






Full set of emerging recommendations

Recommended school actions will impact over 5,000 students in 16 schools across Cleveland

School actions	Description	Scope of impact
1) Close program and building	<ul style="list-style-type: none"> Close the academic programs and buildings of lower-performing schools with low enrollment in older buildings 	<ul style="list-style-type: none"> ~900 students 4 schools <ul style="list-style-type: none"> Willow Iowa-Maple Michael R White Case
2) Relocate program to existing modernized building	<ul style="list-style-type: none"> Relocate academic program from older buildings into existing, modernized buildings 	<ul style="list-style-type: none"> ~1,500 students 5 schools <ul style="list-style-type: none"> *Kenneth Clement and Valley View Boys Leadership Academies (consolidation) *Tremont Montessori Dike School of the Arts and Bolton (consolidation)
3) Build or renovate building	<ul style="list-style-type: none"> Construct or renovate older buildings to meet future enrollment demand in the region 	<ul style="list-style-type: none"> ~3,000 students 7 schools <ul style="list-style-type: none"> Clark and Walton (consolidation and new building) Denison and Charles A Mooney (consolidation and new building) Joseph M Gallagher (renovation) Marion C Seltzer (new building) Douglas MacArthur Girls Leadership Academy (new building)

*NOTE: There is a stakeholder engagement process that is planned to occur in SY19-20 in which the ideal locations for these relocated programs will be determined

The recommended school actions maximize equity through resource efficiency

	Guiding question	Key metrics	Quantifying impact of an action
Equity	How can this plan enable the District to serve the most students with high quality academic programs in modernized buildings ?	 Academic Quality  Building Condition	11% reduction in students attending D or F-rated District K-8 schools 20%-point increase in students served in new/renovated buildings, resulting in 85% of District K-8 students served in new/renovated buildings
Efficiency	How can this plan help us deploy our limited resources most effectively on behalf of the students we serve?	 Program Viability  Building Use  Resources required	18% increase in average enrollment size of District K-8 schools 10% increase in utilization of District K-8 buildings Estimated \$44M in capital investments (pending OFCC matching funds) Estimated \$10.5M in potential operational savings

Group 1 Recommendations: Close program and building

1) Recommended school action: Close program and building

1a) School of focus: Willow

What the FACTS told us



Academic Quality

- D-rated school



Enrollment & Choice

- 205 K-8 students enrolled in SY 17-18
- Negative enrollment trend
- 27% of students reside within a mile, one of the lowest rates for schools in the region
- Many students come from the south and live close to C-rated Mound; Broadway Academy, a C-rated charter, is also nearby



Program Viability

- Enrollment far below viability targets
- Lowest enrollment of any K-8 school in the region



Building Use & Condition

- Small, older building
- Geographically isolated location with low student-age population near the campus
- Adequate open seats in new buildings in the region to serve students, many of whom live closer to other CMSD campuses



What YOU told us

Willow is over capacity...with a D grade and does not seem to be improving and...not in a new building. Would seem that serious decisions need to be made about Willow.

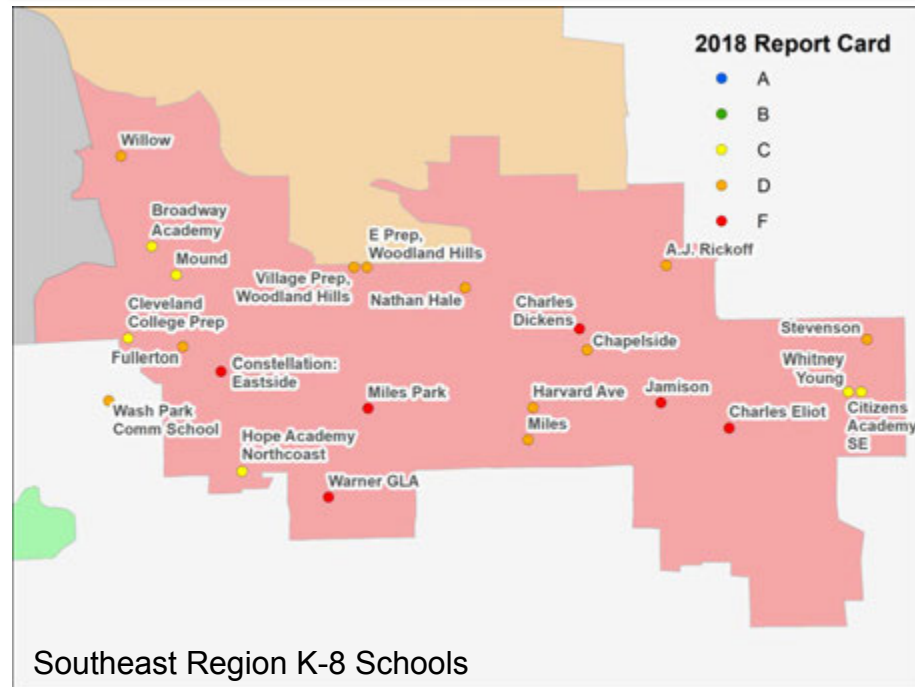
April 5, 2019

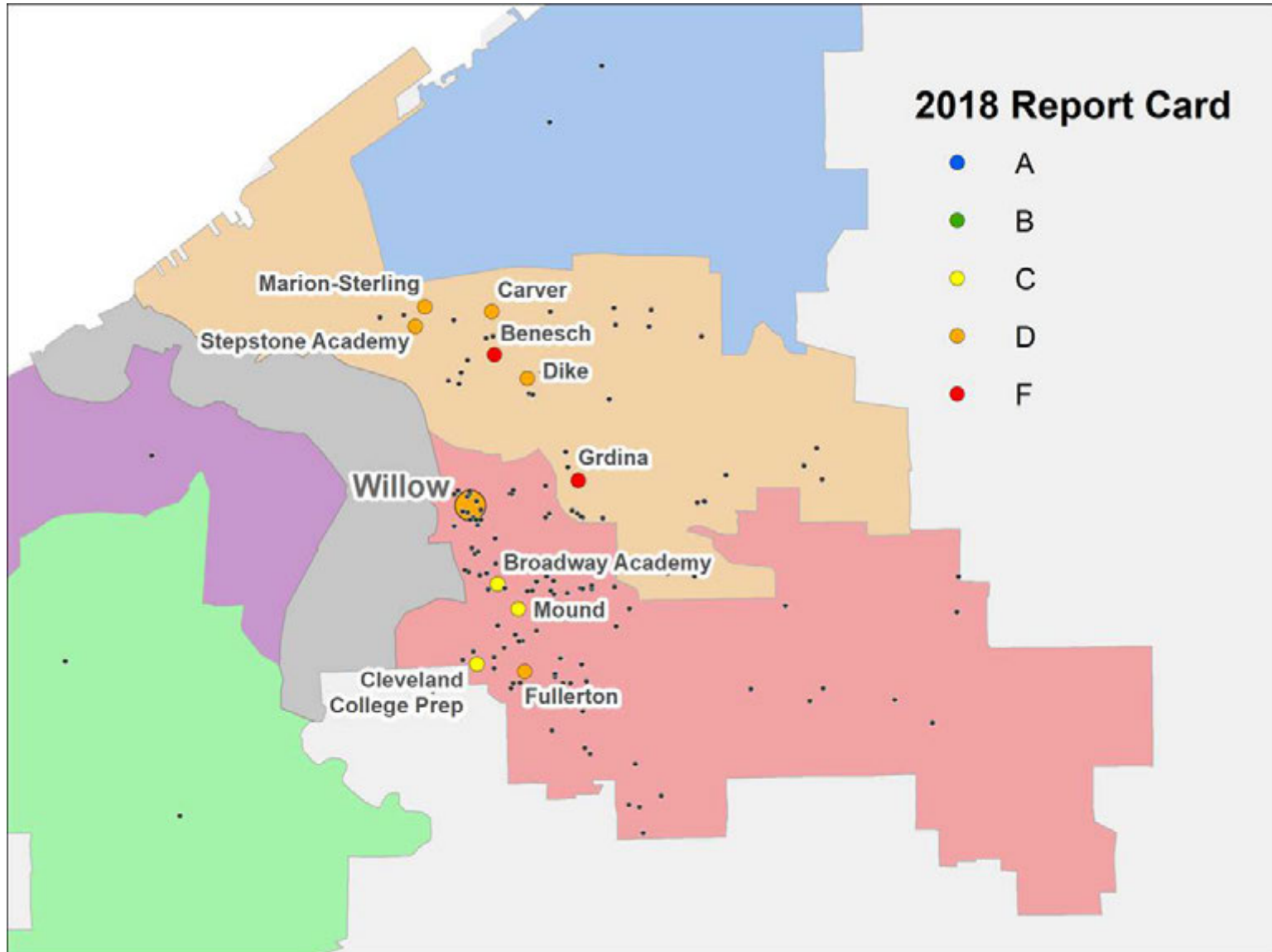
Older buildings are not updated, which affects learning, testing, and academics.

April 5, 2019

Willow- over capacity in an area with lower residency. It seem to be a mismatch. School score are not warranting that type of numbers

April 5, 2019





1) Recommended school action: Close program and building

1b) School of focus: Iowa-Maple

What the FACTS told us



Academic Quality

- F-rated school



Enrollment & Choice

- 229 K-8 students enrolled in SY 17-18
- Negative enrollment trend
- Located close to multiple schools with comparable or better performance, all in modernized buildings (East Clark, FDR, Patrick Henry) and Citizens Academy East charter school



Program Viability

- Enrollment far below viability targets
- Regional enrollment forecast to decline another 8% over the next five years, creating ongoing enrollment challenges



Building Use & Condition

- Older building with significant maintenance challenges and 44% of current building capacity in use today
- Adequate open seats in existing new buildings in the region to serve students



What YOU told us

Close low performing schools with low enrollment.
April 13, 2019

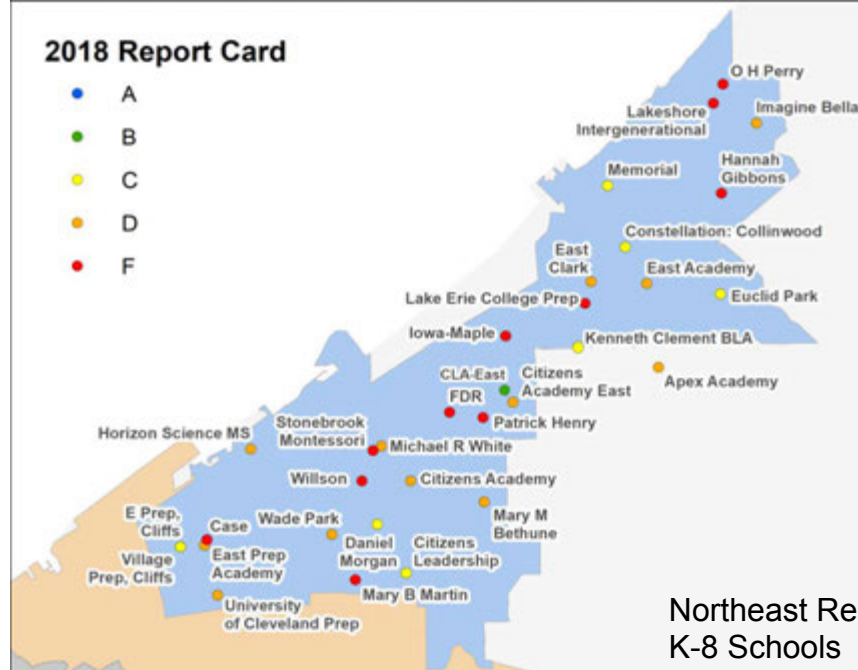
Ok to combine / close if the stuff associated with viability actually happens.
April 13, 2019

Oversaturated - too many schools, decrease no. of schools.
April 13, 2019

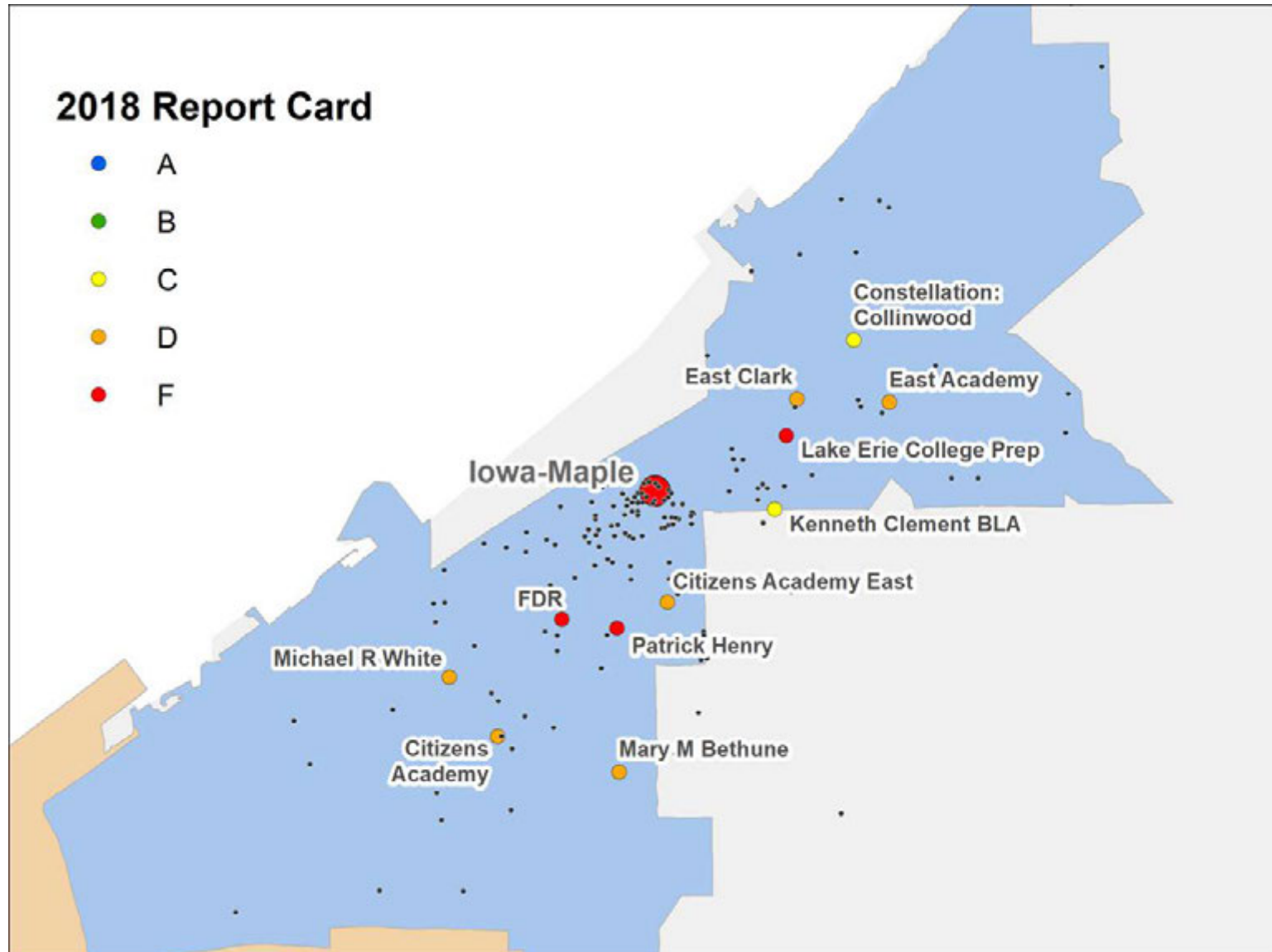
If we are losing students according to current data and projected trends, it seems as though we have too many schools open.
April 13, 2019

