

Master Plan Update 10

K-8 Space Allocation

July 21, 2009

Summary

Matching school space to enrollment: The Master Plan guiding the Cleveland school construction program apportions building capacity in a way that does not reflect enrollment trends in some neighborhoods. The plan should be adjusted soon. **Page 2**

Planning for growth: Three neighborhoods in which enrollment has fallen for years are planned for more students in 2015 than they have now. Some historically more-stable neighborhoods are planned for significant enrollment declines. **Page 2**

Cost of inaction: The Plan should be adjusted before each construction segment, based on the latest student counts. Delay will put taxpayers at risk of paying for unneeded school space in some places and could leave other areas with too little space. **Pages 3-4**

Decline everywhere: Enrollment fell in every neighborhood of the District over the last 11 years, though a few were relatively stable last year. Lacking evidence to the contrary, the District should plan future space as if there will be more decline. **Page 5**

By the numbers: Enrollment and Master Plan data and a projection for the future, by academic neighborhood. See graphic. **Page 6.**

Add and subtract: Planners should begin fixing inequalities by trimming the Master Plan enrollments of yet-to-be-built schools in neighborhoods scheduled for more future space than they need today. The trimmed space should be added to the plan for schools in neighborhoods where enrollments are most stable. **Pages 7-8**

Local improvement schools: Five schools scheduled for improvement with only local tax dollars would give three additional neighborhoods more school space in 2015 than they need now. This gives planners some flexibility, but adjustments might give taxpayers more-modern schools for the same or less money. **Page 9**

Analysis by neighborhood: The options for adjustment. See graphics. **Pages 10-13**

Conclusion: Regular adjustments will help ensure that the building program maximizes the impact of taxpayer dollars while meeting enrollment needs. **Page 13**

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Matching school space to enrollment

The Bond Accountability Commission reported in August 2008 that the new Master Plan for construction and renovation of Cleveland schools apportioned building capacity in a way that did not appear to reflect enrollment trends in some academic neighborhoods. Now, an additional year of enrollment data underscores those trends, leading to the conclusion that the Cleveland Metropolitan School District should promptly adjust the plan to more closely align planned space for kindergarten-Grade 8 (K-8) students with probable neighborhood enrollment.

The Board of Education adopted a new facilities Master Plan in July 2008, reducing the number of new or fully renovated elementary schools to 65 from the nearly 100 envisioned in the original Master Plan of 2002. That revision was required by the Ohio School Facilities Commission (OSFC), which pays two-thirds of the building program's basic costs. To avoid wasting the public's money, the OSFC limits the co-funded program to the space that it thinks will be needed to accommodate the enrollment in the last year of the building program, 2015.

The OSFC's enrollment-forecasting consultant, DeJong and Associates, estimated in late 2005/early 2006 that the District would have roughly 30,000 fewer elementary and high school students in 2015 than would have been accommodated by the 2002 Master Plan. That meant that the District had to drastically cut its schools plan, and it did so, reducing the planned size of some schools and eliminating others. The OSFC does not care where a district chooses to build its allowed student space; that decision is left to local officials.

Growth in an era of decline?

The new Master Plan did indeed provide for the number of forecasted students District-wide, but it gave one academic neighborhood, Adams, enough 2015 space for more K-8 students than it had in 2008. (The District groups its elementary schools into 10 academic neighborhoods, each centered around one comprehensive high school.) Other neighborhoods were planned for nearly the same number of K-8 students in 2015 as they had in 2008 (East, Glenville), and a few were planned for significantly fewer than they had in 2008 (South, Marshall, Kennedy, Rhodes, Collinwood).

The BAC, which was formed to monitor the spending of \$335 million (plus interest) in taxpayer money for the program, questioned the wisdom of planning for growth or stability in the very neighborhoods in which K-8 enrollment had fallen by the greatest percentages – more than 50 percent -- in the preceding 10 years. The risk of poor capacity allocation, the BAC noted, was that in 2015 the taxpayers would have paid for new or renovated school space where it was not needed, and not enough space where it was needed.

Planning for growth. District enrollment data for February 2009 show that the neighborhoods planned for enrollment growth or stability had steep K-8 enrollment declines during the preceding year. Now, three neighborhoods -- Adams, East, and Glenville -- are planned for more students in 2015 than they had in February 2009. East Tech and possibly Lincoln-West appear headed in that direction. Meanwhile, South,

Rhodes, Marshall appear not to have enough space allocated for 2015 if the enrollment trend of the last 11 years continues.

Unabated continuation of the 11-year trend would produce a District with even fewer students in 2015 than the approximately 41,000 that DeJong forecasted three years ago, one that would be more in line with a worst-case scenario of 32,500 reported in a Cleveland State University study dated June 2006.

Element of uncertainty. Candidly, no one, least of all the BAC, has a crystal ball that with certainty can predict the future of District enrollment, especially neighborhood by neighborhood.

For example, neither the DeJong nor the CSU study could have foreseen the mortgage foreclosure crisis that has left Cleveland littered with vacant homes. The people who lived in those homes had to move somewhere, but did they remain in the same neighborhood? Did they remain in Cleveland? We don't know. What we do know is that a few of the District's academic neighborhoods had very steep declines in K-8 enrollment in the last year, on the order of 6 percent to 11 percent, while a few were relatively stable, with declines under 3 percent.

