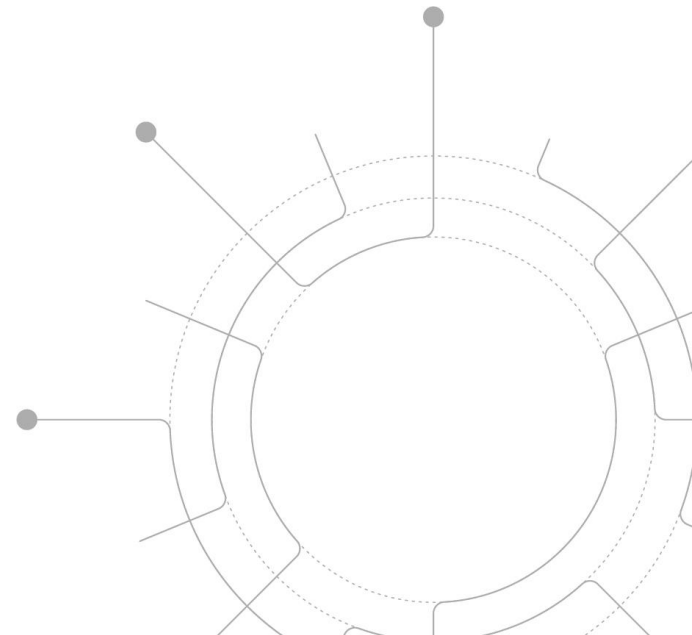




# LONG-TERM SCHOOL PLAN

## Board Meeting Discussion

November 6, 2019

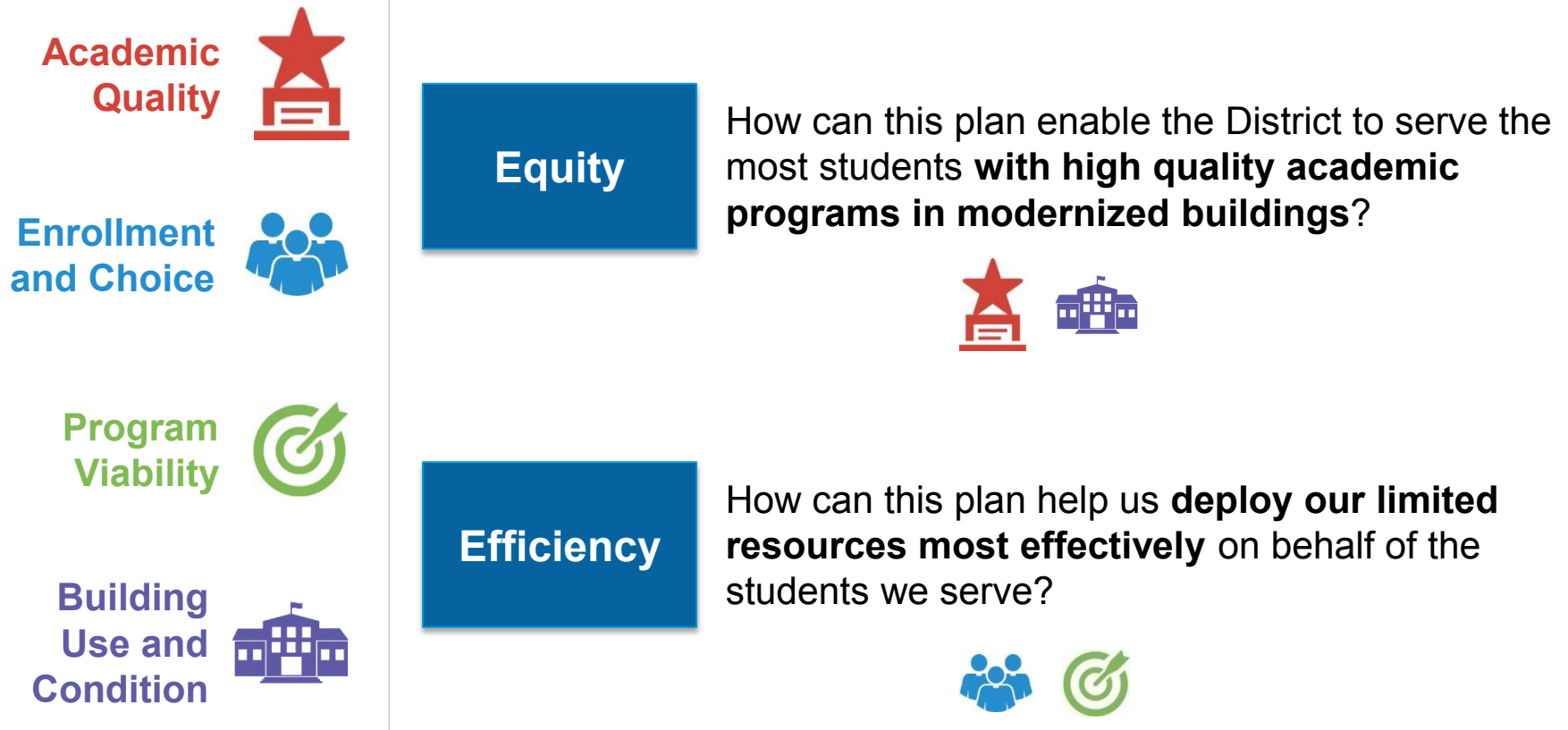


1. Community Meeting Engagement and Feedback

2. Further Discussion on Select Topics

3. Appendix

**We are committed to ensuring that all students have access to the best possible education our improving system can provide, while also achieving the efficiency that taxpayers deserve**



# Summary of High School and K-8 recommendations

## School actions

## Impacted K-8 schools

## Impacted high schools

1) Consolidate programs to better serve students

- Clark and Walton

- Glenville as campus for consolidated MLK, Jr., Glenville, and Collinwood programming
- East Tech as campus for consolidated New Tech East, East Tech, Washington Park, and Jane Addams programming
- New JFK campus for consolidated new program and Whitney Young programming

2) Close (K-8), Phase out (HS) programs and buildings

- Willow
- Iowa-Maple
- Michael R White
- Case

- New Tech West
- Design Lab

3) Build new or renovate

- Clark and Walton
- Marion C Seltzer
- Gallagher (renovation)

- Lincoln-West to serve both L-W Global Studies and L-W Science & Health programs

4) No change

<ul style="list-style-type: none"> <li>Kenneth Clement BLA</li> <li>Valley View BLA</li> <li>Tremont Montessori</li> <li>Dike School of the Arts</li> </ul>	<ul style="list-style-type: none"> <li>Bolton</li> <li>Denison</li> <li>Charles A Mooney</li> <li>Douglas MacArthur GLA</li> <li>All other K-8s not listed</li> </ul>
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- All other high schools not listed

# New construction implications

- Pending OFCC matching funds, there are **only enough resources to build:**  
**Three K-8s and one high school    OR    Five K-8s and no high schools**
- The Board must determine what projects **can and will be done with current funding** and what projects **could be done with future funding** (e.g. enhanced OFCC funding, reduced architectural costs, no new millage bond renewal)
- Based off the Citywide Analysis and the preferences expressed by the Board in the final K-8 meeting in June, we propose the following sorting of projects:

## Can and will be done with **CURRENT** funding

- K-8s:
  - Clark/Walton (new building)
  - Gallagher (renovation)
  - Marion Seltzer (new building)
- HS:
  - Lincoln-West (new building)

## Could be done with **FUTURE** funding

- K-8s:
  - Dike/Bolton
  - Denison/Mooney
  - Douglas MacArthur
  - Tremont
- HS:
  - New Northeast HS

# Deep dive on engagement

## Round 1 Community Engagement

- 290** Participants in 5 regional meetings held from late September to mid-October
- 220** Feedback forms submitted (from meetings)
- 0** Other web forms and direct emails received
- 1401** Visits to the QualitySchoolsforCLEkids.org website since 09/10
- 37** Visits per day between 09/10 and 10/17
- 15+** Briefings held to share fact base and methodology

## Round 2 Community Engagement

- 415** Participants in 6 regional meetings held from mid-October to late October
- 319** Feedback forms submitted (from meetings)
- 30** Other web forms and direct emails received\*
- 6357** Visits to the QualitySchoolsforCLEkids.org website since fall recommendations posted
- 489** Visits per day between 10/18 and 10/30
- 20+** Briefings held to share recommendations and supporting rationale



# Community input collected regarding the emerging recommendations

## Community input

- Six community meetings from mid-October to late October
- 415 estimated attendees
- 319 feedback forms received via meetings



