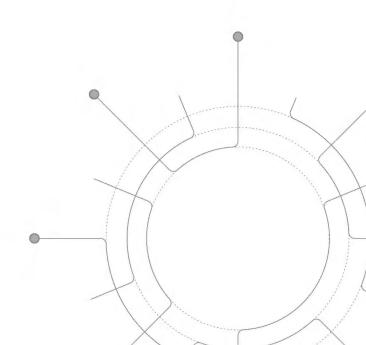
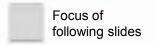


Update to Board on 09/28 High School Planning Meeting

September 30, 2019



High School Planning Meetings: Round 1



September 28 th	Max S. Hayes High School
October 1st	John Adams High School
October 5th	New Tech Collinwood High School
October 7th	Lincoln-West Campus
October 9th	East Tech High School

09/28 Meeting: By the Numbers

CMSD Presenter: Eric Gordon

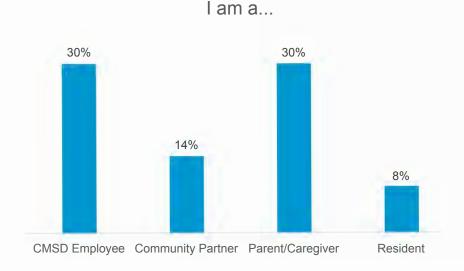
CMSD Table Facilitators:

- Erin Frew
- Rick McIntosh
- Elizabeth Nelson Creel
- Lori Ward
- Leo Serrano

- Blessing Nwaozuzu
- Carol Lockhart
- Joe Joyce
- Trent Mosley
- Lorri Hobson

Total estimated attendees: 40

Total feedback forms received: 34

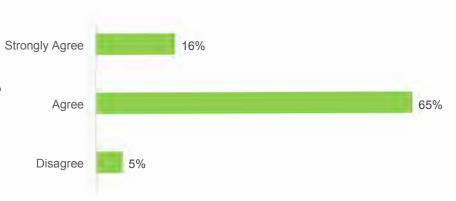


- 2. I understand how Academic Quality was defined in the Citywide Analysis and the data provided on this metric is clear and helpful to me.
- Strongly Agree 24%

 Agree 57%

 Disagree 5%

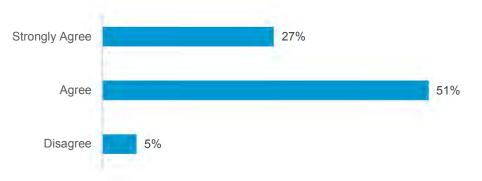
3. I understand how Enrollment and School Choice was defined in the Citywide Analysis and the data provided on this metric is clear and helpful to me.



^{*}Total percentages may not add up to 100% as some forms had blank answers.

09/28 Meeting: By the Numbers

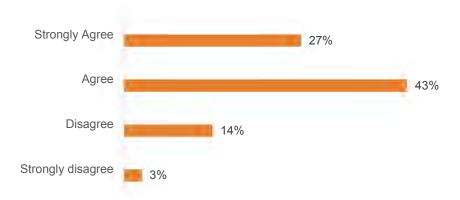
4. I understand how Program Viability was defined in the Citywide Analysis and the data provided on this metric is clear and helpful to me.



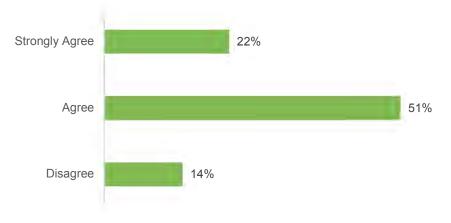
5. I understand how Building Use and Condition was defined in the Citywide Analysis and the data provided on this metric is clear and helpful to me.



6. I understand how both the Citywide Analysis and stakeholder input will be used to inform recommendations for the Long Term School Plan.



7. I understand the timeline and next steps for the Long-Term School Planning Process.



09/28 Meeting: Illustrative Input

Identify the most important things that you want CMSD to consider within the decision-making process

Need to ensure access to diverse, quality programs in all areas of the city

- "Trades in school, alternative education programming"
- "Programs available in high school are limited in different schools across the district"
- "Offer programs on both sides of town so students aren't forced to go to closer school due to lack of transportation."