2018 Report Card

- A
- B
- C
- D
- F



Northeast Region
K-8 Schools



1) Recommended school action: Close program and building

1c) School of focus: Michael R White

What the FACTS told us



Academic Quality

- D-rated school



Enrollment & Choice

- 204 K-8 students enrolled in SY 17-18
- Negative enrollment trend
- Mary M Bethune is closest school with comparable performance in modernized building, with C-rated Daniel E Morgan located across MLK Drive
- Citizens Academy, a C-rated charter, is also located nearby



Program Viability

- Enrollment far below viability targets
- Regional enrollment forecast to decline another 8% over the next five years, creating ongoing enrollment challenges



Building Use & Condition

- Older building with significant maintenance challenges and 35% of current building capacity in use today
- Adequate open seats in existing new buildings in the region to serve students



What YOU told us

Close low performing schools with low enrollment.
April 13, 2019

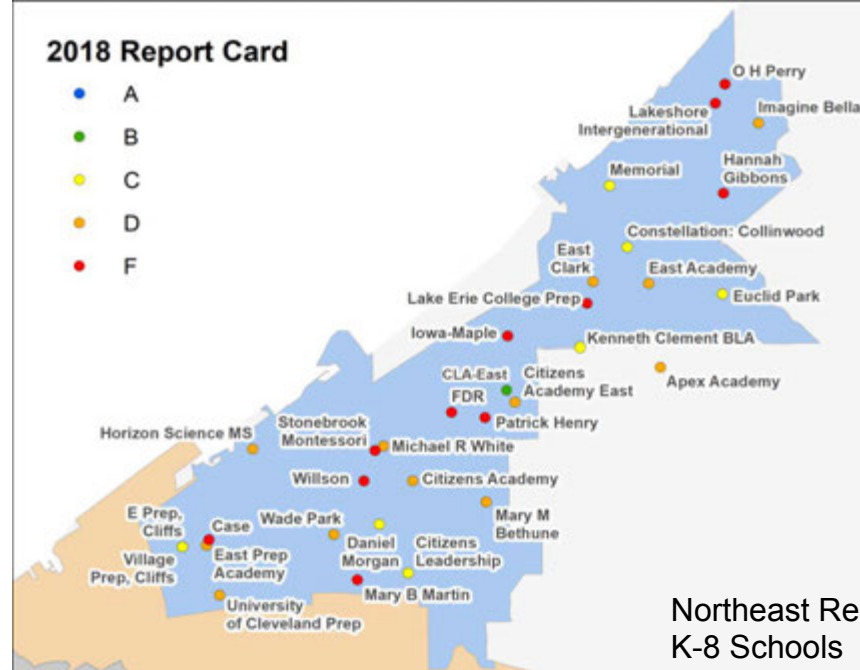
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April 13, 2019

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April 13, 2019

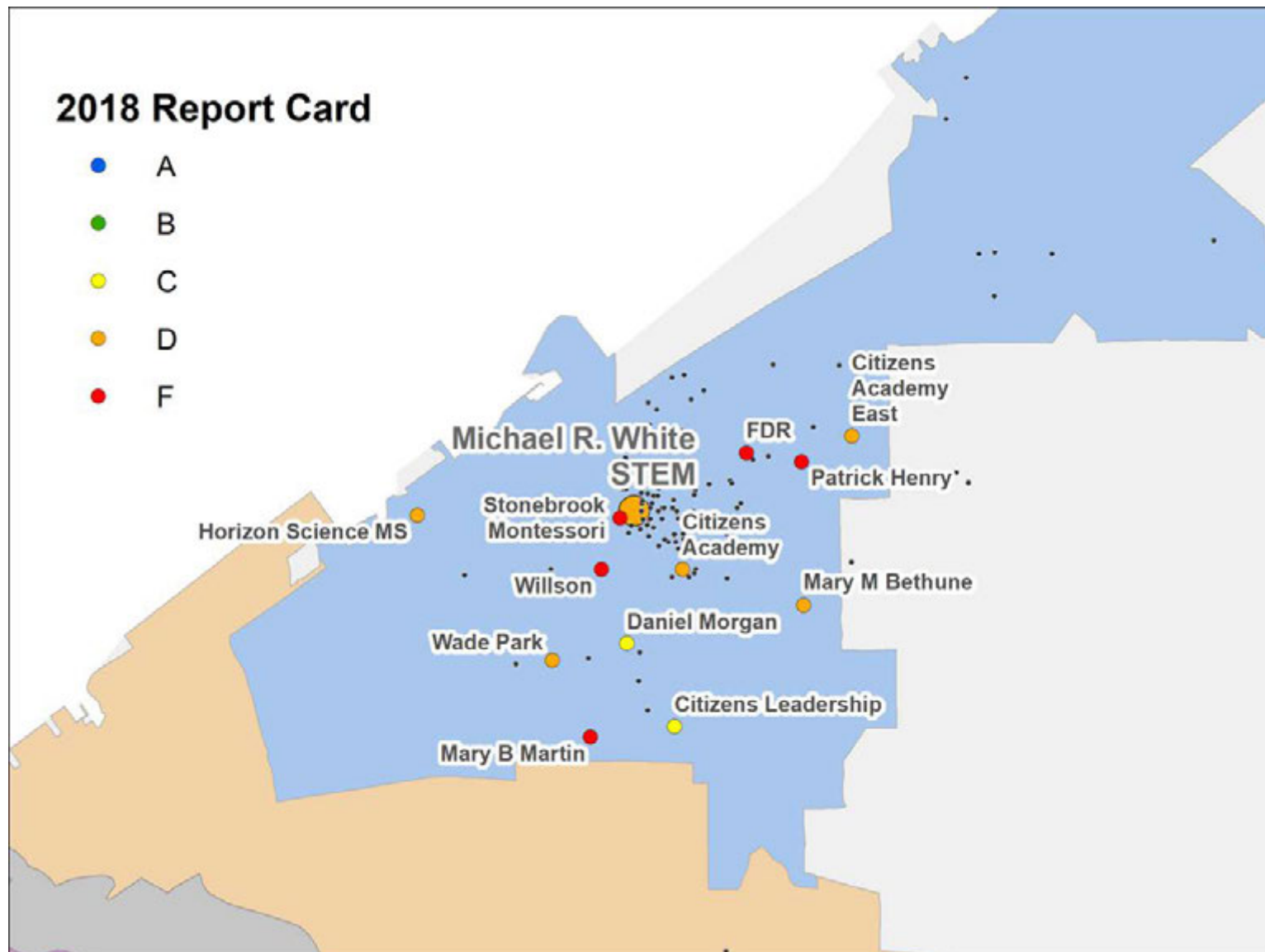
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April 13, 2019

2018 Report Card

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Northeast Region
K-8 Schools



1) Recommended school action: Close program and building

1d) School of focus: Case

What the FACTS told us



Academic Quality

- D-rated school



Enrollment & Choice

- 273 K-8 students enrolled in SY 17-18
- Flat enrollment trend
- 38% students enrolled live within a mile
- Located close to Wade Park, Daniel E Morgan, and Campus International, all schools with comparable or higher performance in modernized buildings
- Village Prep/E Prep and Citizens Leadership are C-rated nearby charters



Program Viability

- Enrollment far below viability targets
- Regional enrollment forecast to decline another 8% over the next five years, creating ongoing enrollment challenges



Building Use & Condition

- Older building with significant maintenance challenges and 50% of current building capacity in use today
- Adequate open seats in existing new buildings in the region to serve students



What YOU told us

Close low performing schools with low enrollment.
April 13, 2019

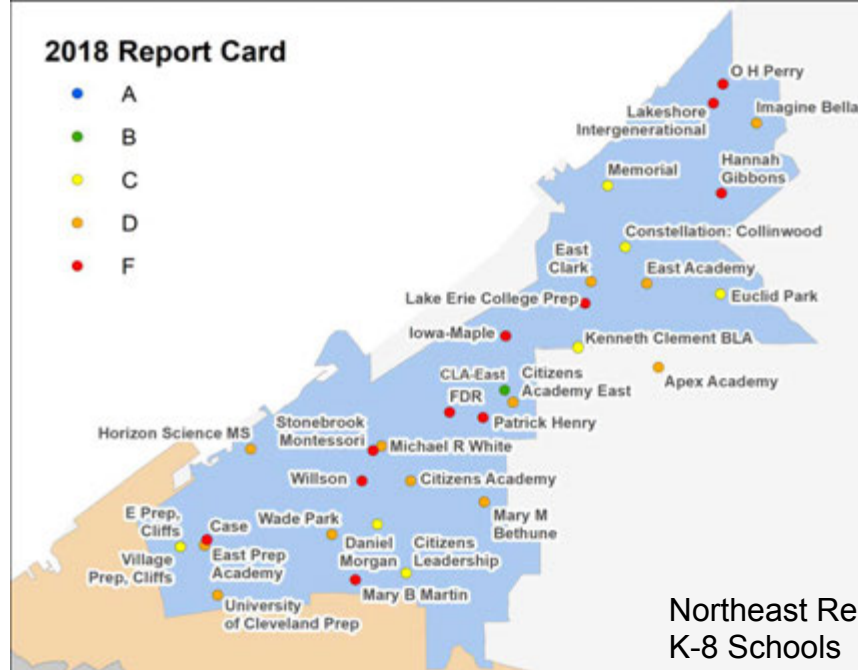
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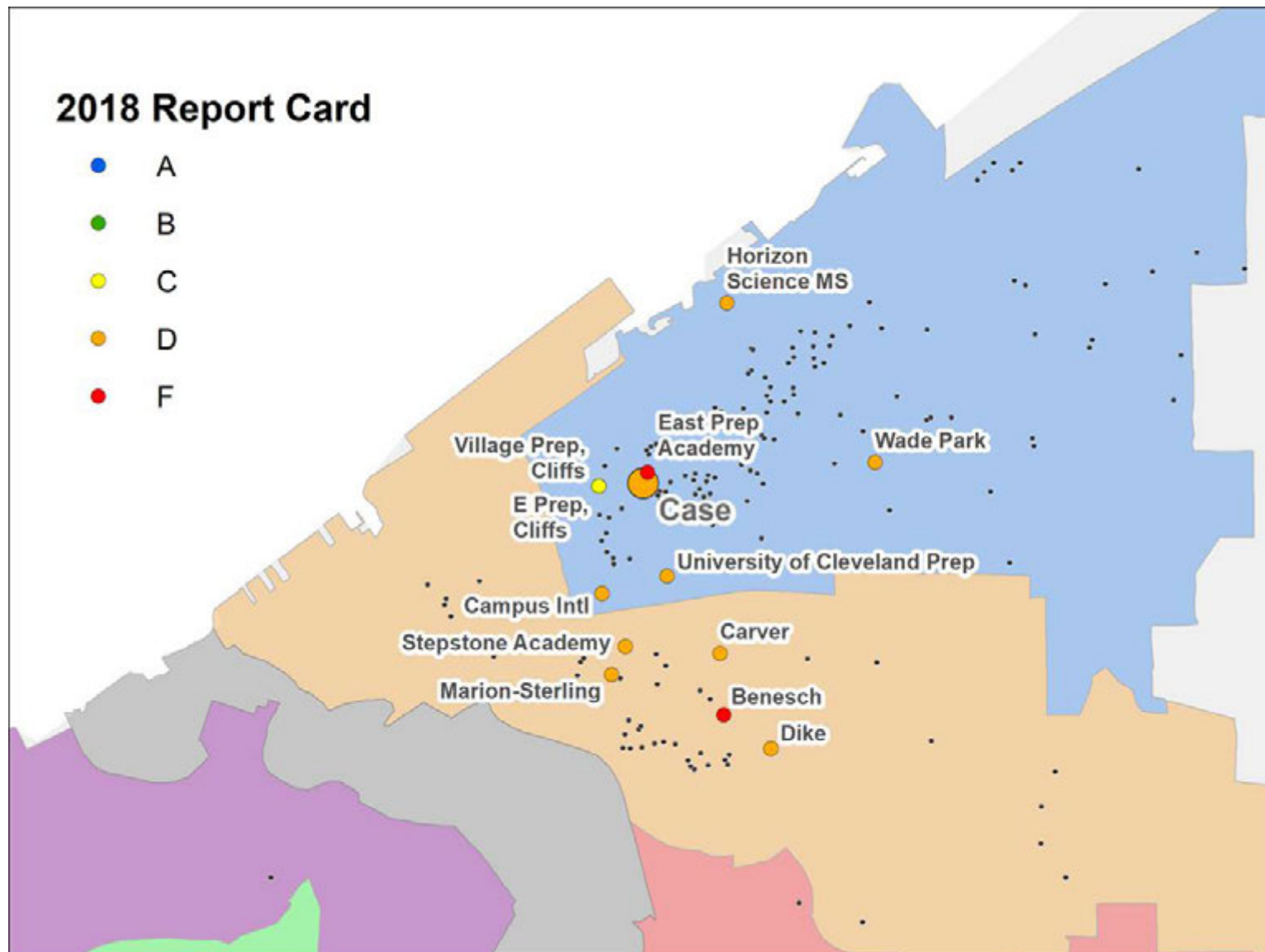
If we are losing students according to current data and projected trends, it seems as though we have too many schools open.
April 13, 2019

2018 Report Card

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Northeast Region
K-8 Schools



Group 3 Recommendations: Build or renovate building

3) Recommended school action: Build or renovate building

3a) Schools of focus: Clark and Walton (new building with consolidation)

What the FACTS told us



Academic Quality

- Clark is C-rated; one of the highest performing CMSD schools in the region
- Walton is F-rated



Enrollment & Choice

- 561 K-8 students enrolled in SY 17-18 at Clark
- 267 K-8 students enrolled in SY 17-18 Walton with a negative enrollment trend



Program Viability

- Clark's enrollment is well above viability targets
- Walton's enrollment is far below viability; lowest enrollment in the region



Building Use & Condition

- Both schools are in large, older buildings
- Clark's enrollment exceeds adjusted capacity figures, resulting in a fully utilized building, while Walton has 42% of current building capacity in use today
- Clark is part of the previous Facilities Plan for segments 8/9



What YOU told us

With Clark being at a C grade on the report card (sic). I believe if the school was expanded and made bigger with more accessible parking that it would benefit the students as well as faculty and parents.

