

Master Plan Update 11

More cuts ahead

December 8, 2009

Summary

New enrollment forecast: A new enrollment forecast by a consultant for the Ohio School Facilities Commission is likely to require substantial reduction of the construction and renovation plan for Cleveland public schools. This reduction could result in elimination of some schools from the Master Plan and/or paring the planned capacity of schools. **Page 2**

Balance issues remain: Two previous Bond Accountability Commission reports noted that although the Master Plan of 2008 met the district-wide enrollment target, it distributed the preK-8 space in a way that did not appear to reflect historic enrollment trends or, in some cases, current enrollments. The need for enrollment-based reallocation remains so that the Cleveland Metropolitan School District can avoid having unused space in some new buildings and not enough in others. **Page 2**

District transformation initiative: The District's ongoing Strategic Development Initiative is a comprehensive transformation effort based on consultant and District reviews of all academic programming and facilities needs. This project, which includes an effort to "right-size" the District, would appear to go hand-in-hand with the need to trim the Master Plan and balance the allocation of school space. **Page 3**

Questions about forecast: The new enrollment forecast that will dictate cuts in the Master Plan is 3 percent lower for this school year than a District tally of elementary school students, and 5 per cent lower than the District's count of high school students. Whose numbers are correct? **Page 3.**

Cohort survival: Under the forecasters' chief methodology, setting the first year's enrollment estimate too low could make estimates for each of the following seven years too low as well, meaning that the District could be forced to cut too much. **Pages 4**

Where should cuts be made?: The Some options for cutting Master Plan capacity while balancing the allocation of space to reflect neighborhood enrollments. **Pages 5-15**

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New enrollment forecast

A new enrollment forecast by a consultant for the Ohio School Facilities Commission (OSFC) is likely to require substantial reduction of the construction and renovation plan for Cleveland public schools. This reduction could result in the elimination of some schools from the program's Master Plan and/or paring the planned capacity of schools.

The OSFC pays for 68 percent of most costs of the building program. However, the OSFC will co-fund only the school space that its consultants predict will be needed in the program's final, or build-out, year. Therefore, the OSFC requires that a school district's Master Plan be adjusted to conform to the latest enrollment estimate.

The original Master Plan for the Cleveland Metropolitan School District (CMSD) was designed to accommodate an enrollment of about 72,000 in 111 new or renovated schools in nine construction segments. An enrollment study released in 2006 by the OSFC consultant, DeJong & Associates, concluded that the CMSD enrollment in the build-out year of 2015 would probably be 40,743, and the District's Master Plan was belatedly adjusted in latter 2008 to meet that target by cutting the number of OSFC-funded facilities to 66 elementary schools and 10 high schools in 10 construction segments. That adjustment also involved reduction of the planned size of a number of the surviving schools.

This fall, the OSFC released a draft of a new forecast by its consultant, now DeJong-Healy, dated August, 19, 2009. That draft report predicts further District enrollment decline by 2015, to 37,215, but it also, due primarily to delays in execution of Segments 4 and 5 of the 10-segment program, extends the build-out year to 2017, by which time enrollment is predicted to be the new target of 36,234.

Therefore, if the OSFC adheres to its policy of requiring Master Plan adjustments to conform to the enrollment forecast, the District will be required to eliminate 4,509 student slots from the Master Plan of 2008 – space for 3,915 preK-8 students and 594 high school/vocational students.

Balance issues remain. The OSFC-commissioned enrollment studies are done by grade level district-wide, not by neighborhoods, wards or any other division within a district. It is up to each district to apportion the allotted co-funded district-wide space among its schools.

The Bond Accountability Commission reported in August 2008 and in more detail in July 2009 that although the Master Plan of 2008 met the district-wide enrollment target of 40,743, it distributed the preK-8 space in a way that did not appear to reflect historic enrollment trends or, in some cases, current enrollments. Some of the District's 10 academic neighborhoods were allotted more space than it appeared they were likely to have in the build-out year, which would be a waste of taxpayer money. Indeed, some academic neighborhoods were being planned for more students in 2015 than they had last school year, despite a decade-long record of steep enrollment decline. And a few neighborhoods were being planned for fewer students than they were likely to have in the build-out year.

In those reports, the BAC called on the School District to make further adjustments in the Master Plan to fix those apparent problems before the start of Segment 5. The BAC report urged the District to use the latest enrollment records to adjust the

Master Plan further, if necessary, before the start of each future construction segment, whether or not adjustments were required by the OSFC. Such adjustments would give the District the best chance to avoid having unused space in some new school buildings, as already has occurred with some schools in Segments 1 and 2, and not enough space in others.