Listed factors to consider

 Student voice, addressing bullying/building safety, transportation, efficiency, community partnerships, open door policy

Help CMSD understand how you would make the decision

Prioritize strategically and openly

- "Focus on future, not just today; focus on needs, not personal wants."
- "Future career projections"
- "Clearly set the criteria for prioritization; maximize facilities for most students, even if it means fewer schools"

Community input, community perspective

- "With the full community in each neighborhood"
- "Need to consider how the city and the neighborhoods and community partners work together"

Offer advice on how we help the community to make hard decisions

Consistent and transparent communication

- "Be honest and update constantly; provide complete rationale."
- "Communicate options that give the communities reasons to stay in the district (extracurricular programming, resources for special needs, etc.)"
- "Meet parents where they are; 'communication on the curb'"
- "Look for partners teachers and community members who buy in to convey the message."

Share suggestions on how we should talk about the decisions and rationale in the most impacted communities

Clear, understandable message

- "Visual demonstration of school building problems"
- "The costs of empty seats financial, educational & learning, culture in schools/community, etc."
- "Communicate the benefits, no matter the outcome."

Broad outreach

- "Specific family meetings for all students affected; multiple opportunities to share information."
- "Don't assume that the people who don't show up are indifferent to what happens in their school/community."

Prompts	Questions / Ideas / Suggestions
a) Identify the most important things that you want CMSD to consider within the decision-making process.	het's Value Wocational programs, too, for examine welding, custome her design, design, etc. Every student can bearn and has falent
b) Help CMSD understand how you would make the decision.	Foethere careers projection
c) Offer advice on how we can help the community to make hard decisions.	Soud nuder
d) Share suggestions on how we should talk about the decisions and rationale in the most impacted communities.	Cleb mtys, Svent meden. J.heis, Street clubs, Stores
	a) Identify the most important things that you want CMSD to consider within the decision-making process. b) Help CMSD understand how you would make the decision. c) Offer advice on how we can help the community to make hard decisions.

Prompts	Questions / Ideas / Suggestions
a) Identify the most important things that you want CMSD to consider within the decision-making process.	Partnership with Tri-C especially in work Farce development.
b) Help CMSD understand how you would make the decision.	
c) Offer advice on how we can help the community to make hard decisions.	
d) Share suggestions on how we should talk about the decisions and rationale in the most impacted communities.	
	a) Identify the most important things that you want CMSD to consider within the decision-making process. b) Help CMSD understand how you would make the decision. c) Offer advice on how we can help the community to make hard decisions.

Prompts	Questions / Ideas / Suggestions
a) Identify the most important things that you want CMSD to consider within the decision-making process.	
b) Help CMSD understand how you would make the decision.	
c) Offer advice on how we can help the community to make hard decisions.	
d) Share suggestions on how we should talk about the decisions and rationale in the most impacted communities.	
	a) Identify the most important things that you want CMSD to consider within the decision-making process. b) Help CMSD understand how you would make the decision. c) Offer advice on how we can help the community to make hard decisions.

Topic area	Prompts	Questions / Ideas / Suggestions
Content	b) Help CMSD understand how	Aftispric community was been short - changed, hirwin- west needs to rebuilt in new school, hereds to rebuilt in new school, and sy will help storative of the stranger will help storative of the stranger community and the west side the west side
Communication	c) Offer advice on how we can help the community to make hard decisions.	end the metro-trospectal project. it will be on motidate to outential gentritication. En short, on new subsol will help leaverge to 1. more people 2 e conomiz proce to present, in addition to help roke of the Repty promises,
	d) Share suggestions on how we should talk about the decisions and rationale in the most impacted communities.	B peurlop viteria. puplish it. The make devision brosevo or it. Criteria conco include; 1. reghber hood growth 2. Econom. 2 development 3. Empresión heolth.