April 6, 2019

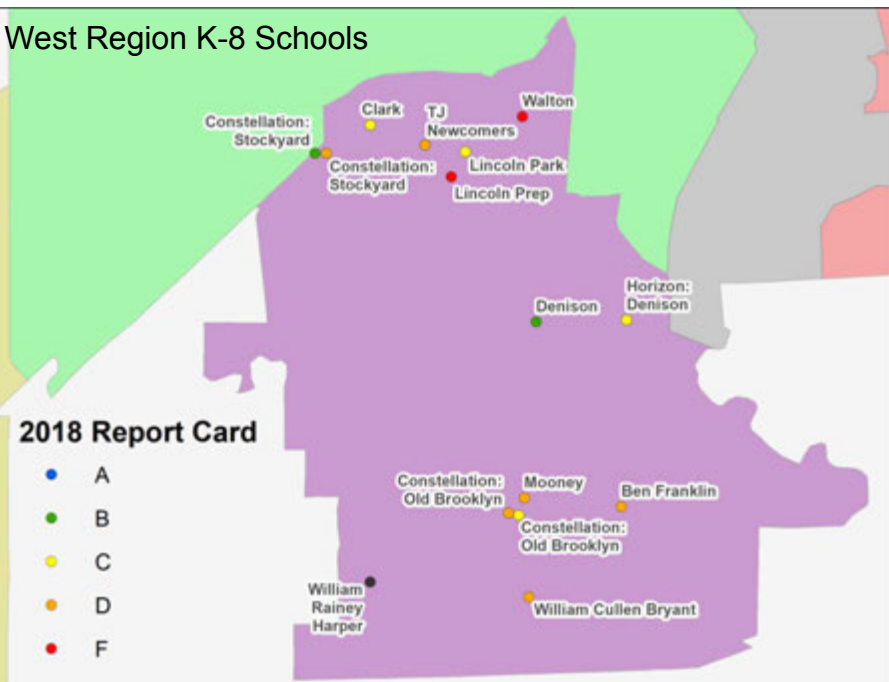
Walton students could be better served elsewhere...

April 6, 2019

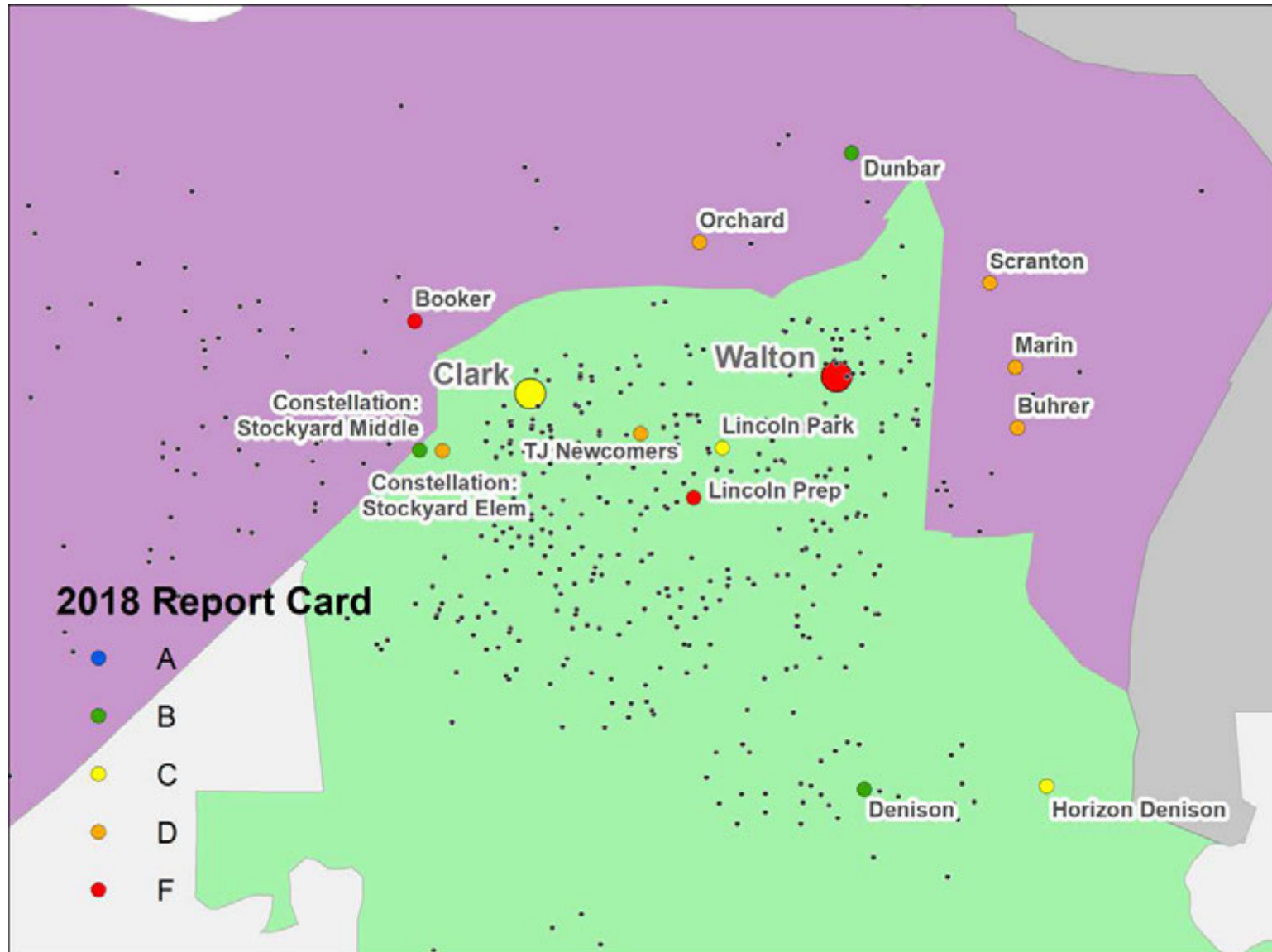
Build/renovate schools in higher use school areas

April 6, 2019

West Region K-8 Schools



Clark and Walton



3) Recommended school action: Build or renovate building

3b) Schools of focus: Denison and Charles A Mooney (new building with consolidation)

What the FACTS told us



Academic Quality

- Denison is B-rated and Mooney is D-rated



Enrollment & Choice

- 304 K-8 students enrolled in SY 17-18 at Denison, with 62% residing within a mile of the school
- 429 K-8 students enrolled in SY 17-18 at Mooney, with 56% residing within a mile of the school
- Enrollment forecast suggests region will maintain current student enrollment



Program Viability

- Denison's enrollment falls short of minimum viability; together the schools could serve a viable student population



Building Use & Condition

- Denison's building is old, geographically isolated and seen as a deterrent to families
- Mooney's building is large and old; it is located within one mile of two other neighborhood schools—Benjamin Franklin and William Cullen Bryant and a third specialty program at the new William Rainey Harper



What YOU told us

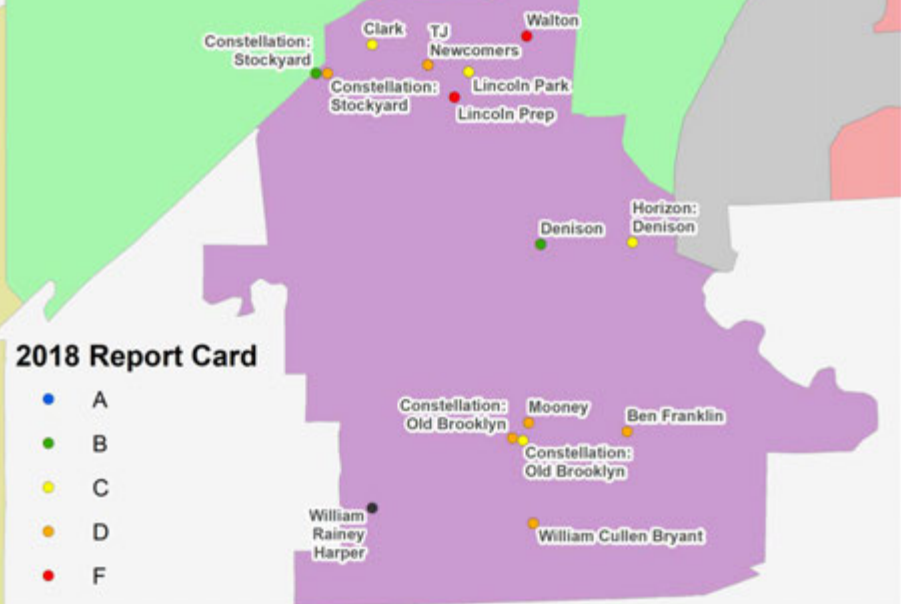
Denison deserves investment and a more suitable building
April 6, 2019

Build/renovate schools in higher use school areas
April 6, 2019

Look at schools with a B rating and continue to help them sustain or improve.
April 6, 2019

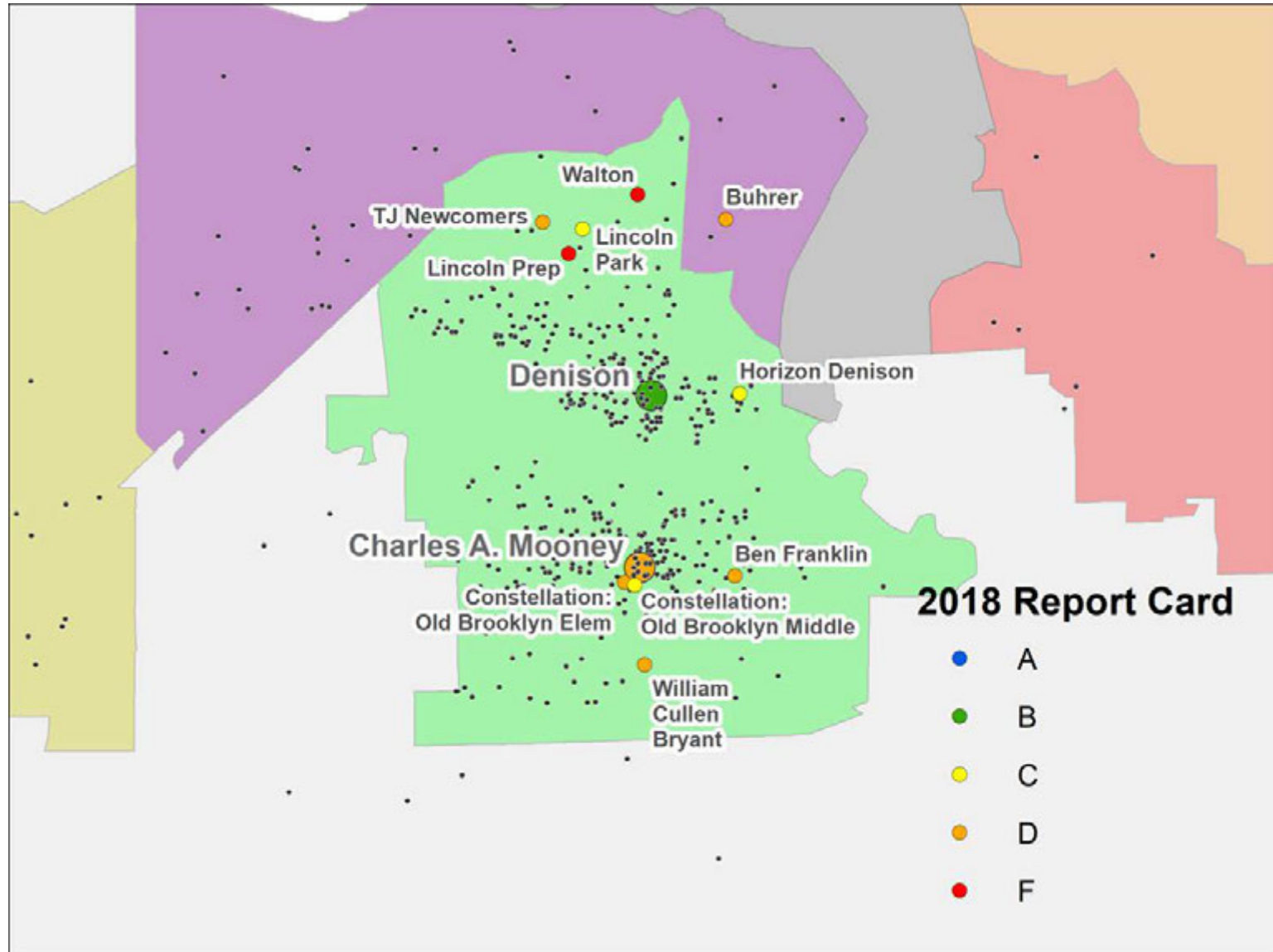
Older buildings need repairs - (sic) i.e. Denison neglected
April 6, 2019

West Region K-8 Schools



Denison and Charles A Mooney

June 8, 2019 Discussion Draft



SOURCE: 2017-18 school locations with 2018 ODE Overall Report Card Grade ; 2017-18 geo-coded enrollment data

3) Recommended school action: Build or renovate building

3c) School of focus: Joseph M Gallagher (renovation)

What the FACTS told us



Academic Quality

- D-rated school



Enrollment & Choice

- 710 K-8 students enrolled in SY 17-18
- Positive enrollment trend despite recent regional enrollment declines



Program Viability

- Enrollment well above viability targets and is the largest of any school on the west side
- Regional enrollment is forecast to decline, though current enrollment above 700 suggests continued viability



Building Use & Condition

- Large, older building
- Enrollment exceeds adjusted capacity figures, resulting in a fully utilized building
- Part of previous Facilities Plan for segments 8/9



What YOU told us

School with largest K-8 enrollment is still waiting [to be] renovated.