Although the need for such neighborhood-by-neighborhood balancing remains, the new enrollment study appears to add the dimension of district-wide reduction to the tasks at hand.

District transformation initiative. All of this occurs in the context of the District's separate, ongoing Strategic Development Initiative, a comprehensive transformation effort based on consultant and District reviews of all academic programming and facilities needs. According to various accounts, the initiative may well result in recommendations to close or consolidate some schools. In public presentations, one of the initiative consultants asserted that empty or under-used school space is counterproductive to good educational outcomes.

The Strategic Development Initiative is much broader than the Bond Accountability Commission's mission to monitor the school construction and renovation program and the spending of local Issue 14 tax money that pays the District's share of program costs. However, the initiative's goals would appear to go hand-in-hand with the need to trim the Master Plan and balance the allocation of school space.

Another reported possibility is that the District may consider turning over operation of some District schools to charter school organization. This raises the possibility of a further cut to the Master Plan, because in estimating the number of students the District will have by the build-out year, the OSFC has not counted students attending charter schools. This means that while the District's new build-out target is 37,215, that number could be lowered.

Questions about forecast

As it stands, the scope of the Master Plan reductions dictated by the enrollment forecast is quite large, the equivalent of eight or nine preK-8 schools and a small high school.

However, the forecast itself could be revised, and perhaps it should be: A District enrollment count dated October 21, 2009, shows 33,052 preK-8 students (not counting District students attending non-CMSD facilities, such as for special education); the DeJong-Healy draft report for this school year estimated 983 fewer preK-8 students than the number reported by the District a variance of about 3 percent. Likewise the high school/vocational forecast was for 14,406 students, but by the District's count there are 15,152, nearly 5 percent more.

Cohort survival. The differences are significant because, although a number of demographic factors, such as housing data and charter school enrollment, were considered for the DeJong-Healy forecast, the draft report says "cohort survival was the primary method used in the development of the enrollment projections for the Cleveland Metropolitan School District."

The cohort-survival analysis entails using birth data and historical enrollment trends to predict school enrollment. For example, if there were 100 births to Cleveland

households in 2004 and the District's kindergarten enrollment is historically 95 percent of the number born five years earlier, then the cohort-survival method would predict that there will be 95 students in CMSD kindergartens in 2009. The other five children might have moved from the District or gone to charter or parochial kindergartens.

Historical trends are used to devise similar survival ratios for each grade transition, such as from first grade to second grade, second grade to third grade, and so on. So the 95 kindergarteners, by historical standards, might be predicted to produce, say, 90 first-graders, and those 90 first-graders might be predicted to produce, say, 87 second-graders, and so on. In a historically growing district, those numbers might tend to rise each year, but the long-term trend in the Cleveland District has been one of decline.

That's why it is potentially important that the DeJong-Healy study predicted enrollment this year that is significantly less than what the District reported. If the first year's predicted enrollment is too low, then reliance on the cohort-survival method will tend to undercount enrollment for each of the eight subsequent years until the build-out. Thus the District could be forced to trim too many slots from its Master Plan.

Finding the flaw. We don't know why the forecast for this year is apparently off the mark by so much.

It may be that the District's Oct. 21 enrollment count is flawed, perhaps due to the high number of school transfers that typically occur among District students, especially early in the school year. The OSFC relies on Ohio Department of Education-certified five-day Average Daily Membership counts taken in October, but those certifications are not available until later in the school year.

Another possible explanation is that a historical cohort-survival analysis cannot account for certain intangibles, such as the popularity of the District's fledgling specialty schools or perhaps the allure of the District's newly built schools (eight new Segment 3 schools opened in 2009).

In addition, the August 2008 BAC report noted that the OSFC consultant's projections of high school enrollment appeared to have been based on the assumption – through reliance on the cohort-survival analysis -- that children attending charter elementary schools would not be attending public high schools, even though charter and other community high schools might not be able to accommodate all of them.

Indeed, the new draft forecast does predict 320 more high school/vocational students in the previous build-out year, 2015, than the previous forecast did – in a District with declining overall enrollment.

The draft report acknowledges, “There may also be students who attended private or charter schools or are home-schooled through grade 8 and then attend public schools for high school education.” However, the report does not appear to make a corresponding statistical adjustment of the forecast beyond that provided by the cohort-survival analysis.

High school estimate at issue. This means that the predicted high school/vocational enrollment may still be too low because the estimate for the first year of the forecast (2009) may be too low and because the forecast still apparently does not include a research-based estimate of available high school opportunities for charter/community elementary students.