Adjust regularly to minimize waste

Population and enrollment forecasting – and devising a school plan that reflects those forecasts – is not an exact science. Mistakes will be made. And some of those mistakes will waste money. The best that anyone can do is try to minimize mistakes through an ongoing effort to look at historical trends and current conditions, make a best guess as to what the future will hold, and make changes accordingly.

A new, independent forecast of the District's overall enrollment needs for 2015 would be helpful. The District was due for a new OSFC-commissioned forecast in late 2008/early 2009. Such a forecast would help the District make neighborhood adjustments by providing an overall K-8 enrollment number within which to operate as well as possible insights on demographic trends that the District might want to consider. However, this June 18 an OSFC official told the BAC that the forecast had not been completed because the District still had not furnished all of the requested data.

Cost of inaction. A wait-and-see approach to Master Plan adjustment would be easiest, but failure to promptly make changes greatly increases the risk of literally preserving costly mistakes in bricks and mortar. Delay would pose the serious risk of preserving for generations the sins of waste and poor distribution of school space. That's simply because schools cannot be "unbuilt" or moved.

The East neighborhood illustrates this point.

The 2008 plan reduced the number of East elementary schools to eight, reflecting the need to pare District-wide K-8 capacity. But six of those eight schools were or are being built in the 10-segment program's Segments 2 and 3, leaving only two for possible further adjustments. Of those two, Case is in a part of the neighborhood with no other nearby school; the other, Alexander G. Bell, is planned for the OSFC minimum size of 350 students. Yet the new Master Plan provides space for nearly 106 percent of the neighborhood's February 2009 enrollment.

The K-8 enrollment of the East neighborhood has declined 51 percent in the last 11 years – 6 percent last year alone – so we cannot rationally expect that it will *grow* 6

percent in the next six years to make use of the Master Plan space. Eliminating Bell from the Master Plan would leave the February 2009 enrollment at 96 percent of the Master Plan allotment. Given the pace of decline over the last decade, elimination of Bell would quite likely still leave the East neighborhood with more school space than it will need in 2015.

If the Master Plan had been adjusted by the previous District administration in the first half of 2006 based on the OSFC projections, when it was supposed to have been done, the East neighborhood had three Segment 3 schools – planned for a total of 1,525 K-8 students – that each could have been trimmed in size to yield a planned capacity more in line with probable enrollment.

Bottom line: For about 20 years, taxpayers will be paying off construction bonds for school space that won't be needed where it was built unless the long-term enrollment trend reverses.

Adjust before each segment. In a time of dramatic shifts in general population and school enrollment, the School District should adjust the Master Plan before the start of each construction segment. If this had been done by the previous District Administration, the current situation with the Franklin D. Roosevelt school might have been avoided.

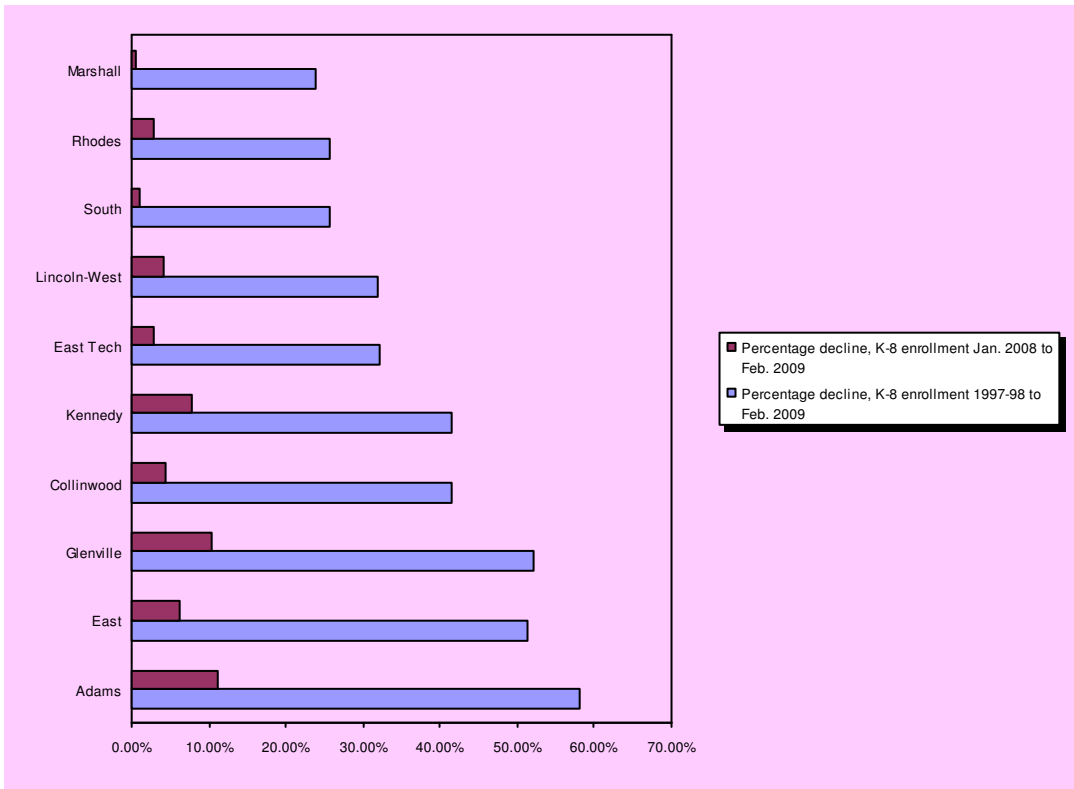
Roosevelt, which is in the Glenville neighborhood, was renovated in Segment 2 for an OSFC-funded capacity of 1,115 students. In February 2009, Roosevelt had 360 students. The underuse of Roosevelt will not be alleviated by the ongoing Segment 3 construction of a new Patrick Henry a half-mile's walk away for 450 students; it had 334 last February. The planned Segment 5 construction of a 350-student Forest Hill Parkway less than a mile's walk from Roosevelt would not help either.