April 6, 2019

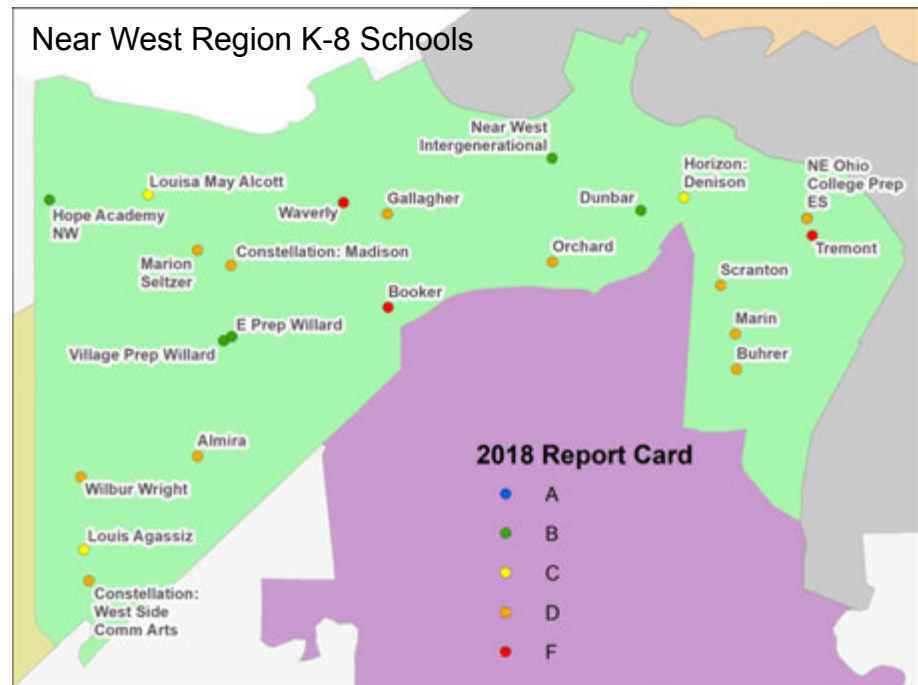
Gallagher is >100% enrollment and suffering from severe lack of investment.

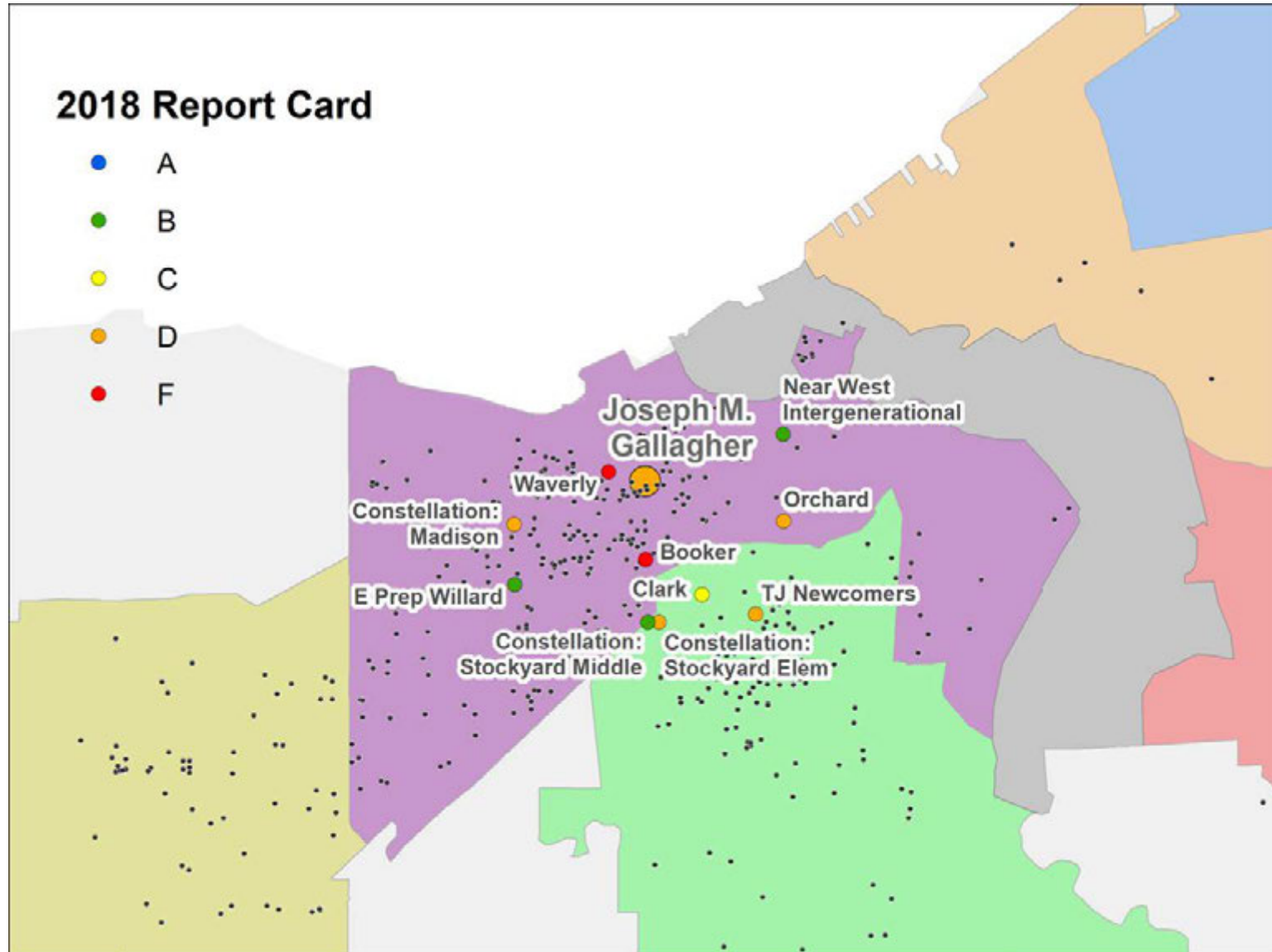
April 18, 2019

Unique schools like Gallagher that serve special populations should receive support in terms of building renovations and upgrades.

April 18, 2019

Near West Region K-8 Schools





3) Recommended school action: Build or renovate building

3d) School of focus: Marion C Seltzer (new building)

What the FACTS told us



Academic Quality

- D-rated school



Enrollment & Choice

- 384 K-8 students enrolled in SY 17-18
- Positive enrollment trend despite recent regional enrollment declines



Program Viability

- Enrollment is above minimum viability targets
- Positive enrollment trend may help the school maintain viability despite regional enrollment forecast declines



Building Use & Condition

- Larger, older building
- 90% adjusted capacity utilization
- Only District K-8 school in the western part of region north of I-90
- Part of previous Facilities Plan for segments 8/9



What YOU told us

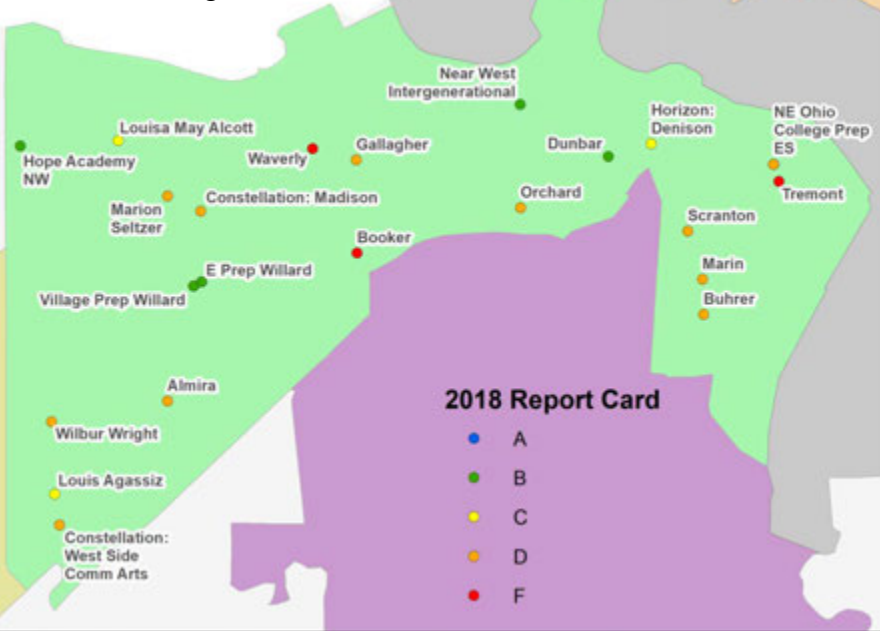
Please think about how the physical condition of Marion C Seltzer. Imagine how a renovation or rebuild of Marion C Seltzer would impact the community's perception of our quality

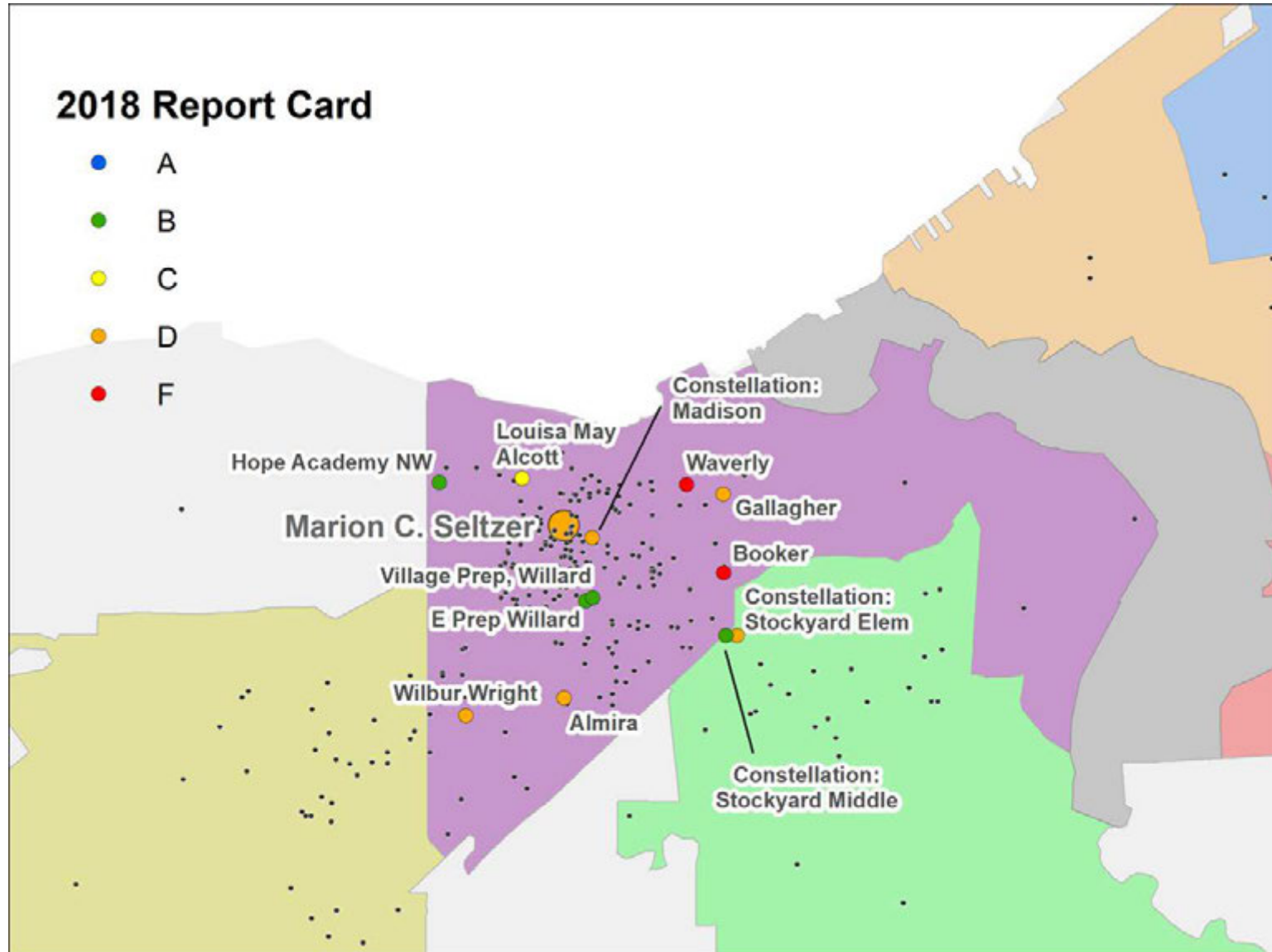
April 11, 2019

Marion Seltzer is in need of a new school.