Topic area	Prompts	Questions / Ideas / Suggestions
Content	a) Identify the most important things that you want CMSD to consider within the decision-making process.	- Seell to Improve relaborhoods, comme - Academics / Smaller class sizes/ More teachers / Wholestic of Programs IN onde Building Should (and He issue of Building construction, Remodeling, on Destacetion
	b) Help CMSD understand how you would make the decision.	PERMODELLING ON DESTRUCTION
Communication	c) Offer advice on how we can help the community to make hard decisions.	
	d) Share suggestions on how we should talk about the decisions and rationale in the most impacted communities.	

Topic area	Prompts	Questions / Ideas / Suggestions
Content Conten	a) Identify the most important things that you want CMSD to consider within the decision-making process. b) Help CMSD understand how you would make the decision.	- Building safety updating-south - Ideal of engaging the community heed - Surrounding Neigh borhood - having Chorces - Open Roor policy of Clean, Safe - Bullying of Clean, Safe - Roomse academy - Teacher - wave program acternative
Communication	c) Offer advice on how we can help the community to make hard decisions.	who are the ROII medels anymore multiple Pathway in 1 School
	d) Share suggestions on how we should talk about the decisions and rationale in the most impacted communities.	Jeffry Allen- working on ARIS PROJECTION. - John Haye - How money is being allocated - game plan combine in one place ID u/m du school dumping ground - 8Th grade Level, Needs NOT being met.

Topic area	Prompts	Questions / Ideas / Suggestions
Content	a) Identify the most important things that you want CMSD to consider within the decision-making process. MATASAM TEN AND TO SUCH ASSERTION OF SUCH ASSERTIO	population of the Area - how many will so to courge got kids basically Prepared - not village prep Transportation issues - not avoilable Job viability Staloy accels to be done then addressed offer proseams in schools both Stalogy to ice Sides of town so state to the Stalogy to ice Sides of town so state to the current forced to go to a what wind of high close schools due to lack school they want of transportation.
	b) Help CMSD understand how you would make the decision.	Transportation- RTA US. COST OF providing buses To Kids re-Analyze it LISTEN TO STUDENTS and Educators and address concerns offer same program charces to both sides of Town so students have a choice
Communication	c) Offer advice on how we can help the community to make hard decisions.	Be honest and update constantly provide complete rationale complete rationale allow parents to ATTEND The decision making meetings
	d) Share suggestions on how we should talk about the decisions and rationale in the most impacted communities.	Community meetings for all the statements affected multiple opportunities to share information

Topic area	Prompts	Questions / Ideas / Suggestions
Content	a) Identify the most important things that you want CMSD to consider within the decision-making process.	Innoverbre comprehensive Schools fullecting her learning needs to lask like tholay a tomorrow. School/campus operations a admissioniche Down John Ma-skall = Head of School al Pragram Directors.
	b) Help CMSD understand how you would make the decision.	Form fallers Functions C. In the Juli Community in each news abordsond Facilitated alexandrians by non-ausp individuals Traverse visitely A dates in Somets acceptable to All
Communication	c) Offer advice on how we can help the community to make hard decisions.	Tours (" spread volume of the Carelon's Acuty = Mon-cust individual cours Eric's a the branch states the cares compars on poleries. to the
	d) Share suggestions on how we should talk about the decisions and rationale in the most impacted communities.	The Casts at empty Seats Is Financial of learning Is coluctermed of learning Is culture in Schools, community, et

Topic area	Prompts	Questions / Ideas / Suggestions
Content	a) Identify the most important things that you want CMSD to consider within the decision-making process.	THATA MATERS. LET PEOPLE VOTE WITH THEIR FEET
	b) Help CMSD understand how you would make the decision.	10 LIER TO KNOW MIRE Showt what 15 600000 pato The vacuum
Communication	c) Offer advice on how we can help the community to make hard decisions.	BE AS form AR POSSIBLE
	d) Share suggestions on how we should talk about the decisions and rationale in the most impacted communities.	communcate the benefits.

UZ- MY TABLE FACILITATION WAS AMAZING ...