In fact, if all of the “maintain-only” schools (schools not scheduled for replacement or renovation) in the Glenville academic neighborhood were closed, the neighborhood would still have enough new or fully renovated schools in 2015 under the current Master Plan to accommodate enrollment growth of 8 percent. Glenville's K-8 enrollment has declined 52% in the last 11 years. It fell more than 10% in the last year.

Therefore, with construction of the last three Segment 4 schools about to begin (Anton Grdina in the East Tech neighborhood, Charles Lake in Glenville, Mound in South) and planning for Segment 5 schools under way, the time for adjusting the Master Plan in light of the latest enrollment data is now. This process should include extensive community involvement.

Plan for what is most likely

The theme here is planning for what seems likely, not for what is hoped. The value of an ongoing review/adjustment process is that if a neighborhood's enrollment *does* appear to begin stabilizing or even growing, the Master Plan can be changed again to reflect that.



Percentage decline in K-8 enrollment by academic neighborhood

Every academic neighborhood's K-8 enrollment declined over the last year, ranging from 0.56 percent in Marshall to 11.12 percent in Adams. Every neighborhood also declined over the last 11 years, ranging from 23.74 percent in Marshall to 57.97 percent in Adams.

The spending of taxpayer money will be done most efficiently if the Cleveland District aims to make each academic neighborhood's Master Plan enrollment capacity equal 100 percent of the neighborhood's enrollment expected for 2015. In light of the long-term trend of declining enrollment, if the Master Plan provides for more space in 2015 than a neighborhood needs today, then that neighborhood's plan should be reduced where possible. Given the trend, each neighborhood's current K-8 enrollment should be significantly more than what the Master Plan envisions for 2015.

Excess space could be regarded as providing room for growth, but lacking a compelling argument that the enrollment trend will be markedly reversed, excess capacity in 2015 will represent a waste of the taxpayers' money – space having been created for students who do not exist where the space was built. In addition, since the OSFC allots co-funded space only by entire district, not by neighborhood, excess Master Plan space in one neighborhood will necessarily mean that another neighborhood lacks sufficient Master Plan space for all of its students, assuming that the OSFC's enrollment projections for 2015 are correct.

Given the historic trend of annual enrollment declines since 1997-98, the conclusions of the OSFC and CSU enrollment studies, and Cleveland's population decline, the District should expect enrollment to decline more.

The expectation of continued enrollment decline means each neighborhood's ratio of Master Plan K-8 capacity to February 2009 preK-8 enrollment should be less than 100 percent now but get closer to the 2015 goal of 100 percent year by year.

Conversely, a neighborhood already near or above a Master Plan-to-latest-enrollment ratio of 100 percent should be considered to have an excess of co-funded

space, because further declines in enrollment will only increase the percentage by 2015. A ratio above 100 percent in 2015 will mean that the District has built too much new or renovated school space for the student population.

K-8 enrollment and Master Plan space by neighborhood

Academic neighborhood	1997-98 enroll	Jan. 2008 enroll	Feb. 2009 enroll	13-month pct. change	11-year pct. change	Master Plan slots	Master Plan pct. of Jan. 08 enroll.	Master Plan pct. of Feb. 09 enroll.	Current surplus/ (deficit) of Plan slots	Possible enroll. decline by 2015 *	Possible surplus/ (deficit) of plan slots by 2015 **
Collinwood	4202	2568	2455	-4.40%	-41.58%	2133	83.06%	86.88%	(322)	-557	235
East	7226	3751	3513	-6.34%	-51.38%	3720	99.17%	106.89%	207	-985	1192
East Tech	5575	3888	3777	-2.85%	-32.25%	3630	93.36%	96.11%	(147)	-664	517
With LFI K-8						4126	106.12%	109.24%	349	-664	1013
Glenville	5353	2854	2557	-10.41%	-52.23%	2765	96.88%	108.13%	208	-728	936
Rhodes	3288	2514	2445	-2.74%	-25.64%	1970	78.36%	80.57%	(475)	-342	(133)
With LFI K-8						2661	105.85%	108.83%	216	-342	558
Adams	6486	3067	2726	-11.12%	-57.97%	3135	101.22%	115.00%	409	-862	1271
Kennedy	3810	2420	2231	-7.81%	-41.44%	1935	79.96%	86.73%	(296)	-504	208
Marshall	6475	4966	4938	-0.56%	-23.74%	3832	77.16%	77.60%	(1106)	-639	(467)
With LFI K-8						4310	86.79%	87.28%	(628)	-639	11
Lincoln-West	10622	7537	7227	-4.11%	-31.96%	6600	87.57%	91.32%	(627)	-1260	633
With LFI K-8						7056	93.62%	97.63%	(171)	-1260	1089
South	2649	1985	1967	-0.91%	-25.75%	1670	84.13%	84.90%	(297)	-276	(21)
With LFI K-8						2044	103%	104%	77	-276	353