April 11, 2019

Near West Region K-8 Schools





3) Recommended school action: Build or renovate building

3e) School of focus: Douglas MacArthur Girls Leadership Academy (new building)

What the FACTS told us



Academic Quality

- C-rated school



Enrollment & Choice

- 325 K-8 students enrolled in SY 17-18
- Positive enrollment trend



Program Viability

- Douglas MacArthur's enrollment is currently below minimum viability
- Southwest has the largest forecast enrollment growth of any region, suggesting that enrollment may increase in the future



Building Use & Condition

- Small, older building that relies on modular classrooms to meet classroom needs
- Regional enrollment already exceeds adjusted capacity in the Southwest region and with forecast growth, MacArthur is key to meeting future enrollment demand
- Part of previous Facilities Plan for segments 8/9



What YOU told us

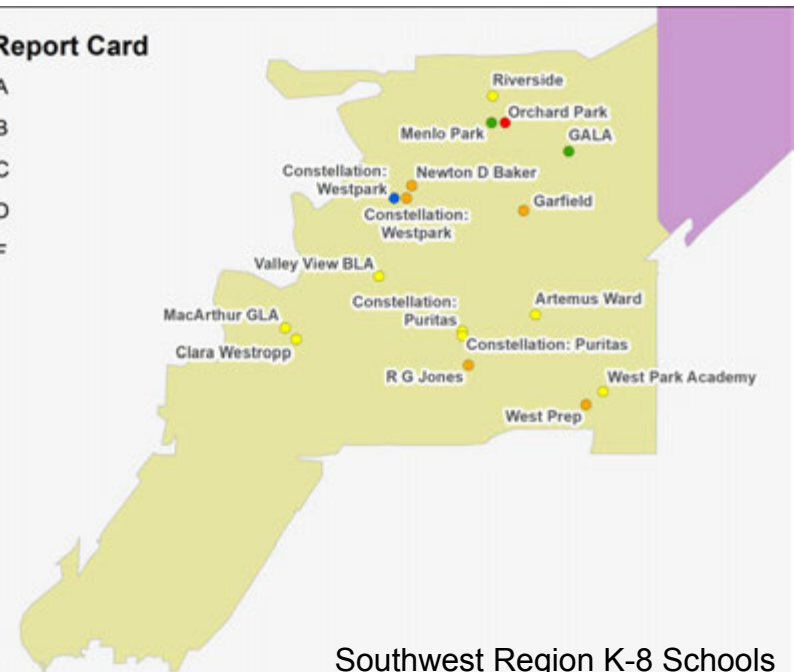
Douglas MacArthur has a C+ and we had the most growth in PI last year
April 17, 2019

DMGLA: we have outgrown our space! Parents and children are drawn to the newer buildings with current technology and facilities that accommodate the needs of the students. Full size gym, science rooms, computer labs. Our students have to travel to trailers for specials in the rain, snow, ice. It is not safe. April 17, 2019

Good academics at Douglas MacArthur - we need more space! Trailers not conducive to small children walking in Cleveland weather in winter!
April 17, 2019

2018 Report Card

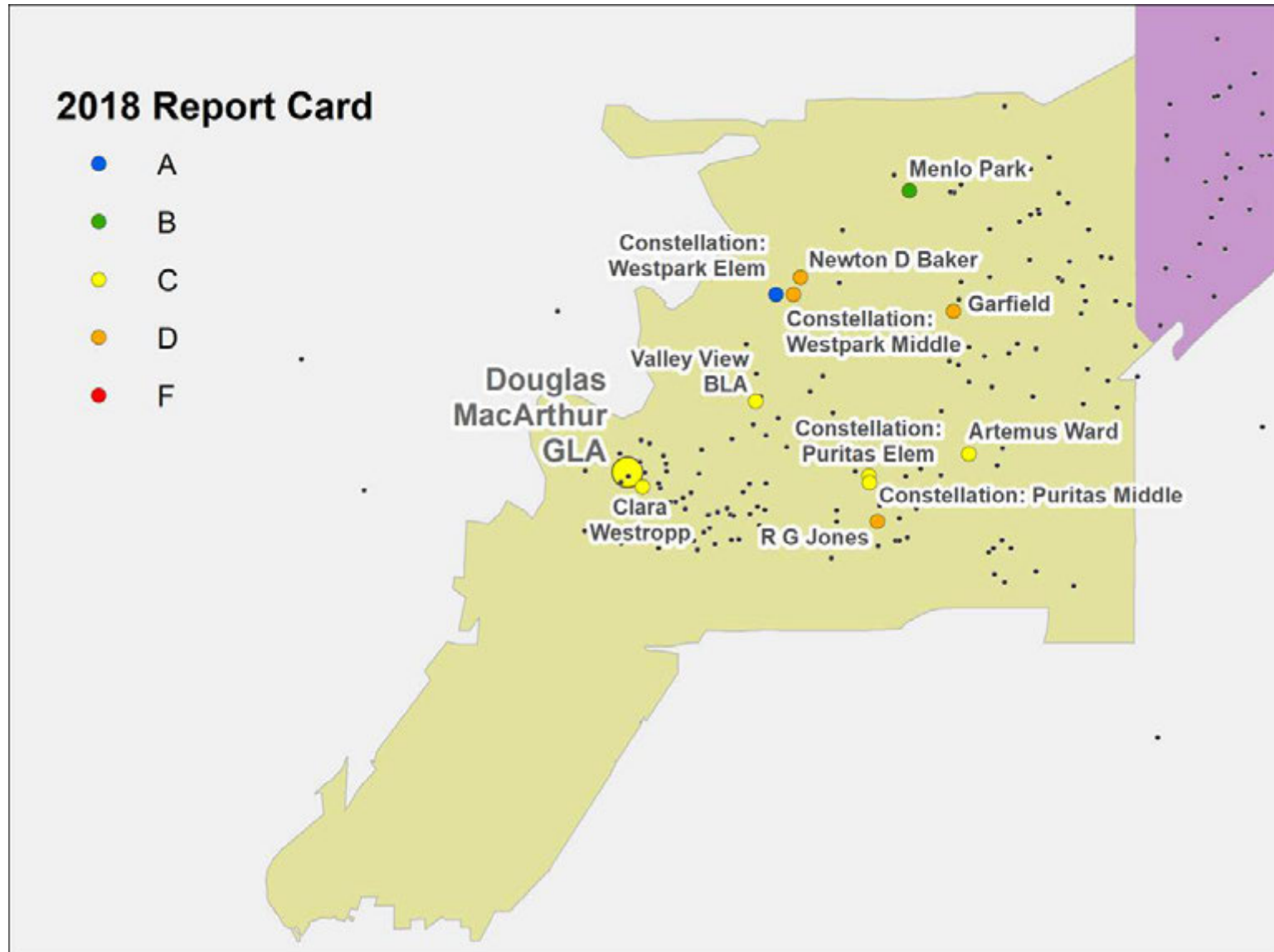
- A
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- D
- F



Southwest Region K-8 Schools

Douglas MacArthur GLA

June 8, 2019 Discussion Draft



SOURCE: 2017-18 school locations with 2018 ODE Overall Report Card Grade ; 2017-18 geo-coded enrollment data

Group 2 Recommendations, including potential adjustments and alternative recommendations: Relocate program to existing modernized building

2) Recommended school action: *Relocate program to existing modernized building

2a) Schools of focus: Kenneth Clement & Valley View Boys Leadership Academies (consolidation)

What the FACTS told us



Academic Quality

- Both schools are C-rated



Enrollment & Choice

- 163 K-8 students enrolled in SY 17-18 at Kenneth Clement; 174 at Valley View
- 17% of Kenneth Clement and 19% of Valley View students live within a mile
- 99% of Kenneth Clement's enrollment is from the east side, while 93% of Valley View's is west side



Program Viability

- Both are well below viability targets with flat enrollment trend, well behind enrollment at the girls leadership academies
- Given current locations and two programs, it is unlikely that they would approach minimum enrollment viability



Building Use & Condition

- Both schools are in older buildings
- Valley View is part of the previous Facilities Plan for segments 8/9



What YOU told us

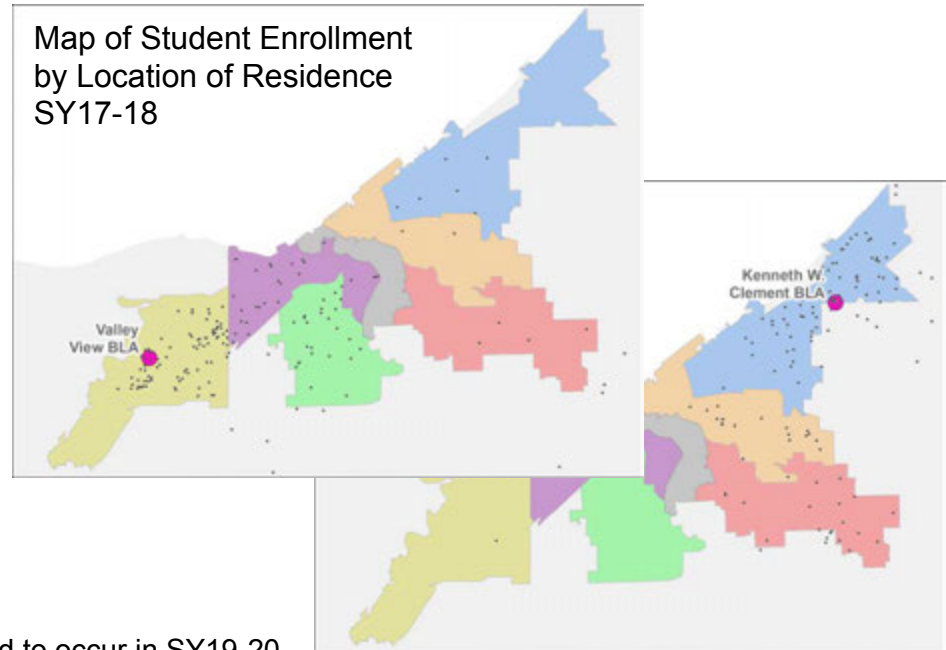
The capacity of the Valley View program/building is not set up to be viable. Since it needs a rebuild anyways, move it to a swing site to see if enrollment goes up before we build a new building or get rid of the program.

April 17, 2019

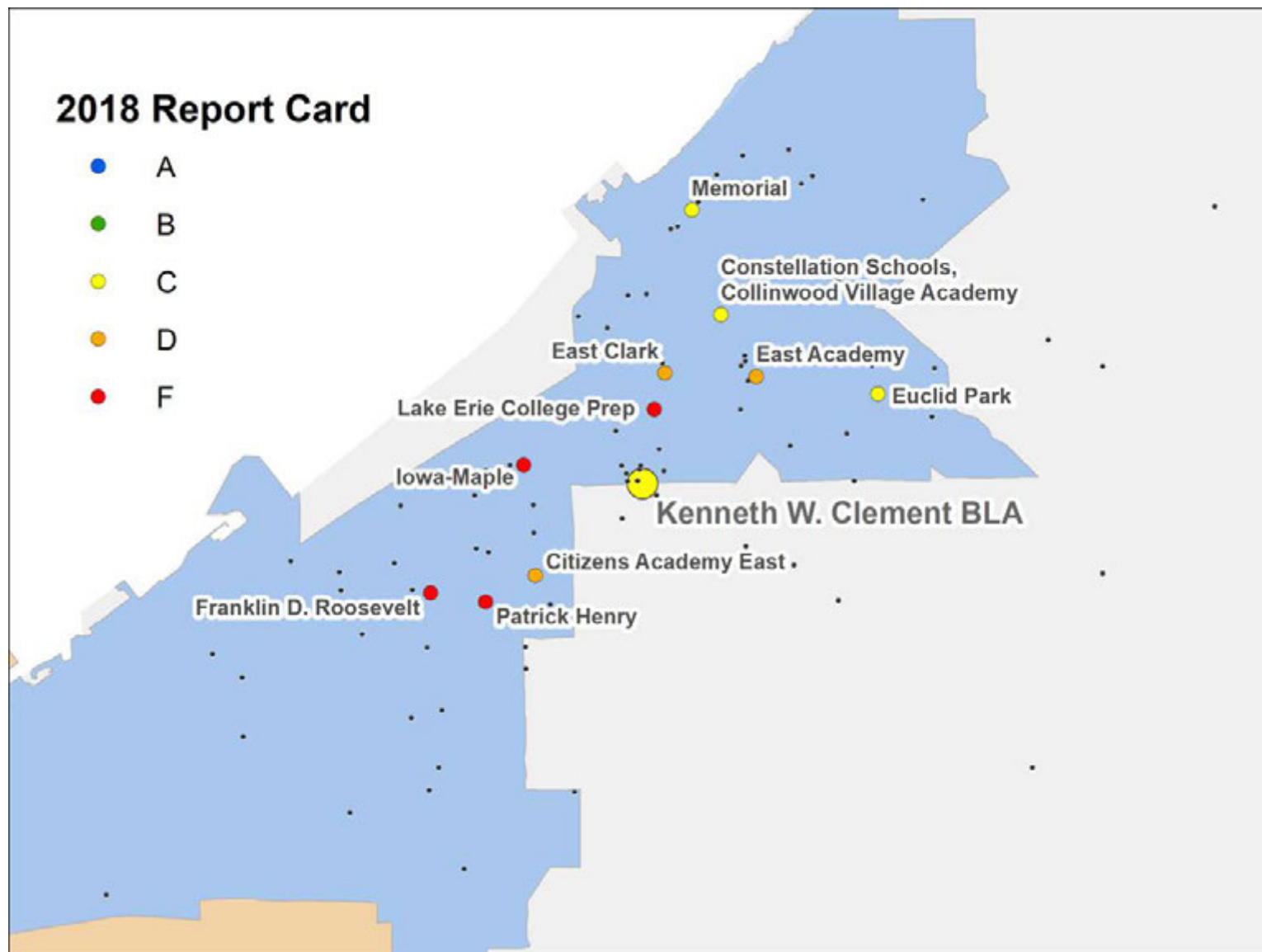
Combine KCBLA and Valley View. Provide them with a new building in a central location. This will increase enrollment for both schools and Clement is showing an increasing trend.