In any case, the estimates for 2015 are now moot – except to show the shortcomings of cohort-survival analysis -- because the official build-out year is now 2017, and the high school/vocational estimate for that year is 8,056 students. But it is

clear that the OSFC should examine whether the forecast is flawed before forcing the District to make more draconian cuts in its high school building plans.

Where should cuts be made?

In the meantime, the critical numbers are those in the new enrollment forecast, meaning that the District must work to reduce the Master Plan of 2008 by the previously mentioned 3,915 preK-8 students and 594 high school/vocational students.

Balancing while cutting. The Bond Accountability Commission has analyzed the latest District enrollment numbers and the historical trend for each school and academic neighborhood to produce a range of suggested preK-8 cuts that would help the District not only meet the new DeJong-Healy target but minimize overbuilding in some neighborhoods and underbuilding in others. The BAC acknowledges that some of the suggestions would leave some young children with too far to walk to school, even if they are within the District's two-mile maximum range.

The analysis is conservative in the sense that it compares 2008 Master Plan neighborhood capacity with exponential extrapolation of 2017 enrollment as if all 35 current non-Master Plan, "maintain-only," elementary schools were closed, even though they might not be.

The preK-8 target, based on the latest enrollment projection, is a cut of 3,915 slots. The neighborhood-by-neighborhood options outlined on the following pages are presented only as an example of what could be done. They would cut about 2,750 to 5,050 slots.

**Contact the BAC at bondaccountability@hotmail.com
Read past BAC reports at <http://net.cmsdnet.net/Administration/BAC.htm>**

Collinwood academic neighborhood

Collinwood Neighborhood	New / Reno/ Imprv/ Maint -Seg	1997- 98 enroll	Feb. 2009 enroll	Oct. 2009 enroll	02.09- 10.09 pct. change	1997-98 to 2009- 10 pct. change	2008 Plan cap- acity	Master Plan pct. of 10.09 enroll	Current excess/ (deficit) of MP slots
Collinwood HS	I-8	1220	889	850	-4.39%	-30.33%	0	NA	
East Clark ES (half w/Euclid Park)	N-3	570	249	226	-9.24%	-60.35%	450	199.12%	
Euclid Park (incl. in E. Clark)	N-4	466	249	226	-9.24%	-51.50%	351	155.31%	
Hannah Gibbons	N-2	171	269	257	-4.46%	50.29%	351	136.58%	
Henry Longfellow	M	427	250	242	-3.20%	-43.33%	0	NA	
Iowa Maple	N-7	611	329	305	-7.29%	-50.08%	350	114.75%	
Kenneth Clement***	M	290	153	189	23.53%	-34.83%	0	NA	
Margaret Spellacy MS (now Ginn)	M	776	0	0	NA	-100.00%	0	NA	
Memorial	N-1	249	513	503	-1.95%	102.01%	631	125.45%	
Oliver H. Perry	M	642	443	414	-6.55%	-35.51%	0	NA	
K-8 Totals		4202	2455	2362	-3.79%	-43.79%	2133	90.30%	(229)

Collinwood currently has more students than the Master Plan would accommodate if it were completed today. However, if the past enrollment trend continues, it could have about 350 too many Master Plan slots by the build-out year of 2017, even if the maintain-only Clement, Perry and Longfellow were closed. Clement is a single-gender school that the District is unlikely to consider eliminating, and Perry is the neighborhood's most stable school and serves a large area of North Collinwood.

The problem: Memorial (Segment 1) was built for 631 students but has only 503; Gibbons (Segment 2) was built for 351 students but has only 257; and East Clark (Segment 3) and Euclid Park (Segment 4) were designed for a combined total of 801 students but have only 452.

Possible solution: Eliminate Iowa-Maple from the Master Plan (it is 1.3 miles from the new and underused Patrick Henry (Segment 3), and close the non-Master Plan Clement, moving the single-gender academy to a Master Plan school.

Master Plan impact: savings of 350.