* At rate of past 11 years ** After decline at rate of past 11 years

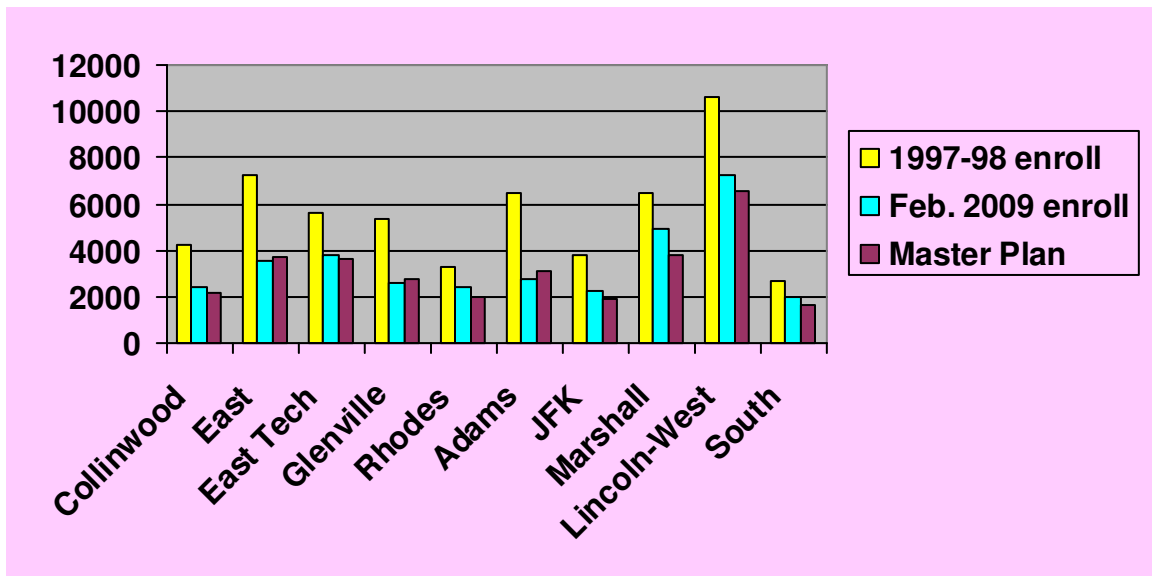
Add and subtract

Because overbuilding of Master Plan space in one neighborhood will leave others with insufficient space, planners should, where possible, pare the Master Plan enrollments of yet-to-be-built schools in neighborhoods already near or above a 100 percent Master Plan-to-enrollment ratio and add to the Master Plan enrollments of schools in neighborhoods in which the ratio is far from 100 percent or not progressing markedly toward 100 percent.

Each neighborhood’s 11-year and 13-month rates of enrollment decline can be used as a guide to how severely the Master Plan enrollments should be adjusted. In saying “where possible,” we acknowledge that significant fixes cannot be made in some cases, for reasons of student pedestrian safety, geographic practicality, the fact that construction is already nearly completed in some neighborhoods, or a combination of those, as was cited above in the example of the East neighborhood.

Neighborhoods with ratios already near or above the 100 percent ratio are: Adams, 115 percent; Glenville, 108.13 percent; East, 105.89 percent; East Tech, 96.11 percent; and Lincoln-West, 91.32 percent.

The neighborhoods farthest from the 100 percent goal – and generally making the least progress toward 100 percent -- are Marshall, 77.60 percent; Rhodes, 80.57 percent; and South, 84.90 percent.



Analysis notes. PreK enrollments are included in the analysis data for 2008 and 2009, but preK capacity is not included in the Master Plan capacity allotments. (All schools built in Segment 4 and later are to have preK space paid for only by local tax dollars, and thus that space is not included in the OSFC-co-funded Master Plan figures.) We have not attempted to adjust the Master Plan-to-enrollment ratios to reflect the presence of about 1,500 preK students District-wide. However, we will simply note that for schools built after Segment 3, the schools actually have more space than the Master Plan numbers show, meaning that the 100 percent ratio target tends to be conservative.

This ratio analysis compares each neighborhood’s Master Plan capacity – which is supposed to provide enough space for all students -- with its total February 2009 K-8 enrollment, including the population of schools that are no longer in the Master Plan.