April 13, 2019

Map of Student Enrollment by Location of Residence SY17-18

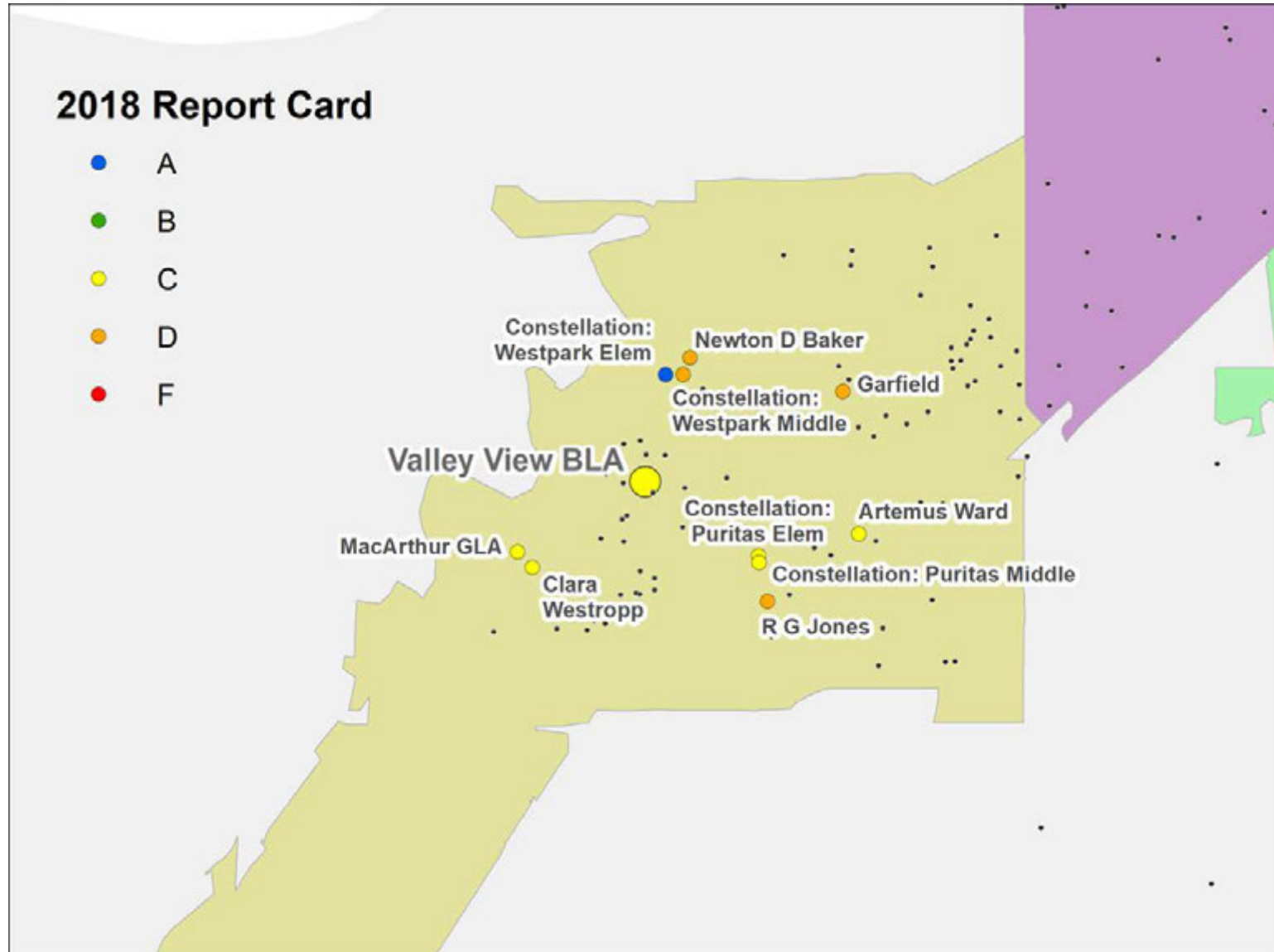


*NOTE: There is a stakeholder engagement process that is planned to occur in SY19-20 in which the ideal locations for these relocated programs will be determined



Valley View BLA

June 8, 2019 Discussion Draft



SOURCE: 2017-18 school locations with 2018 ODE Overall Report Card Grade ; 2017-18 geo-coded enrollment data

Deep dive on May feedback* received on Boys Leadership Academies

- Concerns exist regarding the **unknown future location** of the Boys Leadership Academy

Moving Valley View is not a viable option... We don't want to bus our boys across town.

Don't want our sons to be bused... it's too far from our home.

- Concerns exist regarding the **potential culture impact** of a larger consolidated program

I fear that this wonderful community will be demolished when consolidation happens.

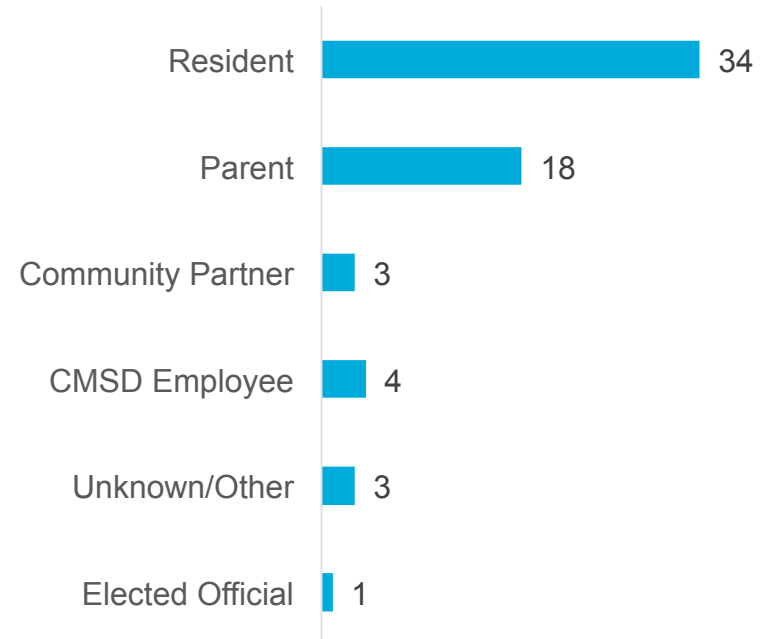
Valley View is a family and that's why it works.

- Concerns exist regarding the **future use of the current Valley View building/land**

Abandoned building in Valley View... the neighborhood disintegrates.

If they close it (VVBLA), what will it become? Empty building? Charter school?

Comments by role (total number of comments: 63)



* Note: additional detailed feedback can be found in your binder

Potential Alternative Options for Boys Leadership Academies

Option	Things you would have to believe	Pros	Cons	Open questions
<p><i>Current recommendation:</i></p> <p>Consolidate two programs into a single location in an existing modernized building on the east side</p>	<ul style="list-style-type: none"> A new location (plus transportation support) can be found that attracts at least some portion of both BLA student populations and new students in order to achieve enrollment viability 	<ul style="list-style-type: none"> Addresses two schools significantly below enrollment viability (requiring \$715k in budget assistance for 2018-19) by consolidating into 1 program Vacates two older buildings and repurposes an under-utilized existing modernized building 	<ul style="list-style-type: none"> Risk of any location not attracting enough families to reach viability 	<ul style="list-style-type: none"> What is the risk that even with consolidation and a modernized building, there will not be enough students to reach enrollment viability for the BLA? What existing new facility locations will serve as a draw for families from further away, even with transportation?
<p><i>Alternative option 1:</i></p> <p>Close both buildings and programs</p>	<ul style="list-style-type: none"> Despite significant investment, there is not sufficient demand for BLA to achieve viability, regardless of location and transportation support 	<ul style="list-style-type: none"> Closes two of the smallest K-8 schools in the district and allows for reinvesting \$715K in budget assistance towards viable schools Reassigns students into more modern buildings while reducing the potential capital costs of maintaining older buildings 	<ul style="list-style-type: none"> Creates gender academy imbalance due to viability of two GLA options 	<ul style="list-style-type: none"> What is the next best alternative to continued investment in these school models? (On a per student basis, is continued or increased investment warranted in light of alternatives?)

Potential Alternative Options for Boys Leadership Academies

Option	Things you would have to believe	Pros	Cons	Open questions
<p><i>Alternative option 2:</i></p> <p>Build enough space at new MacArthur to accommodate a single, consolidated BLA to be co-located with MacArthur GLA</p>	<ul style="list-style-type: none"> A consolidated program in a new, west-side facility will give BLA the greatest opportunity towards reaching viability 	<ul style="list-style-type: none"> Captures operating cost benefits of a consolidated BLA Relocates students into a new facility 	<ul style="list-style-type: none"> Would expand the scope of the MacArthur project with roughly \$7M in added cost Unknown impact on the integrity of the gender model with a BLA / GLA co-location 	<ul style="list-style-type: none"> What resources are available to fund the expansion of a new, shared campus to include Valley View? If the boys academy were to close due to continued low enrollment, would capacity be adequate to support a second viable program on the site, given the GLA model?
<p><i>Alternative option 3:</i></p> <p>Move Clement into an existing, modernized east side building while maintaining Valley View in their existing campus</p>	<ul style="list-style-type: none"> A new, existing east side location can be found that attracts a large portion of Clement students and new students in order to achieve enrollment viability 	<ul style="list-style-type: none"> Relocates east side students into a newer facility Closes older building Operates BLA on each side of the city 	<ul style="list-style-type: none"> It is unlikely that either program will approach viability given two locations, which necessitates on-going budget assistance Valley View students remain in an older facility 	<ul style="list-style-type: none"> What is the long term plan for Valley View given that it remains in an older facility with very low enrollment? What enrollment growth is needed to continue investing in Kenneth Clement?
<p><i>Alternative option 4:</i></p> <p>Maintain both programs in existing locations</p>	<ul style="list-style-type: none"> The value of maintaining an all boys model for both east and west side families is greater than the alternative uses of resources required to do so (subsidizing two schools significantly below enrollment viability; maintaining two older facilities) 	<ul style="list-style-type: none"> Operates BLA on each side of the city Continues to invest in BLA as a program model 	<ul style="list-style-type: none"> It is unlikely that either program will approach viability given two locations, which necessitates on-going budget assistance Students remain in an older facilities, which run the risk of capital investment needs to address facility challenges 	<ul style="list-style-type: none"> What level of viability is CMSD going to continue to fund across two locations if enrollment does not increase?

2) Recommended school action: *Relocate program to existing modernized building

2b) School of focus: Tremont Montessori

What the FACTS told us



Academic Quality

- F-rated school
- Intention to pursue Montessori certification and ensure significant performance improvement



Enrollment & Choice

- 491 K-8 students enrolled in SY 17-18
- School draws enrollment from across Cleveland (45% from east side; 55% from west side), with 11% of enrolled students living within a mile, the second lowest % of CMSD's 67 K-8 schools



Program Viability

- Enrollment exceeds minimum and desired viability targets



Building Use & Condition

- Large, older building
- Part of previous Facilities Plan for segments 8/9

*NOTE: There is a stakeholder engagement process that is planned to occur in SY19-20 in which the ideal locations for these relocated programs will be determined



What YOU told us

Tremont Montessori is in high demand for students but is in great need for a proper safe building.

April 11, 2019

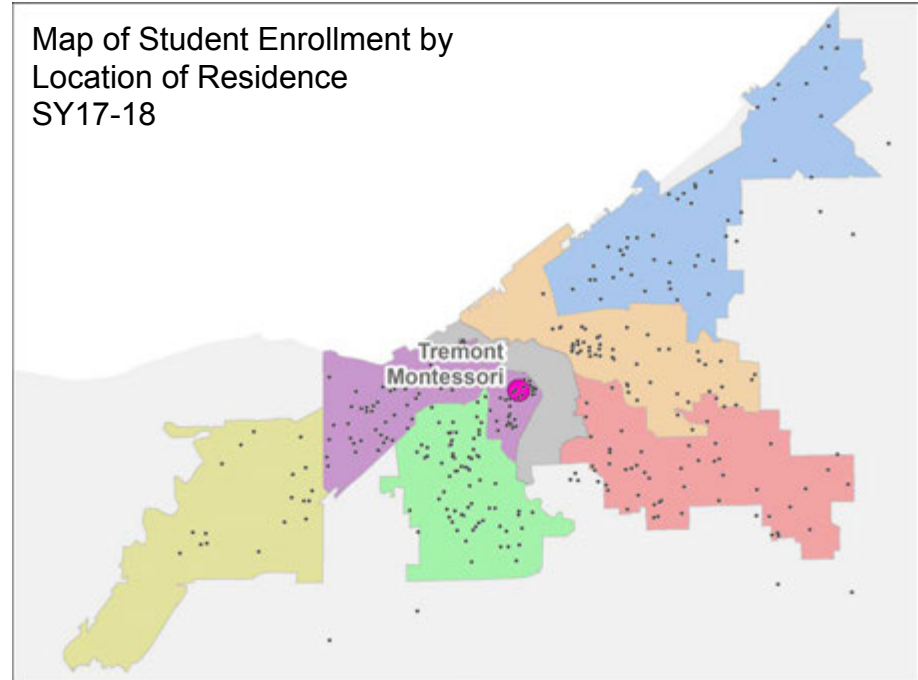
Need to rebuild or relocate those westside schools (K-8) that are attracting students or demonstrating stability that already meet 360 level at K-8.

