404		Subtotal	4,726		Segment 8 Spring 10-13		
Segment 2			Segment 5 Summer 08- Spring 11					
Daniel E. Morgan	480	New	Charles A. Mooney	650	New	Clara E. Westropp	720	New
Franklin D. Rooseve	1,115	Renovate	CSA preK-12	1,000	New	Clark	540	Reno/Add
Hannah Gibbons	351	New	Almira	450	New	Dike	450	New
Mary B. Martin	490	Renovate	Louisa May Alcott	192	Reno	Joseph M. Gallagher	540	New
Mary M. Bethune	500	Reno/Add	Max Hayes	800	New	Marion-Sterling	490	Reno/add
Warner	570	New	Forest Hill Parkway	350	New	Subtotal	2,740	
James Rhodes	1,005	Renovate	Orchard School of Sc	450	New	Segment 9 spring 11-14		
Subtotal	4,511		Miles	450	New	Bolton	350	Reno
Segment 3			John Marshall HS	1,400	New	Glenville	1,150	New
Artemus Ward	450	New	Paul L. Dunbar	450	New	McKinley	450	New
Burher	350	New	West Side Relief HS	600	new	Walton	450	New
East Clark	450	New	Subtotal	6,792		Waverly	450	New
Garfield	426	New	Segment 6 Spring 08-Spring 11			William Cullen Bryant	600	Reno/add
Harvey Rice	450	New	Alexander Graham Be	350	New	Subtotal	3,450	
Patrick Henry	450	New	Case	375	Reno	Segment 10 Spring 12-15		
Robinson G. Jones	450	New	Giddings	450	New	Buckeye-Woodland	350	New
Wade Park	501	New	Gracemount	450	New	East Tech	431	Reno
Willson	574	New	Paul Revere	450	New	Marion C. Seltzer	423	Reno/Add
Subtotal	4,101		Subtotal	2,075		Willow	450	New
						H. Barbara Booker	450	New
						Scranton	350	Reno
						Carl and Louis Stokes	450	New
						Luiz Munoz Marin	720	New
						Subtotal	3,624	
						TOTAL	40,743	

The Italic Schools need OSFC approval to build new vs. renovation

Maintain-only K-8 and high schools

Agassiz	Owens	Addams HS						
Audubon*	Pasteur	Collinwood HS*						
Baker*	Perry	East HS*						
Benesch	Raper	G. Morgan HS						
Clement	Rockefeller	Ginn Academy (Health Careers)						
Cranwood	Roth	Kennedy HS						
Davis	Spellacy	Lincoln-West HS						
Eliot	Sunbeam	MLK HS						
Franklin*	Tremont*	Shuler HS						
Fullerton*	Union	South HS						
Fulton	Valley View	Young 6-12						
Halle	White							
Harper	Wright							
Hart	*Limited improvements planned beyond routine maintenance, \$2 million to \$5 million each							
Hawthorne								
Howe								
Ireland								
Kentucky								
Landis								
Longfellow								
MacArthur								
Mt. Pleasant								
Orr								

Bond Accountability Commission reports: www.cmsdnet.net/administration/BAC.htm