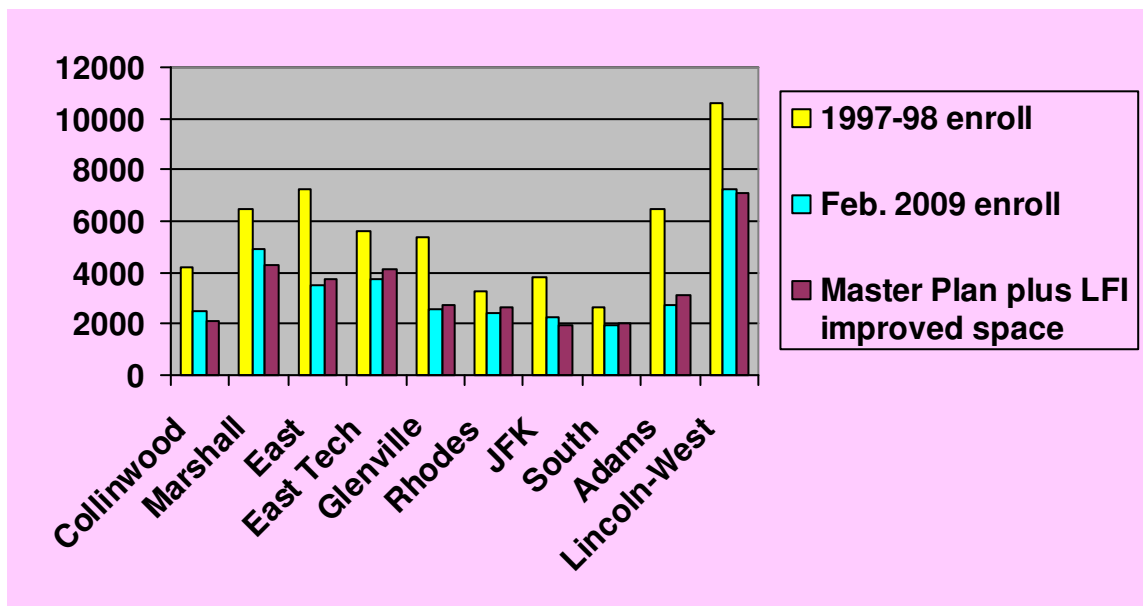
The District has more than 25 K-8 schools that it classifies as “maintain-only,” meaning that they are not included in the Master Plan for construction or renovation. It has three more maintain-only K-8 schools that are operated as gender academies, and it has five K-8s that are not in the co-funded Master Plan but have been designated for significant improvements funded only by local tax dollars under what is known as the Locally Funded Initiative (LFI).

Continued operation of all of these maintain-only and LFI-improvement schools would result in a huge amount of excess capacity by the year 2015 if recent trends continue. This analysis of space needs is therefore also conservative in the sense that its ratio calculations were done as if the District will close all of the maintain-only schools by 2015, even though the District might not do so.

We have included the gender academy enrollments in the enrollment totals for the academic neighborhoods in which they are located, although they draw some students from outside those individual neighborhoods. So far, the academy enrollments are small enough that they will not substantially alter the overall conclusions.

This analysis apportions half of the enrollments of the A.J. Rickoff, Robert Jamison and Robert Fulton K-8s to each of the Kennedy and Adams neighborhoods, based on District documents estimating where students from those schools attend high school.

Assuming that the LFI-improvement designation means that the District intends to keep operating these five schools, we have provided alternative Master Plan-to-enrollment ratios for neighborhoods that have LFI-improvement schools. We have used the January 2008 enrollments of these schools as their nominal capacity, although they may actually be able to accommodate more students.



LFI-improvement schools

Inclusion of the planned LFI-improvement schools raises the current ratios of planned 2015 space to current enrollment to near or above 100 percent in East Tech, 109.24 percent; Rhodes, 108.83 percent; South, 104 percent; and Lincoln-West, 97.63 percent. As stated above, current percentages at that level suggest that by 2015, academic neighborhood capacity will be well above actual need.

The District has designated the LFI improvements for the last two segments of the facilities program, Segments 9 and 10. This gives the District the flexibility to add these schools to the OSFC-co-funded Master Plan if District enrollment should stop declining or rise, or of course to drop the improvement plans should enrollment fall enough that they are not needed.

Flexibility at a cost. The tradeoff for this flexibility is that it could end up costing Cleveland taxpayers more than would be the case if current construction plans were adjusted now for likely enrollments, academic neighborhood-by-neighborhood. In other words, these schools are designated for LFI improvements because there is not enough OSFC-allowed Master Plan capacity to accommodate them in the co-funded program. This can be seen as one result of planned overbuilding in other neighborhoods.

Why overbuild in one neighborhood, using OSFC co-funding, if it means that schools needed or desired in other neighborhoods must be improved using only local tax dollars? LFI work by its nature costs taxpayers more per square foot, because the OSFC is not paying two-thirds of the bill.

In view of these things, the recommended reconsideration of Master Plan enrollment allotments should also include the plan for LFI-improvement schools.

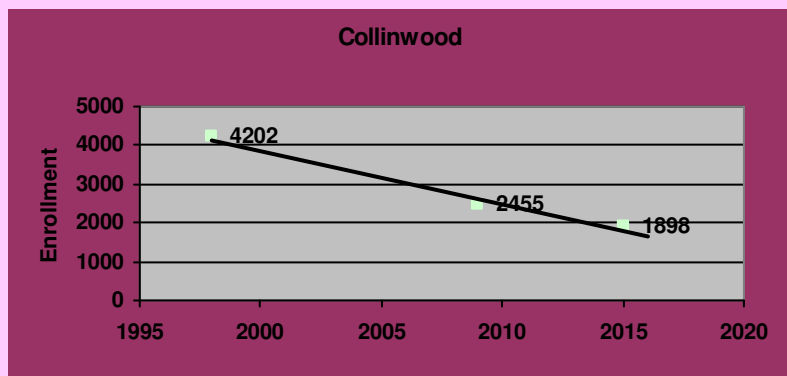
Among the options: 1) keep the LFI schools but pare the Master Plan enrollments of other schools in these neighborhoods; 2) eliminate the LFI-improvement schools and if necessary expand the capacity of Master Plan schools in the neighborhoods, assigning enrollment capacity deducted from neighborhoods that clearly are being overbuilt; or 3) convert the LFI schools to Master Plan schools, using enrollment capacity reassigned from other District neighborhoods that have too much. These options would result in planned capacity that more closely matches expected enrollment and cost local taxpayers less than the current plan.