## Key Themes

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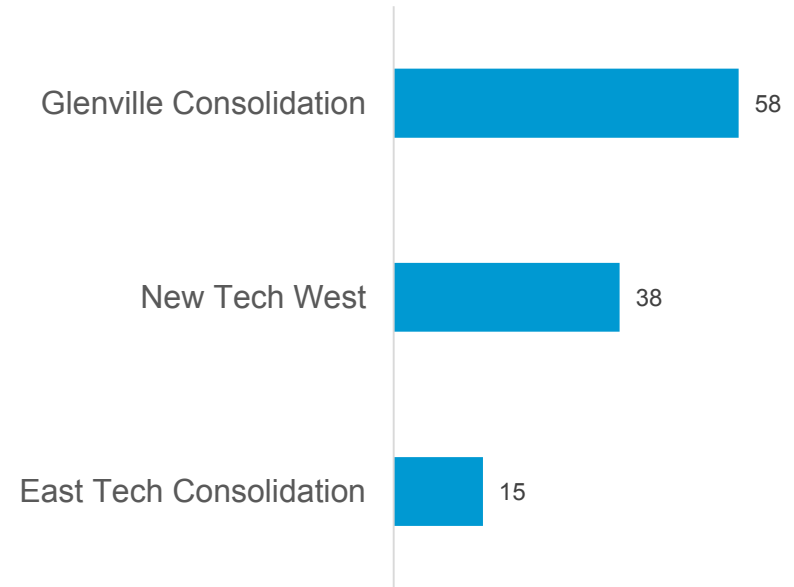
- **Student safety must be prioritized** in planning for the consolidated schools (e.g. Glenville and East Tech)
- **Changing commutes for students\***, including public transportation to consolidated schools, is a concern and needs to be carefully planned and thought through
- **Scheduling at shared campuses\*** must be thought out with care
- Questions, concerns, and ideas exist around **school programming**
- **Impact on school staff\*** needs to be better understood
- Both questions as well as ideas exist around **future of unused buildings**
- Give careful thought to **details and logistics of implementation\*** (e.g. athletics)
- Many offered ideas to help **smooth the transition\*** for students, some involving student-led change initiatives

\* Topics already being addressed in pre-implementation planning

# Summary of Stakeholder Input from Round 2 Engagement

- Over 415 community members participated in person in regional meetings in Round 2, and many others participated virtually via [QualitySchoolsforCLEkids.org](https://QualitySchoolsforCLEkids.org).
- Through meeting feedback forms, emails, and online submissions nearly 349 individuals provided written input on the recommendations.
- The majority of comments mentioned at least one of three recommendations: Glenville consolidation, New Tech West closure, and East Tech consolidation.
- All feedback forms submitted are available at [QualitySchoolsforCLEkids.org](https://QualitySchoolsforCLEkids.org).

Number of written comments  
by school





# Deep dive on Round 2 feedback\* received on Glenville consolidation

- Concerns exist regarding **student safety**.

*This is a recipe for conflict as these communities have had a long (decades) history of bad blood between them.*

*My concern is the gangs combining in the schools... Putting kids in different neighborhoods could be dangerous...*

- Concerns exist regarding **potential decline of the Glenville and Collinwood neighborhoods**.

*There is opportunity and small investment in Collinwood. It will set these efforts back.*

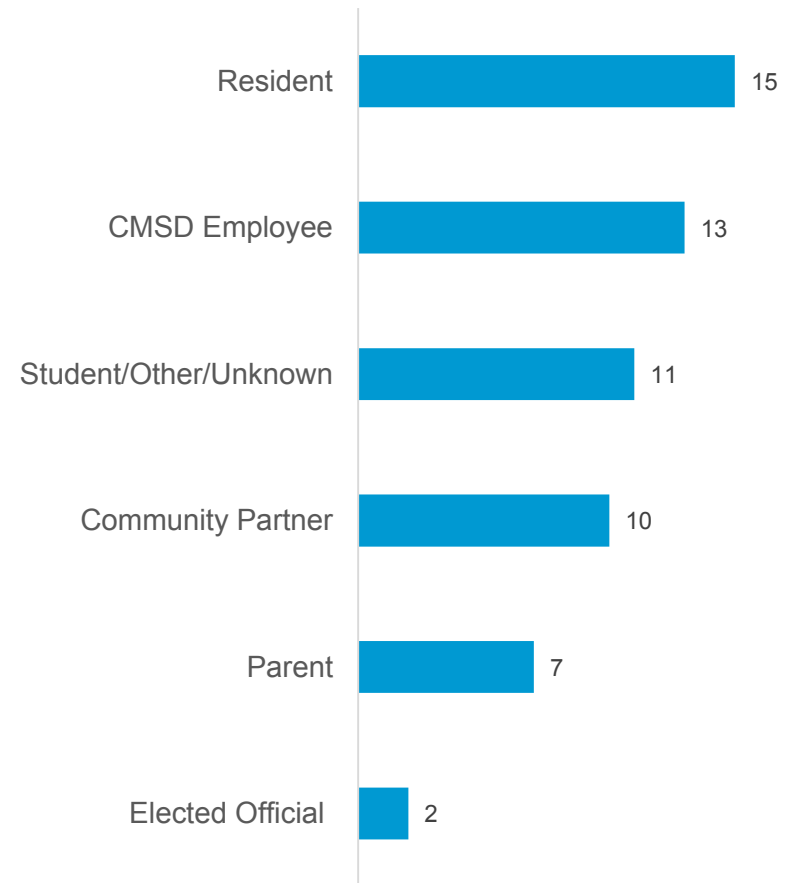
*We can't take away all the elements of healthy neighborhoods and expect the neighborhoods to be ok.*

- Concerns exist regarding the **future of empty Collinwood building**.

*Prevent more eyesores and crime... Put up surveillance cameras instead of ugly fences to better secure property.*

*We do not want a vacant building at Five Points. It will be detrimental to Collinwood.*

## Comments by role (total number of comments: 58)



\* Note: additional detailed feedback can be found at [QualitySchoolforCLEKids.org](https://QualitySchoolforCLEKids.org)

# Deep dive on Round 2 feedback\* received on New Tech West closure

- Concerns exist regarding **closing a program with increased momentum.**

*We have great attendance, rising performance index, great and growing graduation rate...*

*If New Tech West is phasing out due to a D rating, why are ... schools with lower PI's untouched?*

*Why would you close a school that is doing well academically?*

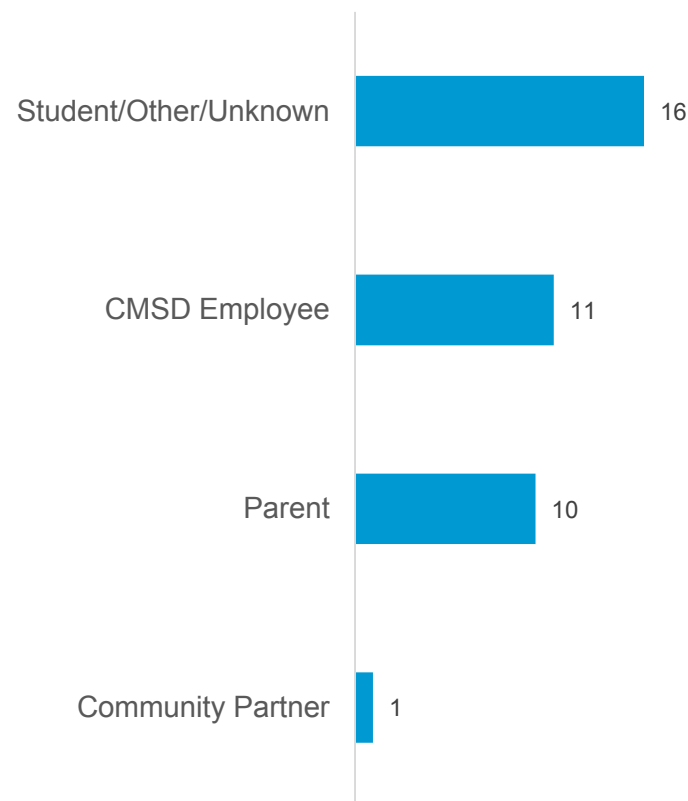
*They are a successful school, 2<sup>nd</sup> highest PI, graduate 100% of physical bodies, 90% attendance average and high CFL outcomes.*

- 
- Ideas exist regarding **alternative futures** for New Tech West instead of closure.

*Why not move New Tech West into Lincoln-West?*

*Consider co-habiting at Bard. The school has survived and grown with two previous moves.*

## Comments by role (total number of comments: 38)



\* Note: additional detailed feedback can be found at [QualitySchoolsforCLEKids.org](https://QualitySchoolsforCLEKids.org)

# Deep dive on Round 2 feedback\* received on East Tech consolidation

- Concerns exist regarding the perceived **increased demand on public transportation** to get to school.