East academic neighborhood

East Neighborhood	New / Reno/ Imprv/ Maint -Seg	1997- 98 enroll	Feb. 2009 enroll	Oct. 2009 enroll	02.09- 10.09 pct. change	1997-98 to 2009- 10 pct. change	2008 Master Plan cap- acity	Master Plan pct. of 10. 09 enroll	Current excess / (deficit) of MP slots
East HS	I-9	1053	661	696	5.30%	-33.90%	0	NA	
Alexander G. Bell	N-6	457	403	378	-6.20%	-17.29%	350	92.59%	
Case	N-6	711	447	366	-18.12%	-48.52%	375	102%	
Charles Orr**	M	265	0	0	NA	-100.00%	0	NA	
Daniel Morgan	N-2	520	438	375	-14.38%	-27.88%	480	128%	
Harry E. Davis (now CSA)	swing	597	0	0	NA	-100.00%	0	NA	
Harvey Rice	N-3	742	235	351	49.36%	-52.70%	450	128.21%	
John Raper	M	581	405	332	-18.02%	-42.86%	0	NA	
John D. Rockefeller	M	478	246	230	-6.50%	-51.88%	0	NA	
Mary Martin	R-2	406	416	339	-18.51%	-16.50%	490	144.54%	
Mary Bethune	R-2	480	348	378	8.62%	-21.25%	500	132.28%	
Sunbeam	M	232	210	211	0.48%	-9.05%	0	NA	
Wade Park	N-3	538	194	428	120.62%	-20%	501	117%	
Willson**	N-3	425	0	0	NA	-100%	574	NA	
MLK Middle (half)	M	238	0	0	NA	-100%	0	NA	
K-8 Totals	8E,6N	6670	3342	3388	1.38%	-49.21%	3720	109.80%	332

The Master Plan of 2008 provides for 332 more preK-8 students than the East neighborhood has now. If the enrollment trend of the last 12 years continued until the build-out year of 2017, the neighborhood could have 1,200 to 1,300 excess Master Plan slots even if the District closed all the Wade Park and Rice are not filled to capacity despite big enrollment gains, the source of which (other CMSD schools? Charters?) should be investigated.

The problem: Daniel Morgan (Segment 2) was built for 480 students but has only 375; Rice (Segment 3) was built for 450 but has only 350; Mary Martin (Segment 2) was renovated for 490 but has only 339; Mary Bethune (Segment 2) was renovated for 500 but has only 378.

Possible solutions: There is no obvious solution for excess because most of the building projects are completed. Only Case (375 students in Segment 6) and Alexander G. Bell (350 students in Segment 6) remain. Case's enrollment has fallen sharply in the last two years, so it could clearly be trimmed to the OSFC minimum of 350 students if not eliminated. Although it serves a remote corner of the East neighborhood, it could be served by the new Wade Park 1.6 miles away. Bell could be retained and expanded to 500 solve an over-capacity problem in the adjacent East Tech neighborhood.

Master Plan impact: a net increase of 150 to a savings of 125.

East Tech academic neighborhood

East Tech Neighborhood	New/ Reno/ Imprv/ Maint -Seg	1997-98 enroll	Feb. 2009 enroll	Oct. 2009 enroll	02.09-10.09 pct. change	1997-98 to 2009-10 pct. change	2008 Master Plan capacity	Master Plan pct. of 10.09 enroll	Current excess / (deficit) of MP slots
East Tech HS	R-10	1248	793	834	5.17%	-33.17%	431	51.68%	
Alfred Benesch	M	477	0	0	NA	-100.00%	0	NA	
Anton Grdina	N-4	712	532	505	-5.08%	-29.07%	540	106.93%	
George W. Carver	N-4	428	435	457	5.06%	6.78%	450	98.47%	
Audubon	I-10	668	443	342	-22.80%	-48.80%	0	NA	
Bolton	N-9	471	369	327	-11.38%	-30.57%	350	107.03%	
Dike	N-8	322	396	406	2.53%	26.09%	450	110.84%	
Giddings	N-6	557	307	295	-3.91%	-47.04%	450	152.54%	
Marion Sterling	R-8	575	530	523	-1.32%	-9.04%	490	93.69%	
Carl & Louis Stokes	N-10	660	543	504	-7.18%	-23.64%	450	89.29%	
MLK Middle (half)	M	238	0	0	NA	-100.00%	0	NA	
Willow	N-10	467	222	209	-5.86%	-55.25%	450	215.31%	
K-8 Totals		5575	3777	3568	-5.53%	-36.00%	3630	101.74%	62
Incl. Improve K-8s							4667	130.80%	1099

The problem: The neighborhood already has 62 more 2008 Master Plan slots than students. This excess could climb to 700 to 800 if the enrollment trend continues, even if Audubon, rated for 1,037 students by the OSFC, is closed. Willow (450 students, Segment 10) serves a geographically isolated area, which would argue for its retention, but it has only 209 students. A new Giddings (450 students, Segment 6) and a new Dike (450 students, Segment 8) a mile away have a combined enrollment of only 700. Dike, as the lower campus of Cleveland School of the Arts, has grown, but with plans for the lower campus to move into the upper campus, who will attend Dike? Bolton (Segment 9) enrollment is already below the planned 350.