An advantage of the second and third options is that the District would pay for only 32 percent of the planned space (the OSFC paying for the remainder). The third approach would use the \$4.5 million planned for LFI improvements to leverage about \$9 million in OSFC money, yielding enough to build a new school for 350 students, possibly more.

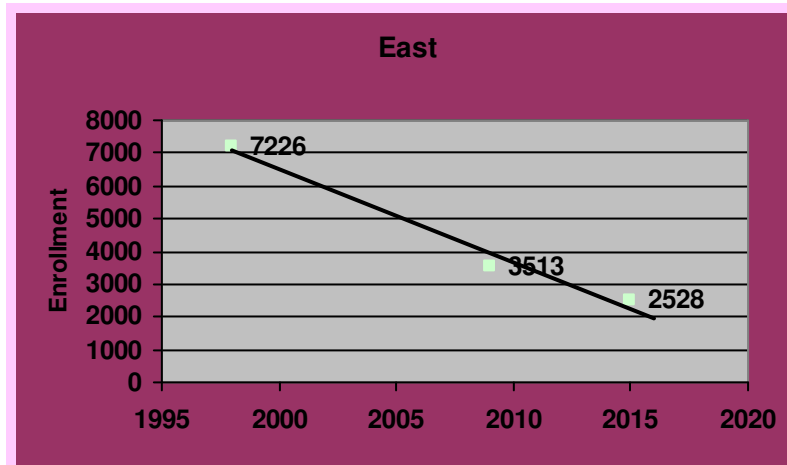
A possible disadvantage of eliminating the LFI-improvement schools is that it could result in lack of nearby school availability in parts of some academic neighborhoods.

Analysis by neighborhood

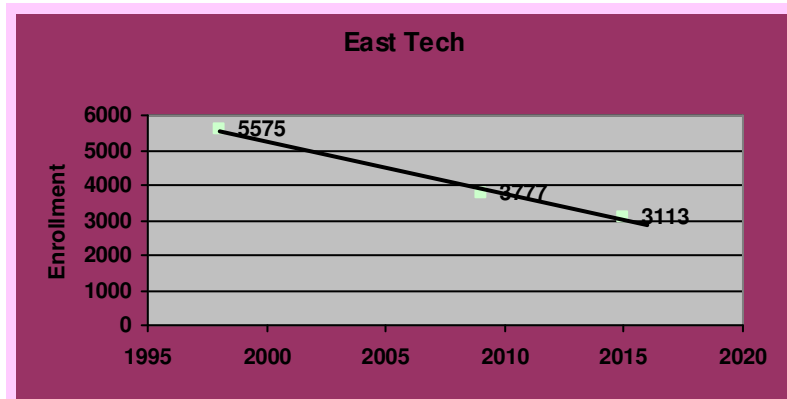
(The charts below show the official enrollment count for 1997-98, an enrollment snapshot from February 2009, and the enrollment in 2015 if the previous 11-year trend of decline continues.)



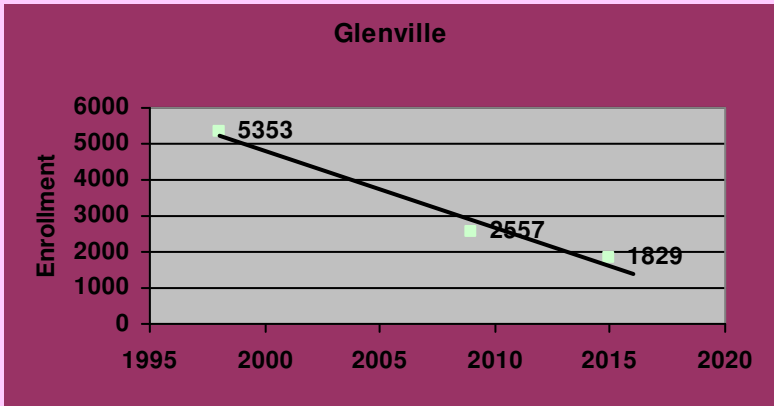
The Collinwood K-8 enrollment in February 2009 was about 87 percent of its 2015 Master Plan allotment. If the enrollment decline continued at the pace of the last 11 years, Collinwood would have 235 too many K-8 slots in 2015. Only one Master Plan school left to build, Iowa Maple in Segment 7 at the OSFC minimum of 350. Elimination of the school would leave the neighborhood with too little space if the 11-year trend continued.



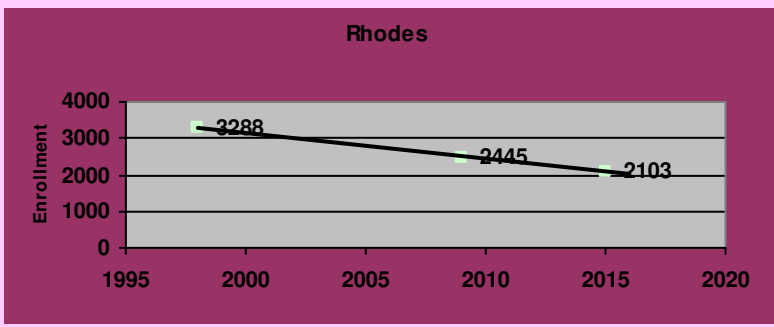
The East neighborhood's Master Plan allotment is 5.9 percent, or nearly 200 students, more than its current enrollment. Given the neighborhood's 11-year K-8 decline of 51.4 percent, continuation of the trend through 2015 would leave East with nearly 1,200 too many K-8 slots. Of the neighborhood's two Master Plan schools remaining to be built, it appears that only the 350-student Alexander Graham Bell in Segment 6 could be eliminated without causing geographic hardship.