April 11, 2019

If you put Tremont... in a 'hot spot', the students/families will come.

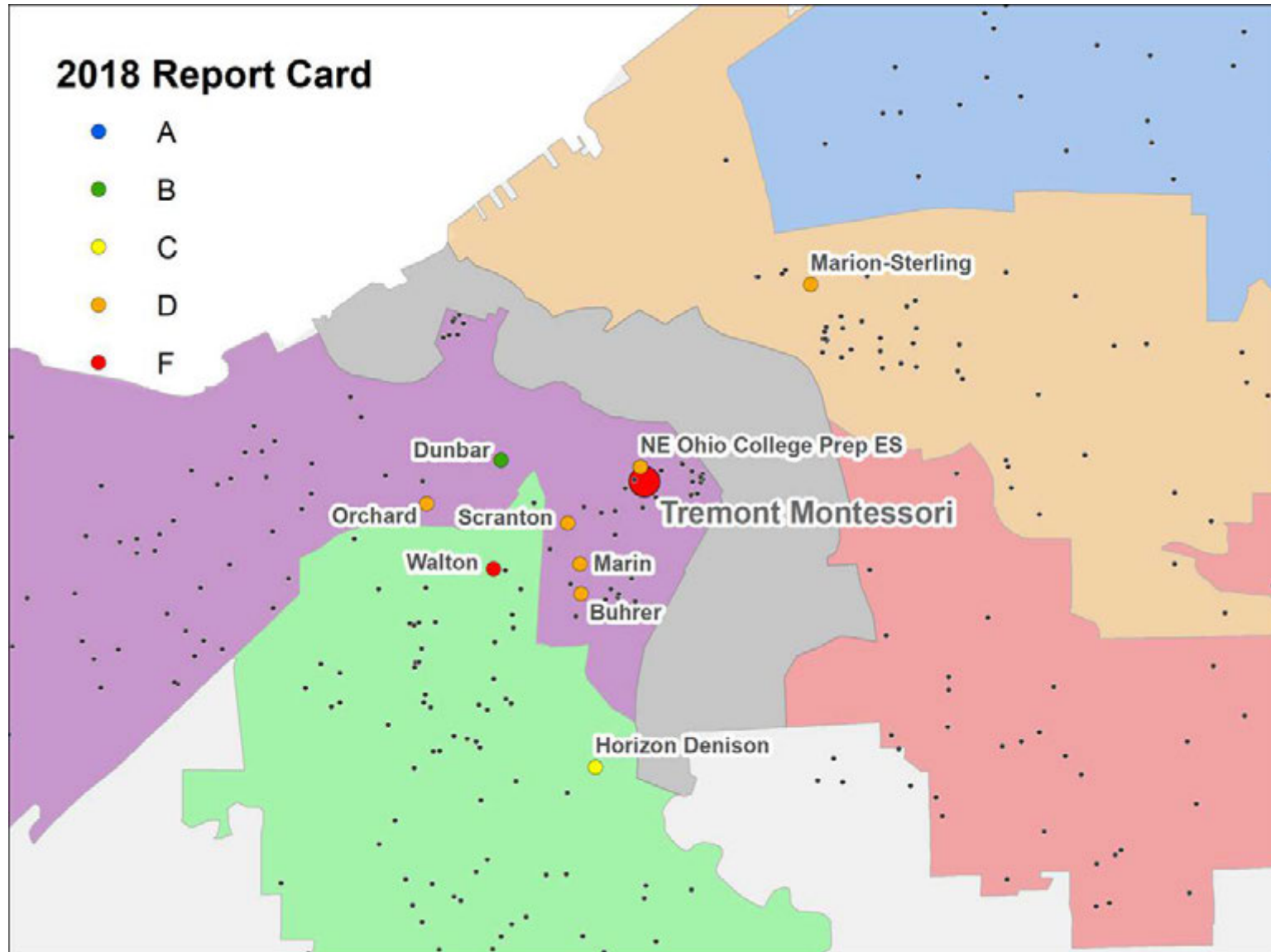
April 11, 2019

Map of Student Enrollment by Location of Residence SY17-18



Tremont Montessori

June 8, 2019 Discussion Draft



SOURCE: 2017-18 school locations with 2018 ODE Overall Report Card Grade ; 2017-18 geo-coded enrollment data

Deep dive on May feedback* received on Tremont Montessori

- Concerns exist regarding the **unknown future location** of Tremont Montessori

The current location is great because it's in a 'neutral' position where the school caters to families in the east and west sides.

Tremont Montessori needs and deserves a central location to continue serving the entire city as it currently does.

- Concerns exist regarding the **implementation plan** for the relocation

I am concerned that there is no commitment to maintaining a Montessori curriculum once a new location is chosen...

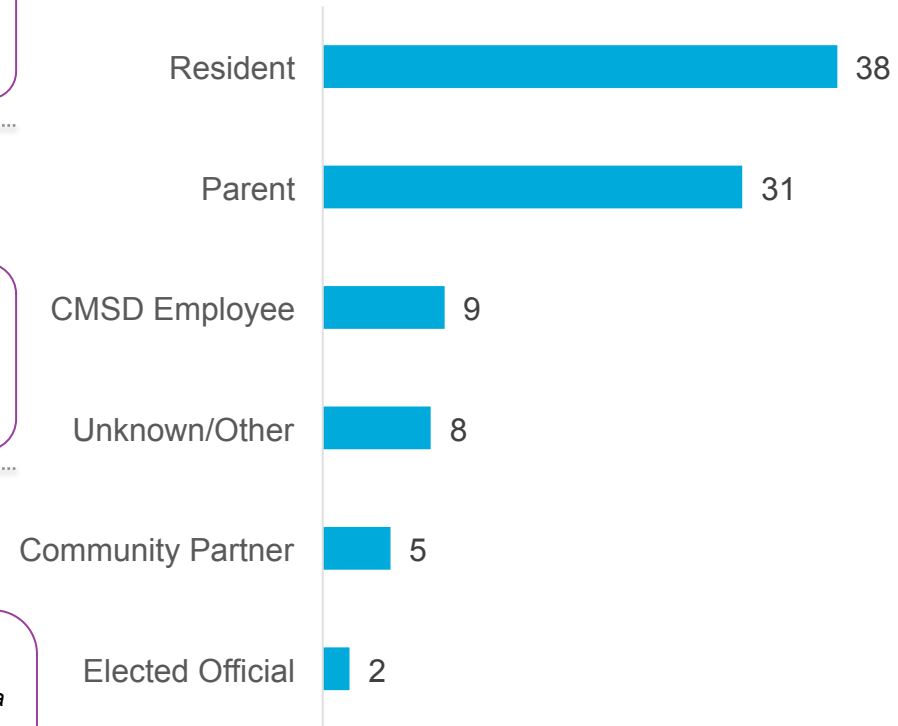
If you do move ahead with the relocation, can we at least expect air conditioning and a new water filtration system? (asked during 05/21 BOE Mtg.)

- Concerns exist regarding the **future use of the current Tremont building/land**

What will happen to the old Tremont building? (asked during 06/01 regional mtg.)

As a resident I grew up across the street from William Rainey Harper when it closed and saw the devastating effects first hand: a decrepit building, increased vermin, overgrown ground and drug use and homeless persons living in the abandoned school. I will not stand for that happening again across the street from me!

Comments by role (total number of comments: 93)



* Note: additional detailed feedback can be found in your binder

Potential Alternative Options for Tremont Montessori

Option	Things you would have to believe	Pros	Cons	Open questions
<p>Current recommendation:</p> <p>Relocate program to an existing modernized building on the east side with investments in the school model</p>	<ul style="list-style-type: none"> A suitable east side location will allow for many families to continue attending while meeting viability in a modernized facility 	<ul style="list-style-type: none"> Deploys an existing, under-utilized modern facility to serve a viable city-wide draw program Prioritizes capital funds on schools with higher neighborhood population dynamics Scranton, Marin, Buhrer remain as nearby options to serve Tremont residents not interested in Montessori 	<ul style="list-style-type: none"> Risks losing west side enrollment depending on the specific location selected 	<ul style="list-style-type: none"> Which east side location will continue to allow a specific model to draw a high percentage of families from across the city?
<p>Alternative option 1:</p> <p>Consider options to embed Montessori “pathways” on east and west sides (e.g., PreK-3rd grade school-within-a-school model)</p>	<ul style="list-style-type: none"> Offering two lower-grades programs captures the majority of interest in Montessori while reducing the need for a full relocation or capital investment 	<ul style="list-style-type: none"> Reflects popularity of lower-grades Montessori Allows for families to attend Montessori on each side of the city in newer facilities Reduces capital investment needs 	<ul style="list-style-type: none"> Potential budget needs of supporting two lower-grade programs Potential challenges of matriculation of students from two models within a school to upper grades Tremont would no longer have a school 	<ul style="list-style-type: none"> What are budget assistance needs for two locations instead of one? What newer west side campuses are able to support this model as opposed to leaving it in Tremont in an older facility?
<p>Alternative option 2:</p> <p>Invest in Montessori model while remaining in the existing Tremont facility</p>	<ul style="list-style-type: none"> Program investments will improve performance and rebound enrollment while utilizing the current central location 	<ul style="list-style-type: none"> Invests in the Montessori model to improve performance in a popular program Maintains city-wide location and presence for Tremont residents 	<ul style="list-style-type: none"> Students remain in an older facility with maintenance risks Accredited Montessori likely requires supplemental funding 	<ul style="list-style-type: none"> What level of additional model funding will be made available in support of a Montessori? What academic quality must be delivered to continue those investments?

Potential Alternative Options for Tremont Montessori

Option	Things you would have to believe	Pros	Cons	Open questions
<p><i>Alternative option 3:</i></p> <p>Build new facility (in Tremont or similarly central location) to house Montessori model</p>	<ul style="list-style-type: none"> Montessori program maintains popularity and improves performance to prioritize construction above other needs 	<ul style="list-style-type: none"> Invests in a viable school with popularity If located on the west side, constructs a facility that could be re-purposed to serve K-8 needs with another program 	<ul style="list-style-type: none"> Given funding constraints, likely requires another project to be de-prioritized in addition to operating fund needs Opportunity cost of funding a city-wide program that could utilize existing newer facilities 	<ul style="list-style-type: none"> What other resources are used to build this building? What level of additional model funding will be made available in support of a Montessori? What academic quality must be delivered to continue those investments?
<p><i>Alternative option 4:</i></p> <p>Build new facility (in Tremont or similarly central location) to house non-Montessori model (could serve as replacement school for Scranton and/or Marin)</p>	<ul style="list-style-type: none"> Centralized location supports capital investment for a program to serve nearby families, though with a traditional program 	<ul style="list-style-type: none"> Fact Base supports investing in Near West / West regions due to forecast Allows for capacity to serve a greater percentage of students living nearby versus current Montessori 	<ul style="list-style-type: none"> Given funding constraints, likely requires another project to be de-prioritized in addition to operating needs Investments are already slated for Clark, Gallagher, and Marion Seltzer serving area students Discontinues investment in Montessori, which has proven popular 	<ul style="list-style-type: none"> What other resources are used to build this building?
<p><i>Alternative option 5:</i></p> <p>Maintain program in existing location</p>	<ul style="list-style-type: none"> Leadership changes will rebound enrollment and improve performance without additional model investments 	<ul style="list-style-type: none"> Preserves both operating and capital funds for other priority projects Maintains a facility and Montessori program in Tremont 	<ul style="list-style-type: none"> Given the track record, the school is unlikely to dramatically improve performance without significant investments Students remain in an older facility that carries maintenance risks 	<ul style="list-style-type: none"> What school actions does CMSD take if performance does not dramatically improve in future years? What level of capital investment in maintenance does CMSD spend given newer alternative locations?

How do the student population dynamics compare between neighborhoods of potential capital investment?

	Brooklyn Centre (Denison)	Cudell-Edgewater (Marion-Seltzer)	Detroit Shoreway (Gallagher)	Fairfax (Bolton)	Kamm's (MacArthur)	Stockyards (Clark)	Tremont (Tremont)
# of 2017 Births ¹	159	208	158	70	336	138	100
Change in Births (2012-2017) ¹	-3%	+9%	-11%	-20%	+15%	-15%	+2%
Birth to Kinder Cohort Ratio ²	105%	93%	74%	79%	82%	99%	59%
2017-18 K-8 Population: CMSD and Overall ³	823 / 1,347	950 / 1,630	699 / 1,106	328 / 636	982 / 2,206	972 / 1,513	298 / 506
Change in CMSD K-8 Population (2012-2017) ³	+7%	-3%	-17%	-5%	-8%	0%	-30%

Summary Insights

The emerging recommendations include new construction investments for Clark, Denison-Mooney, Marion-Seltzer, MacArthur, and a renovation for Gallagher, while seeking an existing newer K-8 facility for Tremont due to the city-wide draw and transportation as well as for a consolidated Dike/Bolton program at Margaret Ireland. The underlying student population dynamics for the prioritized projects support capacity investments for those neighborhoods compared with Fairfax and Tremont due to the number of births and far greater K-8 population size and trend.

1: Ohio Department of Health Vital Statistics

2: Ohio Department of Health Vital Statistics; Geo-coded CMSD, charter, and private school student-level data based on April 30 count

3: Geo-coded CMSD student-level data based on April 30 count

Select a Location

Selected Tremont neighborhood

Level

all

Location

Tremont

Change Location

or look up neighborhood using address

Population Metrics

It is important to monitor changes in population in a neighborhood, understanding where neighborhoods are growing or losing population, and understanding changes in neighborhood demographic make-up.

Now viewing data for Tremont

Note: clicking the [Map](#) button will allow for a cross-location (city-wide) comparison of a given indicator. The cross-location information is available in a table as well.

[Download as PDF](#) | [Download as CSV](#)

Population by age		% change	2008- 2012	2013- 2017
Persons aged under 5	i Map	54.2%	361 +/-	556 +/-

CV: 21.7
MOE (+/-): 128.5

CV: 16.7
MOE (+/-): 152.7

What is the MOE (margin of error)?