Possible solutions: Audubon, planned to get \$4 million in non-Maser Plan improvements in Segment 10, is not needed. Willow should be built at the OSFC minimum of 350 if kept, but it could be cut and its students sent to the new Mound in the South neighborhood. A single school, instead of both Giddings and Dike, for about 550 students would appear sufficient, but if both are kept, Dike should be 350 to 400 students, depending on how many current students are expected to move to CSA, and Giddings should be 350. The historical trend suggests that the new Stokes (450 students, Segment 10) should be planned for 400 rather than the current 450. Bolton is relatively near the planned new A.G. Bell, which was planned for incorporation into the Sunbeam campus. Building Bell for 500 instead of 350 and eliminating Bolton could be a solution.

Master Plan impact: Savings of 500 to 1,050 (plus \$4 million in local tax money).

Glenville academic neighborhood

Glenville Neighborhood	New/Reno/Imprv/Maint - Seg	1997-98 enroll	Feb. 2009 enroll	Oct. 2009 enroll	02.09-10.09 pct. change	1997-98 to 2009-10 pct. change	2008 Master Plan capacity	Master Plan pct. of 10.09 enroll	Current excess / (deficit) of MP slots
Glenville HS	N-9	1320	1136	1085	-4.49%	-17.80%	1150	105.99%	
Arthur Roth	M	666	299	272	-9.03%	-59.16%	0		
Empire	N-7	617	282	217	-23.05%	-64.83%	450	207.37%	
Franklin D. Roosevelt	R-2	623	360	516	43.33%	-17.17%	1115	216.09%	
Forest Hill Parkway	N-5	536	360	259	-28.06%	-51.68%	350	135.14%	
Joseph F. Landis	M	519	360	341	-5.28%	-34.30%	0	NA	
Louis Pasteur	swing	422	0	0	NA		0	NA	
Charles Lake	N-4	350	213	0	-100.00%	-100.00%	400	187.79%	
Michael R. White	M	399	349	340	-2.58%	-14.79%	0	NA	
Patrick Henry	N-3	763	334	326	-2.40%	-57.27%	450	138.04%	
Stephen E. Howe	M	458	0	0	NA		0	NA	
K-8 Totals		5353	2557	2271	-11.18%	-57.58%	2765	121.75%	494

The Glenville neighborhood lost 10.4 percent of its PreK-8 enrollment since last school year and 57.6 percent in the last 12 years.

The problem: Glenville already has 494 more Master Plan slots than students, with eight more years to go until the build-out year. Exponential extrapolation of the long-term trend indicates Glenville could have about 1,200 excess Master Plan slots by 2017. A big culprit is Franklin D. Roosevelt elementary school, which was renovated in Segment 2 for 1,115 students but has fewer than half that many, even with Charles Lake students attending as a swing site. The Segment 3 construction of the new Patrick Henry for 450 students only a half-mile from FDR holds little promise of making use of the FDR space. The neighborhood has only two schools left for work in the Master Plan: Empire (450 students, Segment 7) has only 217 students, and Forest Hill Parkway (350 students, Segment) has only 259.

Possible solutions: To meet the build-out target of full use of its new schools, the District would have to close Glenville's maintain-only schools as well as eliminate Empire and Forest Hill Parkway from the Master Plan and close them as well. Even all those moves probably would be insufficient to avoid a waste of Master Plan space in Glenville unless FDR can be converted into a multi-neighborhood magnet-type school.

Master Plan impact: savings of 800.

Rhodes academic neighborhood

Rhodes Neighborhood	New/Reno/Imprv/Maint – Seg	1997-98 enroll	Feb. 2009 enroll	Oct. 2009 enroll	02.09-10.09 pct. change	1997-98 to 2009-10 pct. change	2008 Master Plan capacity	Master Plan pct. of 10.09 enroll	Current excess / (deficit) of MP slots
Rhodes HS	R-2	1242	1374	1347	-1.97%	8%	1005	74.61%	
Benjamin Franklin	I-10	621	678	659	-2.80%	6%	0	NA	
Charles A. Mooney	N-5	1037	606	556	-8.25%	-46%	650	116.91%	
Denison	N-7	738	712	719	0.98%	-3%	720	100.14%	
William C. Bryant	R-9	376	449	435	-3.12%	16%	600	137.93%	
William R. Harper	M	516	0	0	NA		0	NA	
Totals		3288	2445	2369	-3.11%	-28%	1970	83.16%	(399)
Incl. Improve K-8s							2690	113.55%	321

The Rhodes neighborhood appears to be on target (short less than 50 Master Plan slots) for the 2017 build-out year if the past enrollment trend continues. Currently, it has 399 more students than Master Plan slots.