*Can an arrangement be made with RTA to provide special services/routes to address the increased transportation of children to and from various neighborhoods?*

*Consider having an agreement with RTA that will have busses that only transport students.*

*Increase bussing during transition. Maybe for a grown in period.*

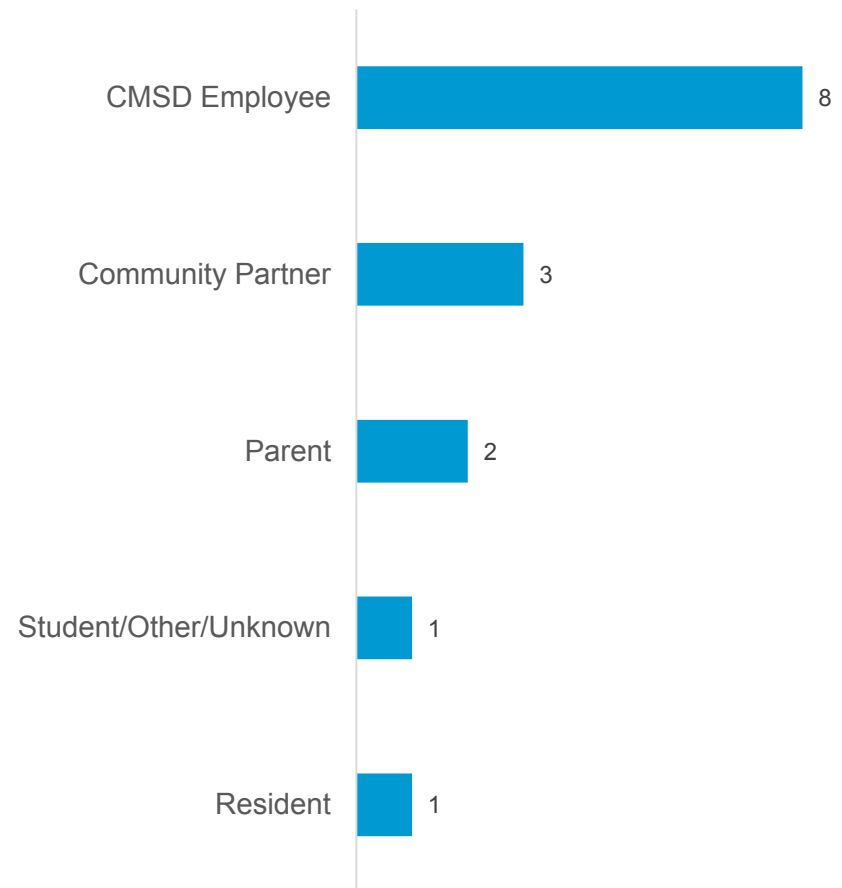
*Transportation – How are they getting to/from school? RTA is dangerous.*

- Ideas exist regarding **student involvement within the transition process.**

*To help with the school transitions, begin having sign up campaigns/events where students are leading the recruitment events.*

*It is extremely important to get input from the staff, students, and parents who are affected by these changes.*

## Comments by role (total number of comments: 15)



1. Community Meeting Engagement and Feedback

2. Further Discussion on Select Topics

3. Appendix

# Summary of Board Leadership Retreat

- The CMSD Board of Education held their Leadership Retreat on Nov. 1 & 2.
- Discussion of the Long-Term Plan comprised all of day one.
- The topics generating the most discussion among Board members are included within the following slides.

# Summary of High School and K-8 recommendations

## School actions

## Impacted K-8 schools

## Impacted high schools

1) Consolidate programs to better serve students

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2) Close (K-8), Phase out (HS) programs and buildings

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- New Tech West*
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4) No change

- Kenneth Clement BLA
- Valley View BLA
- Tremont Montessori
- Dike School of the Arts
- Bolton
- Denison
- Charles A Mooney
- Douglas MacArthur GLA
- All other K-8s not listed

- All other high schools not listed

# 1a) Glenville Campus: Consolidation of Glenville, Collinwood, and MLK, Jr. programming

## SY 17-18 Data Summary



### Academic Quality

- Report card grades:
  - Glenville: D+
  - MLK, Jr.: D-
  - New Tech Collinwood: D-



### Enrollment & Choice

- Enrollment:
  - Glenville: 348
  - MLK, Jr.: 328
  - New Tech Collinwood: 302



### Program Viability

- All programs are below minimum enrollment viability of 400 students and well below desired enrollment.
- The East side is forecast to see a 4% decline in high school students by SY 22-23.



### Building Use & Condition

- Both Collinwood and MLK, Jr. facilities have significant maintenance challenges.
- Glenville is the most centrally located facility in the NE and in the best condition of available options.

## Proposed future state

### Programs

- Create a career and college hub at Glenville.
- Offer a diverse mix of CTE pathways aligned with living wage careers and student interests sourced from:
  - Existing programs at current schools
  - Expanded programming enabled through targeted investments
  - Access to technical pathways at Tri-C via High Tech Academy
- Reinvest a portion of savings into improvements in academic quality and student outcomes.

### Buildings

- House the combined programming at Glenville campus.
- Close both Collinwood and MLK, Jr. buildings.

# Our Reinvestment

- The District is committed to investing in the new **Glenville** campus with things like:
  - Teaching and learning applications, such as:
    - Maker spaces
    - Project-based labs
  - Course enhancements
    - Career technology courses, such as:
      - Public safety
      - Healthcare
      - Welding
  - Access to additional Career Technology courses through High Tech Academy
    - Advanced manufacturing
    - Electrical power
    - Cisco Training
  - AP courses
  - Budget allocation for desired electives or student activities, such as:
    - Art
    - Music
    - Computer Science
    - JROTC
  - More safety and security personnel
  - Refreshed building features, such as:
    - New paint
    - New furniture
    - New signage
    - Landscaping
- In addition, a budget of \$100K will be made available for the campus to work with their communities on programming, extra-curriculars, student experiences, etc.



# What are the operating costs of Collinwood?

SY18-19 Actual Expenses	Collinwood		Notes
School Budget	\$3,832,075*	\$14,739/pupil	These expenses include instructional and administrative staff, substitutes, and non-personnel expenses.
Athletics & Extracurricular	\$90,848	\$349/pupil	These expenses include coaching stipends and transportation.
Facilities	\$819,300	\$3,151/pupil	These expenses include Custodians, Environmental Service Specialists, utilities, capital improvements, and maintenance.
Safety & Security	\$132,437	\$509/pupil	These expenses include Security Officers.
<b>Total</b>	<b>\$4,739,978</b>	<b>\$18,231/pupil</b>	

\*In SY18-19, Collinwood's school budget included a \$307,429 supplement due to their small size and \$135,012 for the new tech programming.

## Enrollment of Glenville Consolidation Schools as of 10/26/19

	Glenville	MLK Campus	Collinwood	TOTAL
9th Grade	62	89	90	241
10th Grade	91	80	48	219
11th Grade	61	48	41	150
12th Grade	71	47	37	155
TOTAL	285	264	216	765

# Where are the students who live in Glenville and Collinwood going?

## **For grades 9-12 in SY18-19:**

Collinwood-Nottingham + North Shore Collinwood + Euclid Green = 1,109 students

- 665 attend CMSD, 216 attend a charter, and 228 attend a private school. This equates to 60% CMSD, 20% charter, and 20% private.

Glenville - 1,167 students

- 768 attend CMSD, 257 attend a charter, and 142 attend a private school. This equates to 66% CMSD, 22% charter, and 12% private.

## **For grades K-12 in SY18-19:**

Collinwood-Nottingham + North Shore Collinwood + Euclid Green = 4,377 students

- 2243 CMSD, 1,620 charter, and 514 private. This equates to 51% CMSD, 37% charter, and 12% private.

Glenville - 4,159 students

- 2,330 attend CMSD, 1,478 charter, and 351 private. This equates to 56% CMSD, 36% charter, and 8% private.