Indicators that use the American Community Survey (ACS) as a data source are estimates based on a survey of a sample of the population. Because they are estimates, they are reported with a margin of error (MOE) calculated at the 90 percent confidence interval. This means that the real value of the indicator is within a range; one can be 90 percent confident that the true value is the estimated value, plus or minus the MOE.

What is CV (coefficient of variance)?

Indicators that use the American Community Survey (ACS) as a data source are estimates based on a survey of a sample of the population. Because they are estimates, they are reported with a margin of error (MOE) calculated at the 90 percent confidence interval. In working with indicators calculated from the ACS in years past, we have learned that people generally have a difficult time determining the quality of the estimate at smaller geographies. We're providing the coefficient of variance, a measure of the reliability of the estimate, to aid in interpreting the reliability of the estimate. The Census provides the following guidelines for determining the reliability of the estimate:

Coefficient of Variance <15% - Good

Coefficient of Variance >15% and < 61% - Fair

Coefficient of Variance >= 61% - Poor

2) Recommended school action: Relocate program to existing modernized building

2c) Schools of focus: Dike School of the Arts and Bolton (consolidation)

What the FACTS told us



Academic Quality

- Dike School of the Arts is D-rated and Bolton is F-rated
- Both schools have programming connected to ongoing community partnerships (e.g., arts at Dike; Case/Clinic at Bolton)



Enrollment & Choice

- 400 K-8 students enrolled in SY 17-18 at Dike; 273 at Bolton
- Both schools have a positive enrollment trend
- 16% of Dike's enrolled students live within a mile; 28% of enrollment is from the Northeast, another 28% from the southeast
- 37% of Bolton's enrolled students live within a mile



Program Viability

- Dike is above minimum enrollment viability, while Bolton is below



Building Use & Condition

- Both schools are in older buildings
- A single replacement building was part of previous Facilities Plan for segments 8/9



What YOU told us

We have already seen new residents at Cleveland Clinic who come here from other countries and have enrolled their kids at Bolton. I feel that if Bolton didn't look so 'run down' we would attract more of these families. We are the closest school to Cleveland Clinic literally a block away!

April 2, 2019

...east [side] Cleveland school of the arts does well

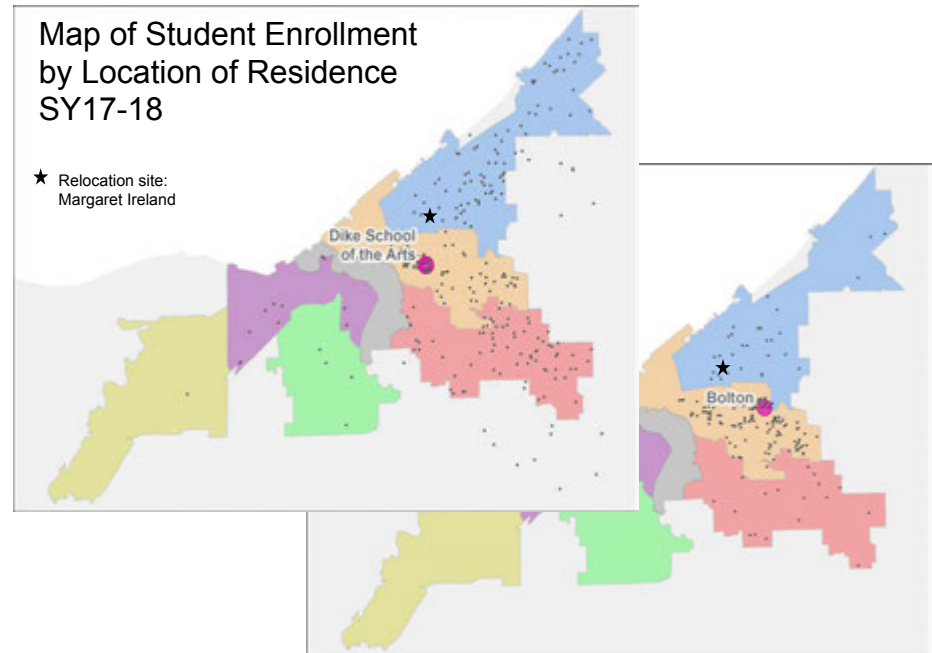
April 18, 2019

Arts education is important.

April 6, 2019

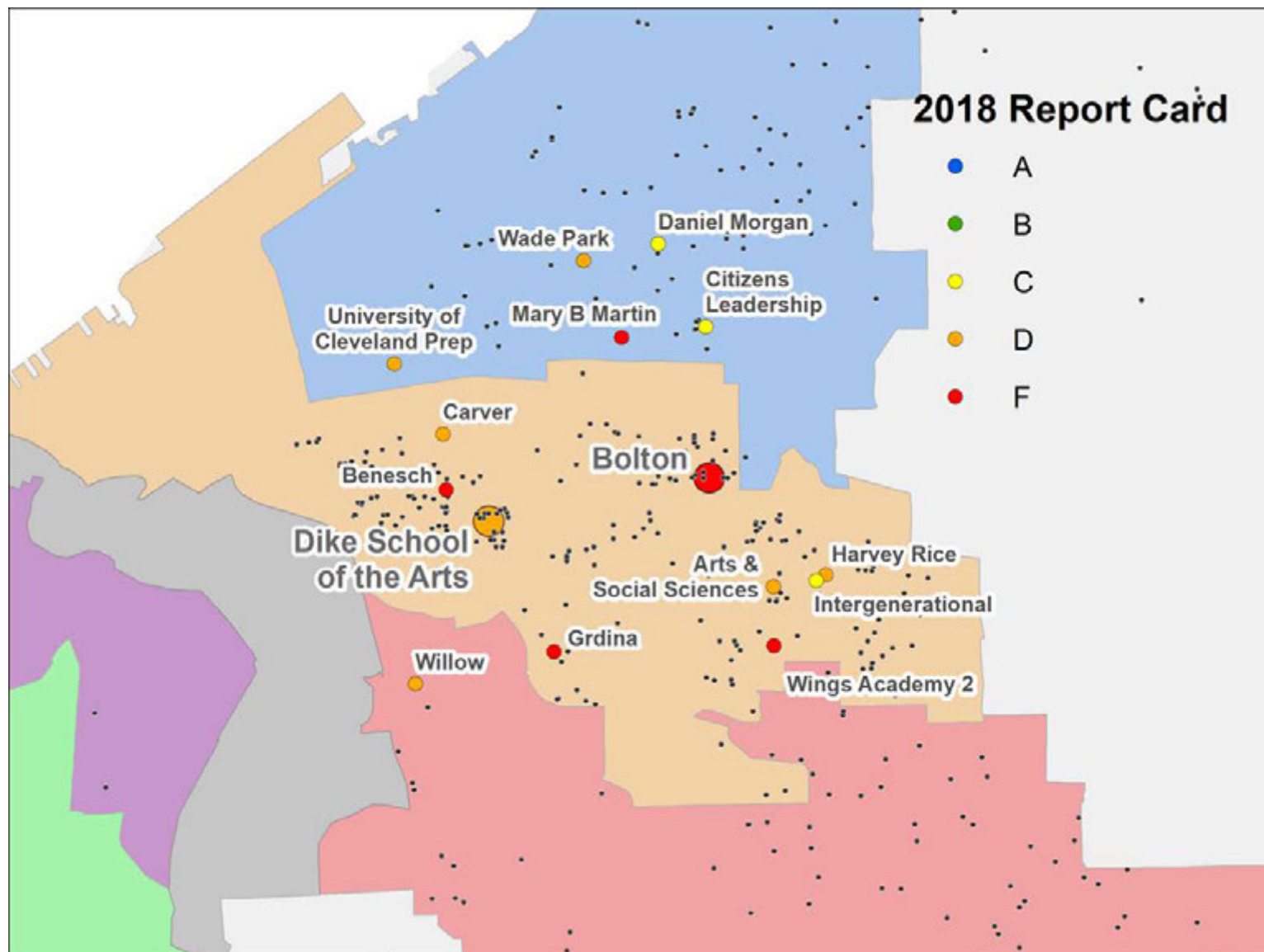
Map of Student Enrollment by Location of Residence SY17-18

★ Relocation site:
Margaret Ireland



Dike School of the Arts and Bolton

June 8, 2019 Discussion Draft



SOURCE: 2017-18 school locations with 2018 ODE Overall Report Card Grade ; 2017-18 geo-coded enrollment data

Deep dive on May feedback* received on Dike and Bolton

- Concerns exist regarding the **disinvestment in emerging Fairfax neighborhood**

Fairfax neighborhood undergoing investment; need school to help attract new residents.

Moving Bolton... out of its present location will deter people from moving into the Fairfax neighborhood.

I worry that my property value will be affected and with all these companies coming into our neighborhood but no where for their children to attend school.

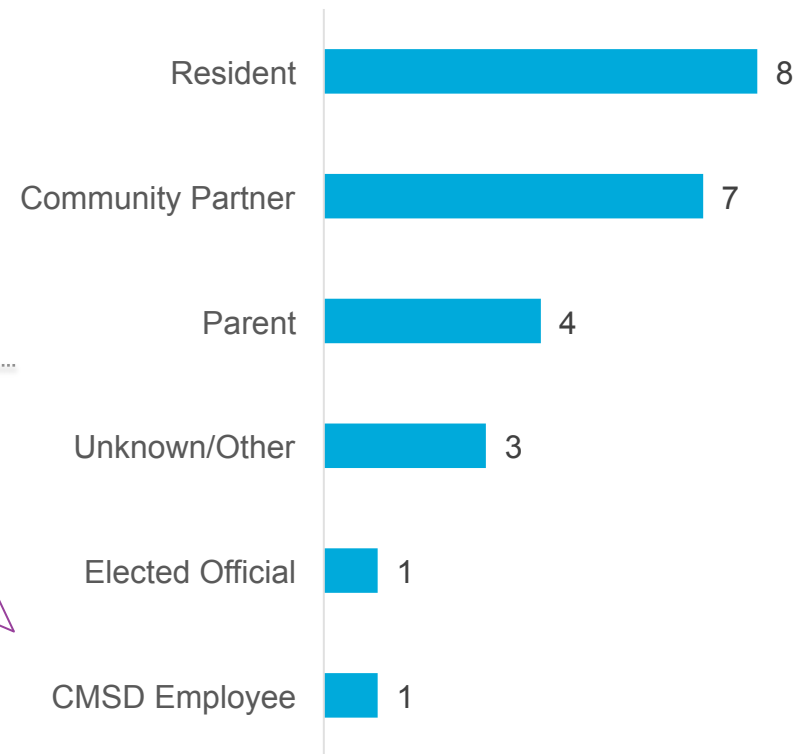
With opportunity corridor being under construction that a new school is needed in that up and coming area [sic]

- Concerns exist regarding the **use of the Margaret Ireland building** as the new location

I think that all children should be considered. Bolton has a large SPED population... can they fit in the new school?

Fairfax neighborhood undergoing investments, need school to help attract new residents. Margaret Ireland is located in an area that is mostly commercial, not much residential...

Comments by role (total number of comments: 24)



* Note: additional detailed feedback can be found in your binder

Potential Alternative Options for Dike and Bolton

June 8, 2019 Discussion Draft

Option	Things you would have to believe	Pros	Cons	Open questions
<p>Current recommendation:</p> <p>Consolidate two programs into the Margaret Ireland building</p>	<ul style="list-style-type: none"> The Margaret Ireland building can be repurposed in order to accommodate a vibrant focus on the arts Those district-wide students currently commuting to Dike will commute to the new building The loss of current/potential consolidated student population is minimal The value of vacating two older buildings and repurposing an unused existing modernized building outweighs the disruption of the status quo 	<ul style="list-style-type: none"> Allows 600+ students access to modernized building Provides students commuting to Dike for the arts program a more centralized east side location Allows district to more easily resource a vibrant arts program Allows district opportunity to take two older buildings offline 	<ul style="list-style-type: none"> Removes the only CMSD K-8 from the Fairfax neighborhood Potential to draw existing students away from other CMSD K-8 schools in Hough putting increased pressure on their enrollment 	<ul style="list-style-type: none"> What is the residual impact of this relocation on schools in the Hough neighborhood, which also has student population risks based on their data? What level of improvements would need to be made at the existing facility to prepare it to house a vibrant arts program?
<p>Alternative option 1:</p> <p>Construct a new K-8 campus (450-675 seats) near Karamu House for a combined program</p>	<ul style="list-style-type: none"> The development efforts in Fairfax help to stabilize or increase enrollment enough to justify new construction in that area Those district-wide students currently commuting to Dike will commute to the new building The loss of current/potential consolidated student population is minimal The value of vacating two older buildings and building a new building outweighs the disruption of the status quo 	<ul style="list-style-type: none"> Allows 600+ students access to new building Allows district to more easily resource a vibrant arts program, especially in potential partnership with Karamu House Allows district opportunity to take two older buildings offline 	<ul style="list-style-type: none"> Forces the district to trade off new construction elsewhere Presents longer timeline due to new construction lead time Adds an additional K-8 building to the CMSD portfolio on the east side 	<ul style="list-style-type: none"> How does this project compare to Benesch and Marion Sterling, given the Central neighborhood's population density and walkability to those schools?
<p>Alternative option 2:</p> <p>Maintain both programs in existing locations</p>	<ul style="list-style-type: none"> The development efforts in Fairfax help to stabilize or increase enrollment enough to justify maintaining Bolton The value of maintaining the status quo outweighs vacating two older buildings and repurposing an unused existing modernized building 	<ul style="list-style-type: none"> Maintains one CMSD K-8 in the Fairfax neighborhood 	<ul style="list-style-type: none"> Prevents 600+ students from accessing a modernized building Prohibits both programs from obtaining add'l resources afforded by larger combined enrollment 	<ul style="list-style-type: none"> Given current viability, academic quality, and enrollment trends, how long will the schools be given an opportunity to turn around their key metrics?