The problem: However, the District also is planning on making \$4 million in non-Master Plan improvements to Benjamin Franklin in Segment 10. That would give the neighborhood as much as 720 too many preK-8 slots. Judging by enrollment only, Franklin would not appear to be needed.

Possible solutions: If Franklin really is to be retained, Mooney (650 students, Segment 5), which has about 560 students this year, would not appear to be needed for more than 450, and Bryant (600 students, Segment 9), with a current enrollment of only 435, would better be replaced with a new school for about 350. If Franklin were eventually closed instead of receiving improvements, the Master Plan could be kept as is and District taxpayers would save \$4 million in capital costs. In fact, Mooney could be expanded by 50 to accommodate the possible shortage of space in the build-out year.

Master Plan impact: an increase of 50 (with savings of \$4 million in local tax money) to a decrease of 450.

Adams academic neighborhood

Adams Neighborhood	New/Reno/Imprv/Maint -Seg	1997-98 enroll	Feb. 2009 enroll	Oct. 2009 enroll	02.09-10.09 pct. change	1997-98 to 2009-10 pct. change	2008 Master Plan capacity	Master Plan pct. of 10.09 enroll	Current excess / (deficit) of MP slots
John Adams HS	N-1	1208	1176	1214	3.23%	0.50%	0.00%	NA	
A.J. Rickoff (half)	N-1	249	286	284	-0.70%	14.06%	360	126.76%	
Alexander Hamilton	closed	564	0	0	NA		0	NA	
Buckeye-Woodland	N-10	437	270	252	-6.67%	-42.33%	350	138.89%	
Charles Dickens	N-4	469	312	315	0.96%	-32.84%	450	142.86%	
Corlett	closed	551	0	0	NA		0	NA	
Miles	N-5	625	354	350	-1.13%	-44.00%	450	128.57%	
Moses Cleaveland	closed	507	0	0	NA		0	NA	
Mount Auburn	closed	457	0	0	NA		0	NA	
Mount Pleasant	swiing	0	0	0	NA		0	NA	
Nathan Hale	N-4	715	333	311	-6.61%	-56.50%	400	128.62%	
Paul Revere	N-6	627	420	395	-5.95%	-37.00%	450	113.92%	
Robert Fulton (half)	M	258	142	141	-0.70%	-45.35%	0	NA	
Robert Jamison (half)	N-4	358	262	235	-10.31%	-34.36%	225	95.74%	
Woodland Hills	N-7	669	347	297	-14.41%	-55.61%	450	151.52%	
K-8 Totals		6486	2726	2580	-5.36%	-60.22%	3135	121.51%	555

The decline in the preK-8 enrollment of the Adams neighborhood appears to be continuing unabated. Adams has lost 60 percent of its preK-8 enrollment in the last 12 years. The enrollment fell by 146 students, or more than 11 percent, since last winter.

The problem: The neighborhood is planned for 555 more Master Plan slots than it has students now. An exponential extrapolation of the historic trend indicates that the neighborhood could have 1,500 too many slots by 2017. The neighborhood has no significant enrollment of students in non-Master Plan schools that could be closed to make use of the planned excess capacity in new schools. Adams has two Segment 4 schools under construction that are to accommodate a combined Master Plan total of 850, yet they have only 626 students. The neighborhood has four schools remaining to be built under the current Master Plan. Buckeye-Woodland (350 students, Segment 10) has only 252 students now. Woodland Hills (450 students, Segment 7) has just 297 students. Paul Revere (450 students, Segment 6) has only 395. And Miles (450 students, Segment 5) has only 350.

Possible solutions: Geographic considerations aside, Woodland Hills and Buckeye-Woodland could be eliminated, and Miles and Revere could be reduced to the OSFC minimum of 350.

Master Plan impact: savings of 1,000.

Kennedy academic neighborhood

Kennedy Neighborhood	New/Reno/Imprv/Maint-Seg	1997-98 enroll	Feb. 2009 enroll	Oct. 2009 enroll	02.09-10.09 pct. change	1997-98 to 2009-10 pct. change	2008 Master Plan capacity	Master Plan pct. of 10.09 enroll	Current excess / (deficit) of MP slots
John F. Kennedy HS	M	1353	976	946	-3.07%	-30.08%	0	NA	
Adlai Stevenson	N-4	415	282	269	-4.61%	-35.18%	450	167.29%	
A.J. Rickoff (half)	N-1	249	285	284	-0.35%	14.06%	360	126.76%	
Charles Eliot	M	722	336	330	-1.79%	-54.29%	0	NA	
Cranwood	swing	522	0	0			0	NA	
Emile deSauze	N-7	477	319	297	-6.90%	-37.74%	450	151.52%	
Gracemount	N-6	609	441	472	7.03%	-22.50%	450	95.34%	
Robert Fulton (half)	M	258	142	141	-0.70%	-45.35%	0	NA	
Robert Jamison (half)	N-4	358	261	235	-9.96%	-34.36%	225	95.74%	
Totals		3610	2066	2028	-1.84%	-43.82%	1935	95.41%	(93)