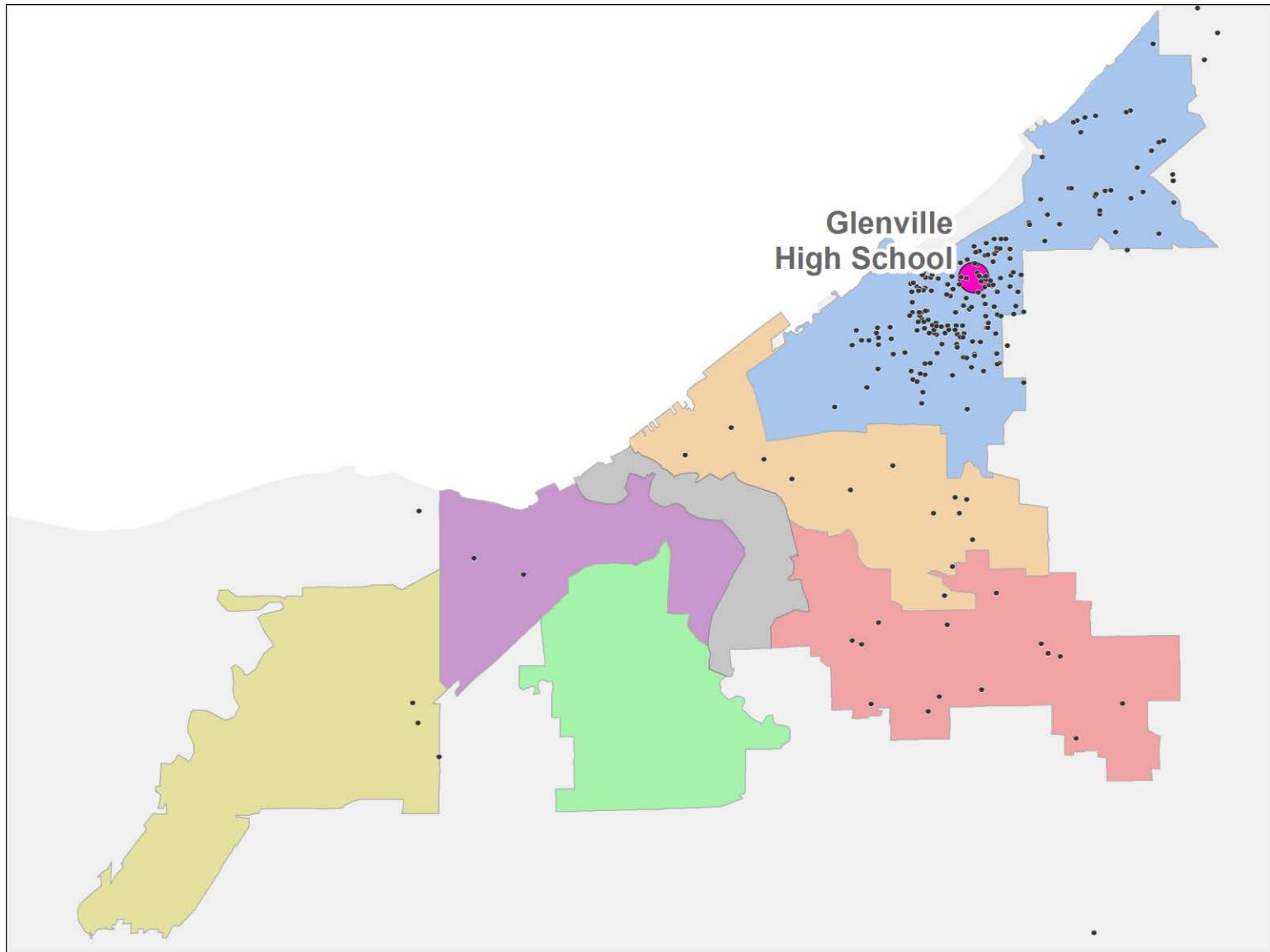
# HS Students in Euclid-Green, Glenville, Collinwood-Nottingham, North Shore Collinwood Attending CMSD, Charter, Private in 2018-19

School Name	2018-19		
Glenville High School	259	Lincoln-West School of Global Studies	10
Ginn Academy	190	TRECA Digital Academy	10
New Tech Collinwood	175	School of One @ Collinwood	8
Horizon Science Acad Cleveland	126	JFK PACT	7
Villa Angela-St Joseph	116	Lake Erie International High School	7
Lutheran East	97	John Adams College & Career Academy	7
Cleveland School of the Arts	92	St Edward	6
Cleveland School of Science and Medicine	86	Lincoln-West School of Science & Health	6
Promise Academy	79	Facing History New Tech High School	5
Saint Martin de Porres High School	78	Rhodes School of Environmental Studies	5
Martin Luther King Jr. Campus	77	Lincoln-West High School	5
MC2STEM	74	School of One @ Glenville High School	5
Invictus High School	69	John Marshall School of Information Technology	5
Cleveland School of Architecture & Design	67	James Ford Rhodes	5
Design Lab Early College	59	Trinity	4
Cleveland Early College High School	57	St Joseph Academy	4
Cleveland High School for Digital Arts	53	JFK E3agle Academy	4
Ohio Virtual Academy	48	School of One @ East Tech	3
Campus International High School	38	George V. Voinovich High School	3
Cleveland Academy for Scholarship Technology and Leadership	33	New Tech East	3
Northeast Ohio College Preparatory School	30	Great River Connections Academy	3
Cleveland Central Catholic	24	School of One @ James F. Rhodes	3
East Tech High School	23	Garrett Morgan	2
John Adams High School	20	School of One @ John Adams	2
New Day Academy Boarding & Day School	19	Bard High School Early College Cleveland East Campus	2
Davis Aerospace & Maritime High School	17	School of One @ Lincoln-West	2
Regent High School	16	Frederick Douglass High School	2
Jane Addams Business Careers Center	16	Rhodes College and Career Academy	2
Max S. Hayes High School	15	SuccessTech Academy (C17)	1
Benedictine	15	Bard High School Early College Cleveland West	1
Beaumont School	14	Whitney M. Young Leadership Academy 9-12	1
Alternative Education Academy	13	Summit Academy Community School-Parma	1
St Ignatius High School	11	John Marshall High School (C17)	1
Washington Park Environmental Studies	11	Lutheran West	1
Ohio Connections Academy, Inc	11	Constellation Schools: Parma Community	1
John Marshall School of Engineering	10	Cleveland Preparatory Academy	1
		<b>Grand Total</b>	<b>2276</b>

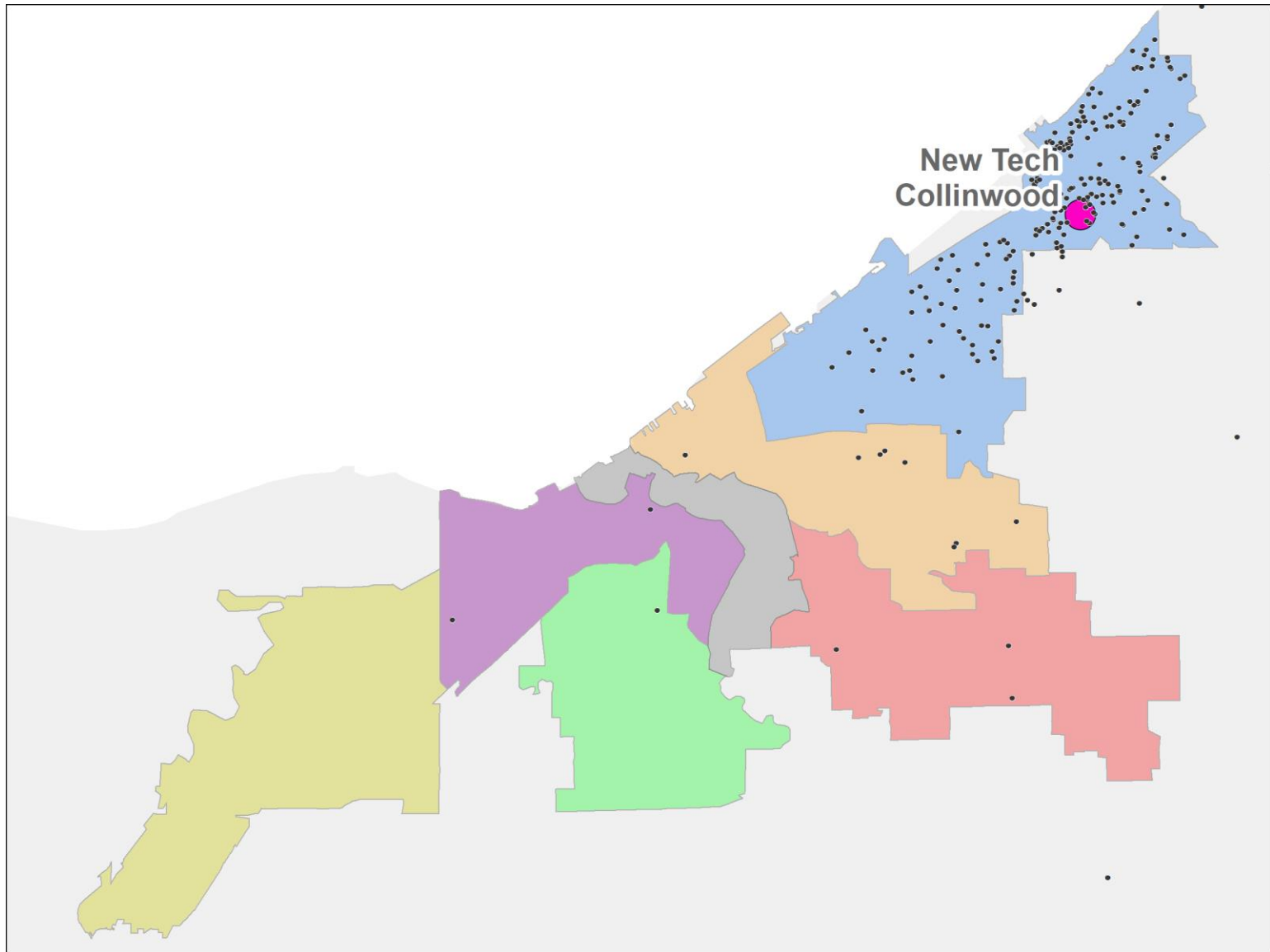
Note: Shaw High School in East Cleveland attracts 244 students from CMSD district-wide