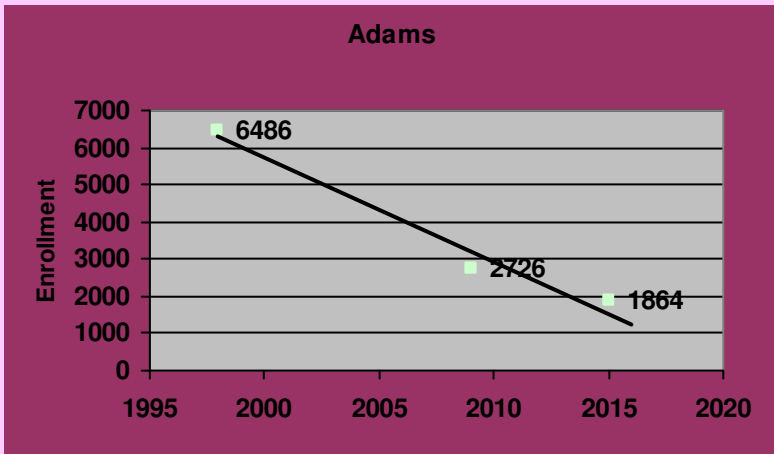
The Master Plan provides for 96 percent of the current East Tech K-8 enrollment. By 2015, the neighborhood will have as many as 517 surplus slots at the pace of the previous 11-year decline. The District also plans LFI improvement of Audubon, which would add at least 600 more slots. East Tech has six schools in Segments 8-10, five of which could be trimmed in size: Willow, Giddings and Dike, which are planned for more students than are there now; Stokes; and Bolton.



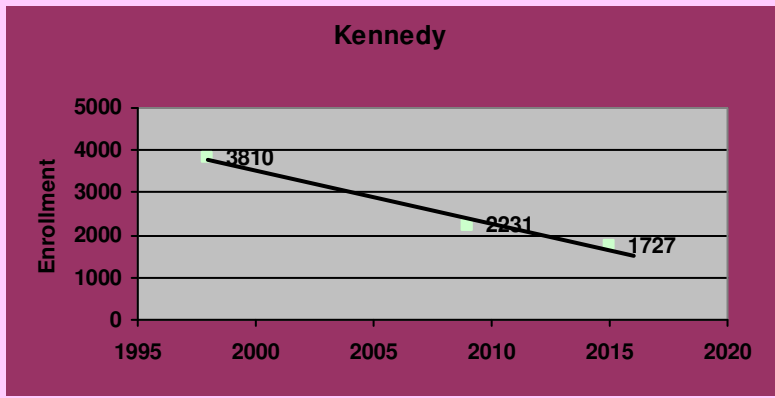
The Master Plan allotment is already 8 percent more than the K-8 enrollment in Glenville, which has declined more than 52 percent in the last 11 years. The neighborhood would have more than 930 too many K-8 slots in 2015 if that trend continued. Only three Glenville K-8s remain to be built, Empire for 450 students in Segment 7, Forest Hill Parkway for 350 students in Segment 5, and Charles Lake for 400 students in Segment 4. However, the architectural work on Lake is completed and the construction bids are to be advertised next month.



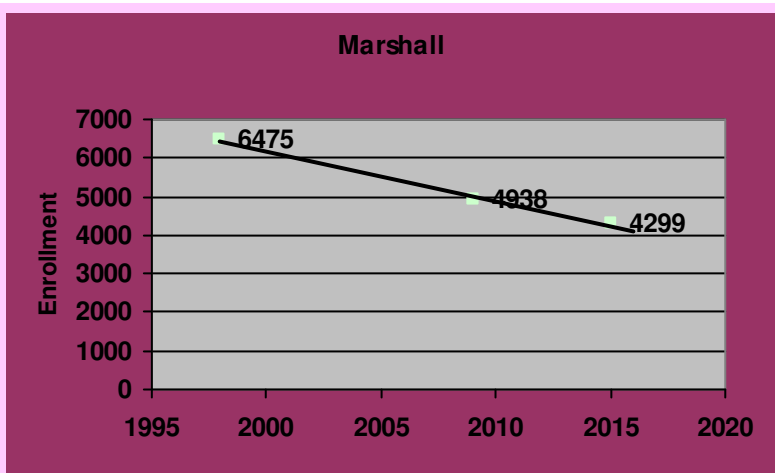
The Master Plan provides for 81 percent of Rhodes' current K-8 needs. If the 11-year rate of decline continued, Rhodes would have 133 too few Master Plan slots in 2015. Rhodes also has a Segment 10 LFI-improvement school, Benjamin Franklin, that would add up to 690 slots. Mooney, 650 students in Segment 5, and Denison, 720 students in Segment 7, could be reduced. Both now have fewer students than that.