The problem: If the long-term enrollment trend continues in the Kennedy neighborhood, it could have about 450 too many Master Plan slots by 2017. Part of the problem is that Stevenson (450 students, Segment 4) has only 269 students now. The new Emile deSauze (450 students, Segment 7) has only 297 students.

Possible solutions: DeSauze could be built for 350 instead of 450. Geographic considerations aside, eliminating deSauze school would appear to put the neighborhood on target for its enrollment.

Master Plan impact: savings of 100 to 450.

Marshall academic neighborhood

Marshall Neighborhood	New/Reno/Imprv/Maint -Seg	1997-98 enroll	Feb. 2009 enroll	Oct. 2009 enroll	02.09-10.09 pct. change	1997-98 to 2009-10 pct. change	2008 Master Plan capacity	Master Plan pct. of 10.09 enroll	Current excess / (deficit) of MP slots
John Marshall/Shuler HS	N-5	1787	1990	2146	7.84%	20%	1400	65.24%	
Almira	N-5	651	473	382	-19.24%	-41%	450	117.80%	
Artemus Ward	N-3	358	449	523	16.48%	46%	450	86.04%	
Brooklawn	N-7	363	278	246	-11.51%	-32%	450	182.93%	
Carl Shuler (K-8 only)	M	711	0	0	NA		0	NA	
Clara Westropp	N-8	601	616	559	-9.25%	-7%	720	128.80%	
Douglas MacArthur***	I-4	0	165	197	19.39%		0	NA	
Garfield	N-3	276	153	400	161.44%	45%	426	106.50%	
Louis Agassiz	M	427	347	364	4.90%	-15%	0	NA	
McKinley	N-9	443	308	295	-4.22%	-33%	450	152.54%	
Nathaniel Hawthorne	swing	0	0	0	NA		0	NA	
Newton D. Baker	I-10	596	458	447	-2.40%	-25%	0	NA	
Riverside	N-1	409	554	525	-5.23%	28%	436	83.05%	
Robinson G. Jones	N-3	318	396	387	-2.27%	22%	450	116.28%	
Valley View***	I-4	202	134	155	15.67%	-23%	0	NA	
Wilbur Wright	M	1120	607	605	-0.33%	-46%	0	NA	
Totals	8E, 8N	6475	4938	5085	2.98%	-21%	3832	75.36%	(1253)
Incl. Improve K-8s	1H, 1N						4428	90.95%	(460)

The preK-8 enrollment of the Marshall neighborhood rose 3 percent this year after a negligible decline last year. Long term, it is the District's most stable neighborhood. The question is whether the gain this year came from non-District schools, including charters, or whether it came from other academic neighborhoods.

The problem: If the long-term enrollment trend continues, exponential analysis indicates that the neighborhood will have about 300 too few Master Plan slots in 2017. If the short-term pattern continues, the shortage could be far greater. If Newton Baker is kept, as currently planned, as a non-Master Plan school that is to get \$4 million in improvements in Segment 10, the neighborhood capacity would appear to be on target for an excess of up to 490 slots, because Baker was rated by the OSFC as having a capacity of 793. The single-gender academies Valley View and MacArthur would add to the excess capacity if treated as only Marshall-neighborhood schools.

Possible solutions: If Baker is to be kept, consideration might be given to including Baker as a fully renovated Master Plan school, which could be done for relatively little additional taxpayer money beyond the \$4 million in improvements already planned, while trimming the sizes of Almira (450 students, Segment 5), Brooklawn (450 students, Segment 7) Westropp (720 students, Segment 8), and McKinley (450 students, Segment 9), by a collective 400 to 450 slots.

Master Plan impact: increase of 350 to 390.