# Student Proximity to Glenville High School

	2019 students within 1 mile	2019 students beyond 1 mile	2019 total enrolled students	2019 % students within 1 mile
# of students enrolled at MLK HS that live within 1 mile of Glenville HS	44	274	318	14%
# of students enrolled at MLK HS that live within 1 mile of MLK HS	73	245	318	23%
# of students enrolled at Collinwood HS that live within 1 mile of Glenville HS	43	184	227	19%
# of students enrolled at Collinwood HS that live within 1 mile of Collinwood HS	66	161	227	29%
# of students enrolled at Glenville that live within 1 mile of Glenville HS	154	224	378	41%



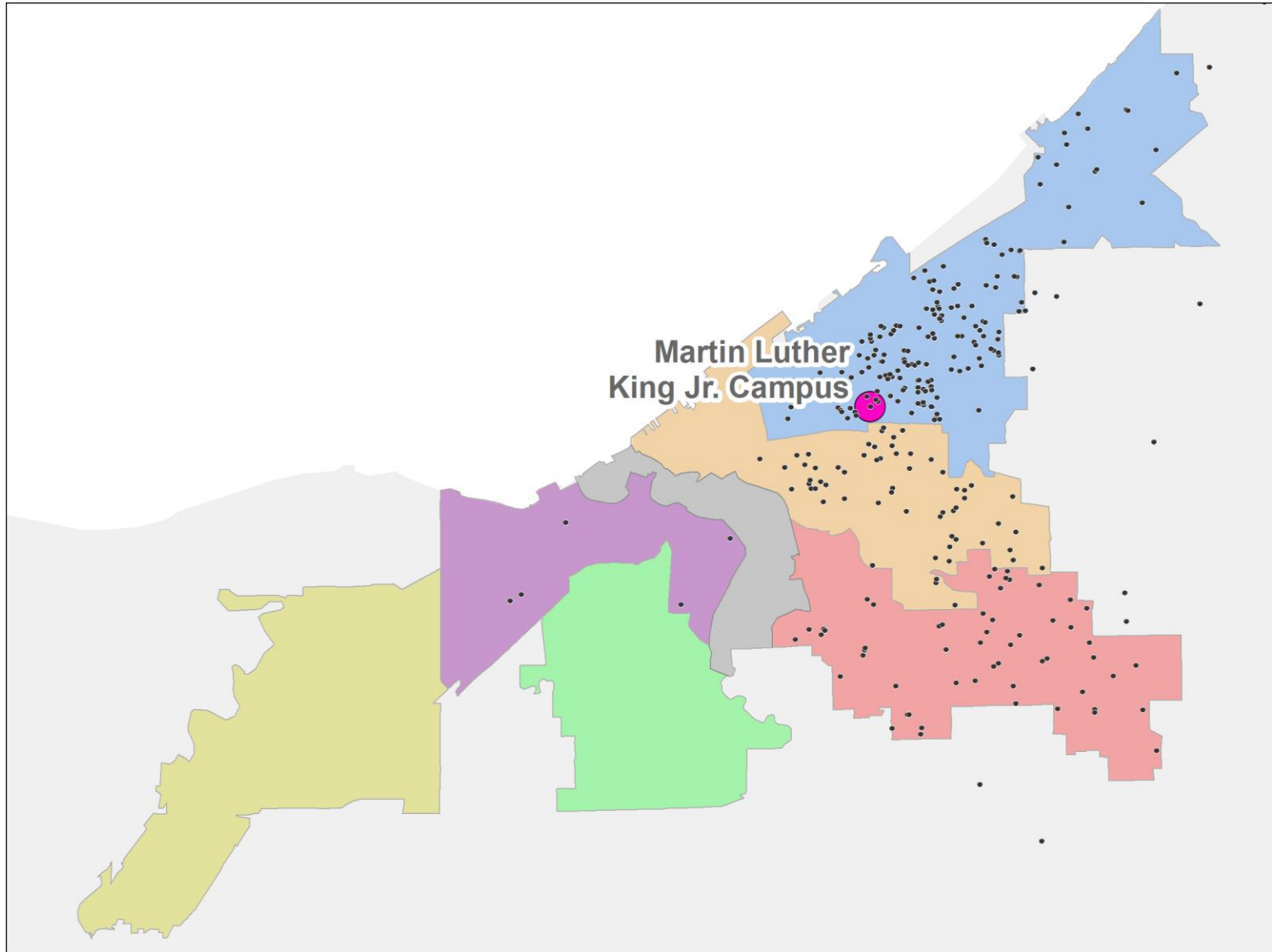
SOURCE: 2017-18 geo-coded enrollment data



SOURCE: 2017-18 geo-coded enrollment data



## Martin Luther King Jr.



SOURCE: 2017-18 geo-coded enrollment data



# Do we know of any other models in other cities who have conquered these same challenges?

City School Systems	Responses
Dallas	We have 11 historical sites within the district. We have faced declining enrollment and have developed choice schools to help reduce the decline. Regarding use of the historical buildings, all are in use at this point as regular schools and some as choice schools. More information can be provided by Brian Lusk, who is the Chief of Strategic Initiatives. If you would like to discuss via phone, my cell is 214-566-4426
Durham	Durham Public Schools (DPS) repurposed the city's first African American high school built in 1922 into a mixed-use facility. Part of the facility houses 79 units of affordable senior housing, while another portion serves as DPS' 8 classroom pre-kindergarten center. Additionally, DPS converted a junior high school built in 1939 into a career and resource center, shared with Durham Parks and Recreation. DPS uses two floors of the building for its vocational training, and Durham Parks and Recreation uses one floor for after school programs, summer camps, and a neighborhood clinic and wellness center.
Fresno	I can't think of any experience we've had in Fresno Unified with historic buildings, except on our own campuses.
Kansas City	<p>Is the Superintendent planning to retain ownership of the buildings? Or declare them surplus and thus make them available for sale? That would make a difference in their reuse opportunities.</p> <p>Here are some examples:</p> <ul style="list-style-type: none"> <li>* Reuse by School District:</li> <li>* Early Childhood Center, Operations HQ, Staff Resource Center</li> <li>* School District Retains Ownership But Property Leased:</li> </ul> <p>Non-profit Tutoring Center; Non-profit Adult-Day Care Facility; Community Center; Charter School/Private School; For-profit Meal Provider Use of Cafeteria/Kitchen (contract with Senior Centers)</p> <p>School District Declares Surplus &amp; Sells Property:</p> <p>Community Center; Senior Affordable Housing; Market-Rate Housing; Mixed Use (combination of Housing/Office); Co-working offices; Hotel (we haven't done this but other cities have); Artist Studios/Galleries (in process)</p> <p>I've also attached a link to some reuse ideas that our local design community put together when we first started our repurposing effort. It has a few examples with pictures, etc. <a href="https://www.kcpublicschools.org/repurposing">https://www.kcpublicschools.org/repurposing</a></p>

## Do we know of any other models in other cities who have conquered these same challenges? (cont.)

Milwaukee	<p>Here are some examples from Milwaukee Public Schools. Please see the links for more information.</p> <p>Jackie Robinson (former Middle School) converted to senior housing.</p> <p><a href="https://www.shermanparkseniorliving.com/">https://www.shermanparkseniorliving.com/</a></p> <p>Wisconsin Ave (former elementary school) going to be converted to extended stay hotel.</p> <p><a href="https://onmilwaukee.com/visitors/articles/wisconsin-avenue-ambassador-suites.html">https://onmilwaukee.com/visitors/articles/wisconsin-avenue-ambassador-suites.html</a></p> <p>Cento Del Nino converted to a hostel.</p> <p><a href="https://creamcityhostel.com/">https://creamcityhostel.com/</a></p> <p>Garfield Ave (former elementary school) converted to apartments.</p> <p><a href="http://www.horizonapartmenthomes.com/historic-garfield-apartments-milwaukee-wi">http://www.horizonapartmenthomes.com/historic-garfield-apartments-milwaukee-wi</a></p> <p>Fifth Street School (elementary school) converted to apartments.</p> <p><a href="https://www.5thstreetschoolapartments.com/">https://www.5thstreetschoolapartments.com/</a></p>
Omaha	<p>OPS plans to close Yates Community Center, and the district may use building for teacher housing.</p>