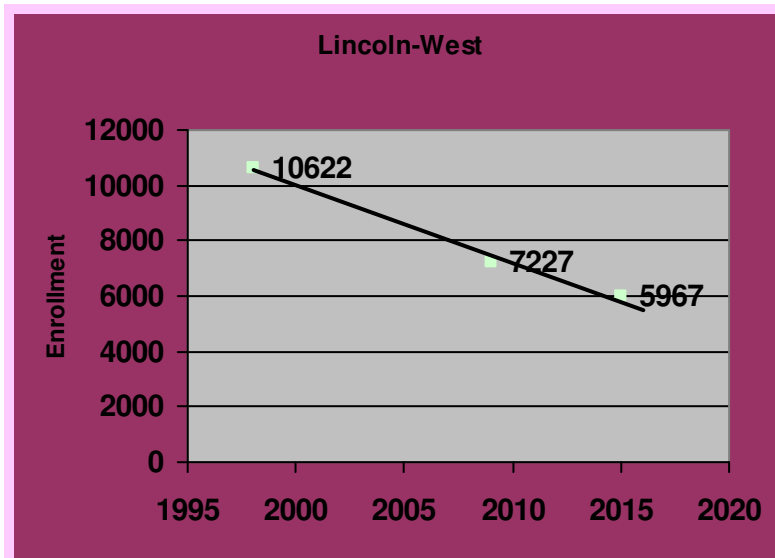
Adams would be the District's most overbuilt neighborhood if the Master Plan is not changed. The plan provides 115 percent of Adams' current K-8 needs. The only choices for adjustment are Miles, 450 students in Segment 5; Paul Revere, 450 students in Segment 6; and Woodland Hills, 450 students in Segment 7. None of those has that much enrollment now. If the neighborhood's 11-year rate of decline continued, the neighborhood would have nearly 1,300 too many K-8 slots.



Kennedy has nearly 87 percent of the Master Plan enrollment; it had 80 percent the previous year. It is heading toward the 100 percent goal, but possibly too quickly, owing to a 7.8 percent drop in enrollment in the last year. The 11-year rate of decline suggests Kennedy will have about 200 too many K-8 slots in 2015. The District has two chances to adjust the Master Plan: Gracemount, 450 students in Segment 6, and Emile deSauze, 450 students in Segment 7. DeSauze had 316 students last February.



Marshall had the District's most stable K-8 enrollment over the last 11 years and last year. It also has the biggest projected shortage of Master Plan space in 2015, more than 460 slots if the 11-year rate of decline continues. The current plan for LFI improvements to Newton D. Baker in Segment 10 would provide almost exactly the target space. Adding Baker to the Master Plan could give taxpayers a new, though smaller, school for about the same money as would the partial LFI renovation of the 1954 school, rated in "borderline" condition by the OSFC in 2001.



The Master Plan provides for more than 91 percent of the latest Lincoln-West enrollment. If the 11-year trend continues, Lincoln-West would have 633 too many Master Plan slots in 2015. Adding the planned Segment 10 LFI improvements to Tremont Montessori School boosts the possible surplus over 1,000. Tremont gained enrollment last year, and Lincoln-West needs extra space for bi-lingual work. Paul Dunbar, set for 450 students in Segment 5, had 271 students last February, and H. Barbara Booker, planned for 450 students in Segment 10, is at that level now after dropping 16 percent last year.



South had the second-most stable K-8 enrollment in the District in the last year. The Master Plan would provide 85 percent of the space needed for last February's enrollment. Continuation of the 11-year trend would give South 21 fewer slots than it needs in 2015. But South has a Segment 9 LFI-improvement school, Fullerton, that would it give it about 350 slots too many. If enough Master Plan space could be cut elsewhere, Fullerton could be made a Master Plan school, giving taxpayers a better building for about the same money. Fullerton, built in 1974, was rated in "borderline" condition in 2001.

Conclusion

Continuation of the 11-year pace of K-8 enrollment decline, called a straight-line analysis, should be regarded for now as a worst-case scenario that predicts less K-8 enrollment in 2015 than did the last DeJong forecast.

Now, therefore, we suggest that Master Plan K-8 capacities be trimmed where possible, neighborhood by neighborhood, at a minimum by the number of slots sufficient to reflect a continued though moderate decline from current enrollments. The obvious place to start is academic neighborhoods that already have more Master Plan space than students. Likewise, consideration should be given to adding co-funded space to neighborhoods that appear headed toward a shortage of space in 2015.

If moderate reductions are made immediately, especially in schools planned for Segments 4 but not yet under construction and for Segments 5 and 6, a yearly enrollment-based review thereafter – without waiting for the OSFC to order reductions -- should ensure that the end product in 2015 will more closely resemble District needs and maximize the impact of taxpayer dollars.

Appendix

- The Master Plan revision of 2008 is based on the OSFC's forecast of 40,743 students in 2015, compared with a 2000 enrollment of 73,620, a 15-year decline of 44.7 percent.
- The latest estimates from the U.S. Census are that Cleveland's population has declined from 477,472 in 2000 to 433,748 in 2008, or 9.2 percent.
- From 2000 to 2008, the District's total enrollment declined 29.3 percent.
- According to the Ohio Department of Education, charter schools enrolled 10,008 Cleveland children in 2005 and 13,497 in 2009, a gain of 34.9 percent in 5 years (this does not count church-run and private schools). However, charter schools reportedly gained only 314 students, or 1.8 percent, in the last year.

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	<i>Joseph M. Gallagher</i>	<i>540</i>	<i>New</i>
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
						<i>Luiz Munoz Marin</i>	<i>720</i>	<i>New</i>
						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: http://net.cmsdnet.net/administration/BAC.htm							