Lincoln-West academic neighborhood

Lincoln-West Neighborhood	New/Reno/Imprv/Maint -Seg	1997-98 enroll	Feb. 2009 enroll	Oct. 2009 enroll	02.09-10.09 pct. change	1997-98 to 2009-10 pct. change	2008 Master Plan capacity	Master Plan pct. of 10.09 enroll	Current excess / (deficit) of MP slots
Lincoln-West HS	M	1232	1384	1586	14.60%	28.73%	0	NA	
Buhrer	N-3	434	447	328	-26.62%	-24.42%	350	107%	
Clark	R-8	587	560	582	3.93%	-0.85%	540	93%	
Garrett Morgan (K-8 only)	M	555	0	0			0	NA	
H. Barbara Booker	N-10	441	446	438	-1.79%	-0.68%	450	103%	
Halle	swing	55	0	0			0	NA	
Joseph M. Gallagher	N-8	1027	780	774	-0.77%	-24.63%	540	70%	
Kentucky	swing	424	0	0			0	NA	
Luis Munoz Marin	N-10	942	823	759	-7.78%	-19.43%	720	95%	
Louisa May Alcott	R-5	223	233	211	-9.44%	-5.38%	192	91%	
Marion C. Seltzer	R-10	657	590	578	-2.03%	-12.02%	423	73%	
Orchard	N-5	568	537	348	-35.20%	-38.73%	450	129%	
Paul Dunbar	N-5	350	271	385	42.07%	10.00%	450	117%	
Scranton	N-10	562	447	462	3.36%	-17.79%	350	76%	
Thomas Jefferson	N-4	1012	0	0			785	NA	
Tremont	I-10	915	470	527	12.13%	-42.40%	0	NA	
Walton	N-9	682	572	588	2.80%	-13.78%	450	77%	
Watterson Lake	N-7	568	564	495	-12.23%	-12.85%	450	91%	
Waverly	N-9	620	487	487	0.00%	-21.45%	450	92%	
K-8 Totals		10622	7227	6962	-3.67%	-34.46%	6600	95%	(362)
Incl. Improve K-8s							7634	109.65%	672

The long-term trend indicates Lincoln-West may have as many as 1,100 too many Master Plan slots in 2017, even if Tremont Montessori, rated by the OSFC for 1,034 students and currently planned for \$4 million in non-Master Plan improvements in Segment 10, is closed.

The problem: The wild card is the new Thomas Jefferson (785 students, Segment 4), which is not replacing an existing school. Jefferson is less than a mile from the new Orchard and the new Walton, and less than a half-mile from Clark (540 students, Segment 8).

Possible solutions: Barbara Booker (450 students, Segment 10) has only 438; it could be trimmed to 375. Luis Munoz Marin (720 students, Segment 10) could be trimmed to 650; it has 759 now. Paul Dunbar (450 students, Segment 5) could be cut to 350 if not eliminated, as its enrollment (swelled this year by swing students from Orchard) was only 271 a year ago. Waverly (450, Segment 9) and Watterson-Lake (450, Segment 7) could each be cut to 400. A new Clark (renovation for 540, Segment 8) for 350 might be advisable. Clark could be closed.

Master Plan impact: decrease of 535 to 1,235.

South academic neighborhood

South Neighborhood	New/ Reno/ Imprv/ Maint -Seg	1997-98 enroll	Feb. 2009 enroll	Oct. 2009 enroll	02.09-10.09 pct. change	1997-98 to 2009-10 pct. change	2008 Master Plan capacity	Master Plan pct. of 10.09 enroll	Current excess / (deficit) of MP slots
South HS	M	1579	920	824	-10.43%	-47.82%	0	NA	
Albert B. Hart	M	822	408	293	-28.19%	-64.36%	0	NA	
Fullerton	I-9	400	398	365	-8.29%	-8.75%	0	NA	
Miles Park	N-1	542	444	531	19.59%	-2.03%	650	122.41%	
Mound	N-4	483	248	242	-2.42%	-49.90%	450	185.95%	
Union	M	402	272	260	-4.41%	-35.32%	0	NA	
Warner***	N-2	0	197	269	36.55%		570	211.90%	
Totals		2649	1967	1960	-0.36%	-26.01%	1670	85.20%	(290)
Incl. Improve K-8s							1962	100.10%	2

The South neighborhood currently has 290 more students than Master Plan slots, but based on exponential extrapolation of the historic trend, it appears on target for the build-out year of 2017 (an excess of less than 100 Master Plan slots) if the maintain-only Union and A.B. Hart are closed.

Geographic considerations aside, the relatively stable Fullerton, a non-Master Plan school scheduled for \$4 million in improvements in Segment 9, does not appear to be needed but it could be kept as a safety valve in case South enrollment should continue on its recent stable path.

Warner, a single-gender academy, is being treated here as a South neighborhood school (because it is a Master Plan school) even though it draws some enrollment from other neighborhoods, adding weight to the idea of keeping Fullerton as an option. Fullerton was rated by the OSFC as having a capacity of 292, although it has had more students than that for years.