## Do we know of any other models in other cities who have conquered these same challenges? (cont.)

Pittsburgh	<p>Pittsburgh has 26 historic buildings (almost half of our schools) We do have declining enrollment. We have sold one or two historic buildings which are being used for other purposes. However, it was not the District who had to deal with the regulations for reuse. The District Facilities team works with and does comply with costly asks from the Historic Review Board. Examples of use of our historic buildings—</p> <table> <tr> <td>Boggs -</td><td>Apartments</td></tr> <tr> <td>Connelly –</td><td>Mixed use – Offices, shared labs, shared tech spaces</td></tr> <tr> <td>Scheffear -</td><td>Spice Company Factory</td></tr> <tr> <td>Sharden</td><td>Trade Union for offices and training member</td></tr> <tr> <td>Madison</td><td>Community group</td></tr> <tr> <td>Schenley</td><td>Apartments</td></tr> <tr> <td>Washington</td><td>Hotel</td></tr> <tr> <td>Gladstone</td><td>Community Group</td></tr> <tr> <td>Prospect</td><td>Senior housing</td></tr> <tr> <td>Letsche</td><td>Charter School</td></tr> <tr> <td>Roger</td><td>Charter School</td></tr> <tr> <td>Regent Sq.</td><td>Charter School</td></tr> </table> <p>Sold old buildings (non historic)</p> <table> <tr> <td>Schaeffer -</td><td>Spice Company Factory</td></tr> <tr> <td>Sharaden</td><td>Trade Union for offices and training members</td></tr> </table>	Boggs -	Apartments	Connelly –	Mixed use – Offices, shared labs, shared tech spaces	Scheffear -	Spice Company Factory	Sharden	Trade Union for offices and training member	Madison	Community group	Schenley	Apartments	Washington	Hotel	Gladstone	Community Group	Prospect	Senior housing	Letsche	Charter School	Roger	Charter School	Regent Sq.	Charter School	Schaeffer -	Spice Company Factory	Sharaden	Trade Union for offices and training members
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Santa Ana	<p>SAUSD is in the process of renovating a 100 year old brick building into a Parent/Wellness Center for community education and meetings since the structure can no longer be used for educational purposes. Also, while at Riverside Community College District, we renovated an old bank building into the Center for Social Justice and Civil Liberties which contained the District's art collection and gallery, again because the building could not be used for instructional purposes, due to its diminished ability to withstand an earthquake.</p>																												

2b) New Tech West: Phase out program and repurpose building

SY 17-18 Data Summary



Academic Quality

- New Tech West was rated D for SY 17-18 and SY 18-19.



Enrollment & Choice

- New Tech West enrollment was at 292 in SY 17-18 and has hovered under 300 for the past five years.



Program Viability

- School is significantly below the minimum viable enrollment target of 400 students.
- While the west side is forecast to increase in enrollment, there are too many programs for students.



Building Use & Condition

- The New Tech West facility was always a temporary location for the school.

Proposed future state

▪ Programs

- Phase out the New Tech West program, beginning with no new 9<sup>th</sup> graders enrolled in SY 20-21.

▪ Buildings

- Use the facility for swing space.

# What are the operating costs of New Tech West?

SY18-19 Actual Expenses	New Tech West		Notes
School Budget	\$3,112,825*	\$11,615/pupil	These expenses include instructional and administrative staff, substitutes, and non-personnel expenses.
Athletics & Extracurricular	\$0	-	These expenses include coaching stipends and transportation.
Facilities	\$326,055	\$1,217/pupil	These expenses include Custodians, Environmental Service Specialists, utilities, capital improvements, and maintenance.
Safety & Security	\$48,812	\$182/pupil	These expenses include Security Officers.
<b>Total</b>	<b>\$3,399,283</b>	<b>\$12,684/pupil</b>	

\*New Tech West received a \$134,182 supplement for their small size and \$135,012 for the new tech programming.

# Potential Alternative Options for New Tech West Closure

Option	Things you would have to believe	Pros	Cons	Open questions
<p><b>Current recommendation:</b></p> <p>Phase out New Tech West program and repurpose Brooklawn building to be used as west side swing space</p>	<ul style="list-style-type: none"> <li>Students would be better served by attending another high school option on the west side</li> </ul>	<ul style="list-style-type: none"> <li>Frees up the Brooklawn building which would ease the shortage of swing space on the west side</li> <li>Reduces the number of programs on the west side by one moving the number of programs closer to the ideal number for sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Eliminates a program that is currently exhibiting momentum with academic improvement</li> <li>Complete phaseout would take four years resulting in delayed net effect</li> </ul>	<ul style="list-style-type: none"> <li>The program's recent improvement has been attributed to strong teacher teams. Can the District find a way to "preserve" these teacher teams in order to create similar improvement elsewhere?</li> <li>How committed is the District to the New Tech model?</li> </ul>
<p><b>Alternative option 1:</b></p> <p>Co-locate New Tech West program with Bard Early College (Schuler building)</p>	<ul style="list-style-type: none"> <li>The fidelity of the Bard Early College model could be maintained in a co-located school environment</li> <li>Even after experiencing many prior moves, the staff and student body will continue on despite being moved again</li> <li>The Schuler building could adequately accommodate two separate programs (NTW and Bard)</li> </ul>	<ul style="list-style-type: none"> <li>Frees up the Brooklawn building which would ease the shortage of swing space on the west side</li> <li>Preserves a program that is currently exhibiting momentum with academic improvement</li> <li>Could be executed sooner (next year?) than phasing it out</li> </ul>	<ul style="list-style-type: none"> <li>Maintains the number of programs on the west side which doesn't allow for movement toward sustainability</li> <li>Moves the NTW students to a less modernized building than they have today</li> </ul>	<ul style="list-style-type: none"> <li>Would Bard College agree to a co-location within the Schuler building?</li> <li>How committed is the District to the New Tech model?</li> </ul>

# Potential Alternative Options for New Tech West Closure (cont.)

Option	Things you would have to believe	Pros	Cons	Open questions
<p><i>Alternative option 2:</i></p> <p>Co-locate New Tech West program within new West Side High School campus</p>	<ul style="list-style-type: none"> <li>• Even after experiencing many prior moves, the staff and student body will continue on despite being moved again</li> <li>• The West Side High School building could adequately accommodate three separate programs (NTW, Garrett Morgan, and new)</li> </ul>	<ul style="list-style-type: none"> <li>• Frees up the Brooklawn building which would ease the shortage of swing space on the west side</li> <li>• Preserves a program that is currently exhibiting momentum with academic improvement</li> <li>• Could be executed sooner (next year?) than phasing it out</li> <li>• Moves the NTW students to a more modernized building than they have today</li> </ul>	<ul style="list-style-type: none"> <li>• Maintains the number of programs on the west side which doesn't allow for movement toward sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• Can discussions be re-opened regarding replacing the —new program with NTW in order to move toward a more sustainable number of programs?</li> <li>• How committed is the District to the New Tech model?</li> </ul>
<p><i>Alternative option 3:</i></p> <p>Co-locate New Tech West program within new Lincoln-West campus</p>	<ul style="list-style-type: none"> <li>• Utilizing space at L-W creates more value for NTW students (vs. using the same space for FHNT students who live closer to L-W)</li> <li>• Even after experiencing many prior moves, the staff and student body will continue on despite being moved again</li> <li>• The Lincoln-West building could adequately accommodate three separate programs (NTW, Global Studies, and Science &amp; Health)</li> </ul>	<ul style="list-style-type: none"> <li>• Frees up the Brooklawn building which would ease the shortage of swing space on the west side</li> <li>• Preserves a program that is currently exhibiting momentum with academic improvement</li> <li>• Could be executed sooner (next year?)</li> <li>• Eventually moves the NTW to a more modernized building than they have today (if L-W gets re-built)</li> </ul>	<ul style="list-style-type: none"> <li>• Maintains the number of programs on the west side which doesn't allow for movement toward sustainability</li> </ul>	<ul style="list-style-type: none"> <li>• Would the students re-locate sooner to the existing Lincoln-West building or would they move later to the new L-W building (if re-built)?</li> <li>• How committed is the District to the New Tech model?</li> </ul>

## Potential Alternative Options for New Tech West Closure (cont.)

Option	Things you would have to believe	Pros	Cons	Open questions
<p><i>Alternative option 4:</i></p> <p>Maintain program in existing location</p>	<ul style="list-style-type: none"> <li>The value of maintaining the program in its current location is greater than the value extracted from being able to use Brooklawn as swing space</li> </ul>	<ul style="list-style-type: none"> <li>Preserves a program that is currently exhibiting momentum with academic improvement</li> </ul>	<ul style="list-style-type: none"> <li>Prevents Brooklawn from being used as a swing space thus maintaining a shortage of swing space on the west side</li> <li>Maintains the number of programs on the west side which doesn't allow for movement toward sustainability</li> </ul>	<ul style="list-style-type: none"> <li>Could future re-location of the program be handled through the Annual Decision Cycle (as it becomes more evident what other west side programs should come off-line)?</li> <li>How committed is the District to the New Tech model?</li> </ul>



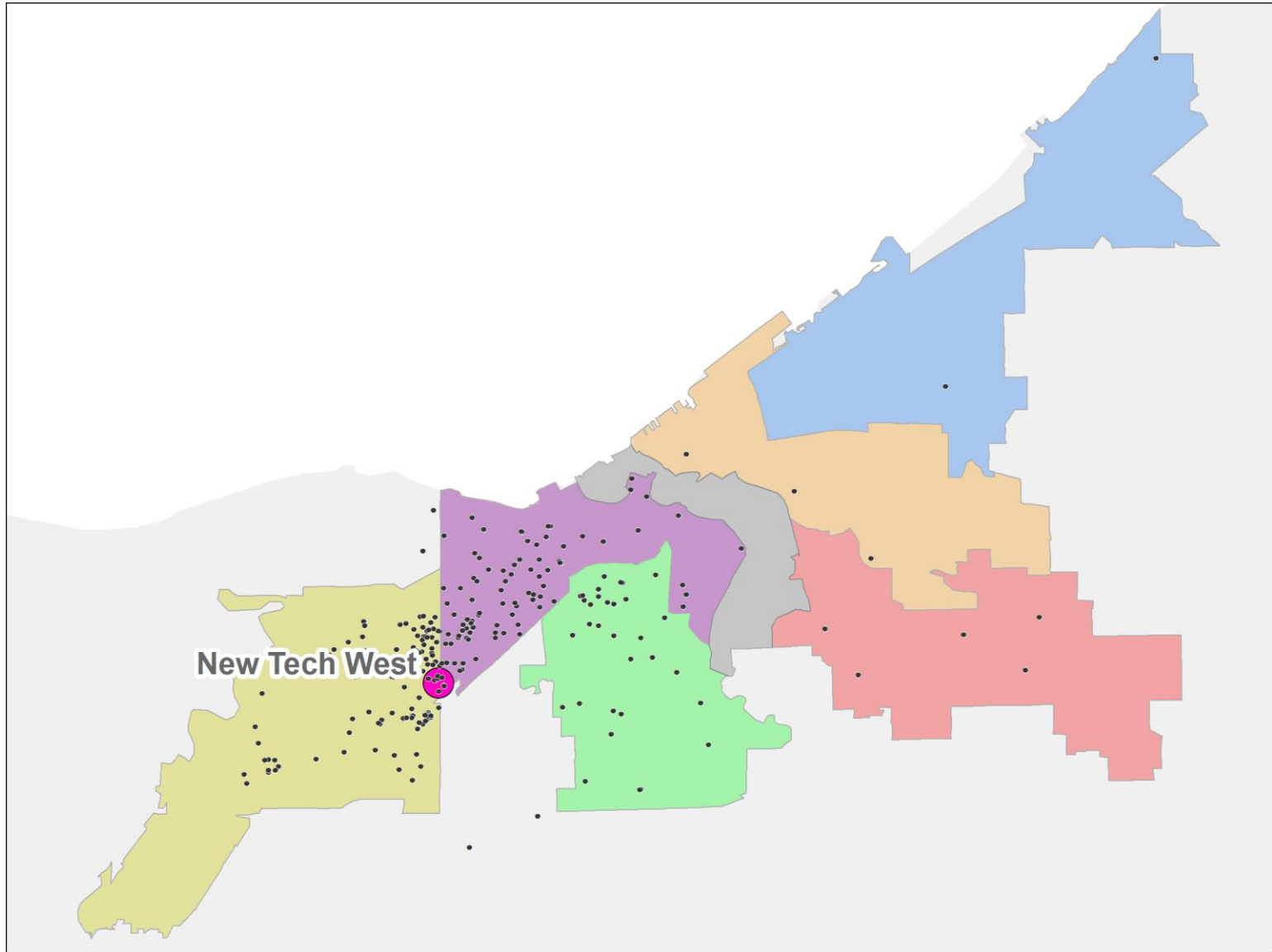
# Capacity Comparison of New Tech West Options

Program	Building				
		Brooklawn (Adj. Cap.: 400)	Schuler (Adj. Cap.: 1000)	New West Side High School (Cap.: 800 -1000)	New Lincoln-West (Cap.: 800-1000)
	New Tech West	280	280	280	280
	Bard Early College		434		
	New program at WSHS			~400	
	Garrett Morgan			226	
	Lincoln-West Global Studies				359
	Lincoln-West Science & Health				259
	Total	280	714	906	898
	Estimated Utilization	70%	71%	91% - 113%	90% - 112%

# Student Proximity to New Tech West Alternatives

	2019 students within 1 mile	2019 students beyond 1 mile	2019 total enrolled students	2019 % students within 1 mile
# of students enrolled at New Tech West HS that live within 1 mile of Bard Early College HS	63	205	268	24%
# of students enrolled at New Tech West HS that live within 1 mile of the New West Side HS	7	261	268	3%
# of students enrolled at New Tech West HS that live within 1 mile of Lincoln-West HS	21	247	268	8%
# of students enrolled at New Tech West HS that live within 1 mile of New Tech West HS	94	174	268	35%

# New Tech West



SOURCE: 2017-18 geo-coded enrollment data

# Key references in your binders

- Regarding Glenville recommendation:
  - Tab B, Starting on Page 46: Raw feedback collected through 10/30/19
  - Tab C: Updated performance and enrollment data
  - Tab K, Slides 2 & 3: Northeast region, before and after
  - Tab L, Slides 16, 28, & 31: Scatterplots of current student populations
- Regarding New Tech West recommendation:
  - Tab B, Starting on Page 46: Raw feedback collected through 10/30/19
  - Tab C: Updated performance and enrollment data
  - Tab K, Slides 12 & 13: Southwest region, before and after
  - Tab L, Slide 33: Scatterplot of current student population

1. Community Meeting Engagement and Feedback

2. Further Discussion on Select Topics

3. Appendix

# High Level Implementation Timeline

2020		2021				2022			
Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec
SY 20-21				SY 21-22				SY 22-23 & Beyond	

## Close (K-8), Phase out (HS) Programs/Buildings

- Willow
- Iowa-Maple
- Michael R White
- Case
- New Tech West
- Design Lab

## Consolidate Programs

- Clark and Walton (using swing space)
- MLK, Jr. (pathways move to Glenville)
- Collinwood (programming moves to Glenville)
- New Tech East and East Tech (at East Tech)
- Washington Park (pathways move to East Tech)

## Consolidate Programs

- Jane Addams (pathways move to East Tech)

## Begin Phase-outs<sup>1</sup>

- New Tech West
- Design Lab
- Whitney Young (at JFK)
- MLK, Jr.
- Collinwood
- Washington Park
- East Tech
- Jane Addams

## Open New Programs/Buildings

- West Side High School (move Garrett Morgan & begin new program)
- JFK Campus (begin new program)

## Construction Begins<sup>2</sup> – Exact Timing TBD

- Clark and Walton (new)
- Marion C Seltzer (new)
- Gallagher (renovation)
- Lincoln-West (new)

- Phase out means that the school will no longer enroll ninth graders that year followed by tenth graders the next year, etc.
- Construction planning will occur for several months before construction begins, exact timing TBD.

# How many 8<sup>th</sup> graders stay in CMSD for 9<sup>th</sup> grade (vs. leave the district)?

## **In SY17-18:**

There were 2,688 8<sup>th</sup> graders, and 90% went on to a CMSD high school for 9<sup>th</sup> grade.

## **In SY18-19:**

There were 2,465 8<sup>th</sup> graders, and 93% went on to a CMSD high school for 9<sup>th</sup> grade.

## **In SY19-20:**

There were 2,349 8<sup>th</sup> graders, and 93% went on to a CMSD high school for 9<sup>th</sup> grade.

# One-Year Retention Rates for 9<sup>th</sup> Graders

Grade for 9th Grade in 2017-18	In 2018-19		
	At the Same School	At another CMSD HS	Not in CMSD
Lincoln-West School of Global Studies	77.17%	13.04%	9.78%
Washington Park Environmental Studies	76.54%	8.64%	14.81%
New Tech West	69.62%	10.13%	20.25%
Design Lab Early College	68.42%	12.63%	18.95%
East Tech High School	67.90%	12.35%	19.75%
Martin Luther King Jr. Campus	67.07%	14.63%	18.29%
Lincoln-West School of Science & Health	63.38%	23.94%	12.68%
Whitney M. Young Leadership Academy 9-12	59.09%	31.82%	9.09%
Garrett Morgan	58.54%	13.41%	28.05%
JFK PACT	57.33%	13.33%	29.33%
Glenville High School	57.30%	17.98%	24.72%
JFK E3agle Academy	57.14%	7.94%	34.92%
Jane Addams Business Careers Center	53.85%	16.92%	29.23%
New Tech Collinwood	51.72%	16.09%	32.18%
New Tech East	42.59%	27.78%	29.63%



# Student Proximity to East Tech

	2019 students within 1 mile	2019 students beyond 1 mile	2019 total enrolled students	2019 % students within 1 mile
# of students enrolled at Jane Addams that live within 1 mile of East Tech HS	42	181	223	19%
# of students enrolled at Washington Park HS that live within 1 mile of East Tech HS	5	262	267	2%
# of students enrolled at New Tech East HS that live within 1 mile of East Tech HS	16	89	105	15%
# of students enrolled at East Tech HS that live within 1 mile of East Tech HS	108	226	334	32%

# Enrollment of East Tech Consolidation Schools as of 10/31/19

	East Tech	New Tech East	Jane Addams	Washington Park	Total
9th Grade	55	49	75	73	252
10th Grade	62	35	62	60	219
11th Grade	80	23	38	56	197
12th Grade	74	19	31	43	167
Total	271	126	206	232	835

# Enrollment of JFK Consolidation Schools as of 10/31/19

	JFK E3agle	JFK PACT	Whitney Young HS	Total
9th Grade	0	132	12	144
10th Grade	7	92	15	114
11th Grade	42	41	17	100
12th Grade	44	52	15	111
Total	93	317	59	469

# Enrollment by Grade as of 10/31/19

## ENROLLMENT UPDATE AS OF 10/31/19

PROGRAMS	PK	KG	1	2	3	4	5	6	7	8	9	10	11	12	TOTAL
Adlai E. Stevenson	41	50	54	50	45	47	46	33	51	38					455
Albert Bushnell Hart	19	23	25	25	26	23	18	18	24	22					223
Alfred A. Benesch		34	32	32	40	26	31	20	16	23					254
Almira	20	53	53	56	57	49	78	49	62	49					526
Andrew J. Rickoff	37	71	63	58	45	55	48	30	35	36					478
Anton Grdina	20	51	46	32	49	35	39	28	28	28					356
Artemus Ward	34	50	54	50	44	41	57	48	53	63					494
Bard High School Early College Cleveland West											126	101	110	97	434
Benjamin Franklin	33	56	47	50	55	64	67	54	61	50					537
Bolton	30	41	27	21	23	26	26	27	25	18					264
Buhrer Dual Language	14	50	46	46	49	46	38	43	36	36					404
Campus International		78	85	90	88	84	83	79	76	85					748
Campus International High School											120	92	68		280
Case	19	23	23	28	23	21	25	20	18	20					220
Charles A. Mooney	28	44	44	45	37	45	38	33	58	50					422
Charles Dickens	19	33	31	41	38	30	21	22	46	30					311
Clara E. Westropp	39	40	40	32	33	35	36	36	26	31					348
Clark	40	75	84	65	67	66	48	54	52	60					611
Cleveland Early College High School											94	88	68	76	326
Cleveland High School for Digital Arts											86	80	88	65	319
Cleveland School of Architecture & Design											84	71	73	70	298
Cleveland School of Science and Medicine											103	104	85	114	406
Cleveland School of the Arts											92	114	130	106	442
Daniel E. Morgan	16	26	28	36	26	24	22	26	17	29					250
Davis Aerospace & Maritime High School											81	49	39		169
Denison	27	45	35	24	26	25	28	23	29	24					286
Design Lab Early College											71	79	49	48	247
Dike School of the Arts	18	38	35	31	49	37	46	39	37	53					383
Douglas MacArthur Girls' Leadership Academy	19	38	34	42	33	41	40	35	25	26					333
East Clark	20	24	24	18	25	28	25	23	24	25					236
East Tech High School											55	62	80	74	271
Euclid Park	13	30	35	30	30	33	30	29	32	29					291

# Enrollment by Grade as of 10/31/19 (cont.)

## ENROLLMENT UPDATE AS OF 10/31/19

PROGRAMS	PK	KG	1	2	3	4	5	6	7	8	9	10	11	12	TOTAL
Facing History New Tech High School											86	83	70	65	304
Franklin D. Roosevelt	27	43	49	43	45	44	45	47	49	40					432
Garfield	40	55	57	56	71	62	69	70	69	57					606
Garrett Morgan											88	71	35	32	226
George Washington Carver	30	43	51	39	42	46	28	44	49	40					412
Ginn Academy											92	84	70	93	339
Glenville High School											62	92	61	71	286
Halle	33	47	48	46	43	41	51	31	28	22					390
Hannah Gibbons	13	20	23	24	22	33	29	27	27	26					244
Harvey Rice	21	64	52	52	57	56	47	28	50	58					485
International Newcomers Academy 9-12											63	60	36	45	204
International Newcomers Academy PK-8	19	28	33	34	45	32	38	42	36	52					359
Iowa-Maple	23	28	19	20	24	12	21	14	20	18					199
James Ford Rhodes											6	19	44	210	279
Jane Addams Business Careers Center											75	62	38	31	206
JFK E3agle Academy												7	42	44	93
JFK PACT											132	92	41	52	317
John Adams College & Career Academy											168	111	67		346
John Adams High School													2	156	158
John Marshall School of Civic & Business Leadership											120	119	101	85	425
John Marshall School of Engineering											116	100	101	77	394
John Marshall School of Information Technology											113	113	92	90	408
Joseph M. Gallagher	54	80	81	78	82	74	69	80	85	83					766
Kenneth W. Clement Boys' Leadership Academy	10	17	12	16	19	20	22	19	18	22					175
Lincoln-West School of Global Studies											84	97	87	91	359
Lincoln-West School of Science & Health											87	67	59	46	259
Louis Agassiz	32	27	23	24	19	26	28	27	29	28					263
Louisa May Alcott		40	42	35	27	33	30								207
Luis Munoz Marin	28	61	47	34	52	44	57	60	48	54					485
Marion C. Seltzer	31	54	43	47	32	45	39	36	41	41					409
Marion-Sterling	41	50	33	39	40	30	25	19	21	23					321
Martin Luther King Jr. Campus											89	80	47	48	264
Mary B. Martin	37	25	27	23	21	34	20	20	21	28					256
Mary M. Bethune	23	19	32	20	40	32	36	29	29	31					291

# Enrollment by Grade as of 10/31/19 (cont.)

## ENROLLMENT UPDATE AS OF 10/31/19

PROGRAMS	PK	KG	1	2	3	4	5	6	7	8	9	10	11	12	TOTAL
Max S. Hayes High School											185	156	147	99	587
MC2STEM											88	79	91	85	343
Memorial	39	48	46	40	48	42	35	45	38	22					403
Michael R. White		28	24	19	20	29	17	22	24	16					199
Miles	43	42	49	34	29	36	50	38	35	28					384
Miles Park	20	48	43	42	48	49	52	32	42	57					433
Mound	19	45	50	48	51	31	33	24	57	51					409
Nathan Hale	20	42	38	47	60	57	55	57	60	45					481
New Tech Collinwood											90	48	42	38	218
New Tech East											49	35	23	19	126
New Tech West											94	70	49	67	280
Newton D. Baker School of Arts	40	39	47	53	59	42	53	69	50	45					497
Oliver H. Perry	27	39	31	31	30	18	30	27	26	28					287
Orchard	18	52	51	49	51	46	49	54	53	61					484
Patrick Henry	14	26	24	22	30	25	27	24	30	36					258
Paul L. Dunbar	36	60	37	33	48	44	36	29	36	33					392
Rhodes College and Career Academy											145	134	147		426
Rhodes School of Environmental Studies											111	108	108		327
Riverside	20	46	46	49	49	52	45	53	62	62					484
Robert H. Jamison	20	39	49	45	55	43	48	32	38	35					404
Robinson G. Jones	32	54	50	58	43	46	55	55	52	50					495
Scranton	40	55	45	43	53	35	50	52	59	53					485
Sunbeam	39	53	56	45	53	52	37	48	45	21					449
Tremont Montessori	93	52	42	35	47	39	39	26	38	31					442
Valley View Boys' Leadership Academy	9	23	20	24	18	25	20	19	21	22					201
Wade Park	20	63	65	52	61	64	45	53	54	32					509
Walton	20	27	28	34	27	29	28	16	29	31					269
Warner Girls' Leadership Academy	20	45	47	51	54	35	44	40	48	31					415
Washington Park Environmental Studies											73	60	56	43	232
Waverly	20	47	26	28	30	32	27	14	29	28					281
Whitney M. Young High School 9-12											12	15	17	15	59
Whitney M. Young prek-8	25	30	28	30	39	39	33	46	40	43					353
Wilbur Wright	51	62	51	52	54	53	59	53	55	62					552
William Cullen Bryant	18	46	42	44	49	47	61	44	48	47					446
William Rainey Harper	39	50	50	33	22	31									225
Willow	18	19	17	16	23	18	27	24	25	21					208
Willson	37	46	43	33	37	27	47	33	30	25					358
<b>TOTAL</b>	<b>1,765</b>	<b>2,900</b>	<b>2,762</b>	<b>2,622</b>	<b>2,777</b>	<b>2,631</b>	<b>2,646</b>	<b>2,391</b>	<b>2,575</b>	<b>2,464</b>	<b>3,140</b>	<b>2,802</b>	<b>2,463</b>	<b>2,252</b>	<b>36,190</b>