Topic area	Prompts	Questions / Ideas / Suggestions
Content	a) Identify the most important things that you want CMSD to consider within the decision-making process.	TRUE EQUITY- PROXIMATE ACCESS TO PROGRAMS CREATING COMMUNITY IDENTITY ABOUND HIGH SUITOOLS - GEOGRAPPHIC WHERE POSSIBLE BUT NOT HIGHEST PEIGRITY
	b) Help CMSD understand how you would make the decision.	CLEARLY SET THE CRITERIA FOR PRIORITIZE MAXIMUM FACILITIES FOR MOST STUDENTS EVEN IF IT MEMIS FEWER SCHOOLS
Communication	c) Offer advice on how we can help the community to make hard decisions.	GET THEIR ATTENTION DISTUL INFORMATION - TO HERP ATTENTION COMMUNICATE, COMMUNICATE, COMMUNICATE
	d) Share suggestions on how we should talk about the decisions and rationale in the most impacted communities.	SOUTH MEDIA - MIND MIXER POLL GET FEEDBACK THEOLYGH POT STUDENTS OUT FRONT TO PUBLICLY TALK ABOUT IT. FULL TRANSPARENCY CHURCHES

Prompts	Questions / Ideas / Suggestions
a) Identify the most important things that you want CMSD to consider within the decision-making process.	Make sure all data is viable and accurate. For instance, much of ovailable late for graditate is insecurate on students who move. Rate the success of existing programs with student entry into post-secondary options.
b) Help CMSD understand how you would make the decision.	O Verify data with correct into on grad rate and substity Dalver follow-up questionnaires to recent alumni for awareness of post-sec careers
c) Offer advice on how we can help the community to make hard decisions.	Parciels must be involved at the school level. The message must be delivered with paramets in terms of next steps, not past shortcomings
d) Share suggestions on how we should talk about the decisions and rationale in the most impacted communities.	1. Involve teachers 2. Involve community leaders
	a) Identify the most important things that you want CMSD to consider within the decision-making process. b) Help CMSD understand how you would make the decision. c) Offer advice on how we can help the community to make hard decisions.

Topic area	Prompts	Questions / Ideas / Suggestions
b) Help CN underst	a) Identify the most important things that you want CMSD to consider within the decision-making process.	1) Right-Size the DISTRICT FOOTPRINT SO OPERATIONAL COSTS ARE CONTRolled INTO the Reture. 2) PROVIDE GREAT OPPORTONITIES POR All Kids, LEAN TOWARDS helping Under-per Ronming Students
	b) Help CMSD _ understand how you would make the decision.	FOCUS ON FUTURE, NOT JUST TODAY, FOCUS ON NOODS, NOT PERSONAL WARTS.
Communication	c) Offer advice on how we can help the community to make hard decisions.	- More Timely, Sworer RATHER THAN LATER - STATE JUSTIFICATION/REASONS - Keep IT Simple - Good on BAD News, Tell US"
	d) Share suggestions on how we should talk about the decisions and rationale in the most impacted communities.	- Building PRINCIPALS should have Regular Meetings - INVITE IN COMMUNITY, garden foodback. - Make web page easier to use to Provide foodback to school - Respond to Questions

Topic area	Prompts	Questions / Ideas / Suggestions
Content	a) Identify the most important things that you want CMSD to consider within the decision-making process.	CONDENSE OTHER HIGH SCHOOLS NITH PROGRAMMING TO INCREASE THE POPULATION WORKING WITH JUST ONE SCHOOL WE HAVE TOO MANY SCHOOLS WITH PROGRAMMING AVAILABLE HAVING THESE PROGRAMS IN DIFFERENT SCHOOLS MAKE IT DIFFICULT TO RETAIN STUDENTS
	b) Help CMSD understand how you would make the decision.	SCHOOLS IN THE SAME COMMUNITY SUPPERS ENROLLMENT MORE PROGRAMMING INCRUASES SOCIAL EMOTIONAL LEARNING
Communication	c) Offer advice on how we can help the community to make hard decisions.	COMMUNICATE OPTIONS THAT GIVE THE COMMUNITIES REASONS TO STAY IN THE DISTRICT. PROBRAMMING, ABSISTANCE TO SPECIAL NEEDS)
	d) Share suggestions on how we should talk about the decisions and rationale in the most impacted communities.	

Topic area	Prompts	Questions / Ideas / Suggestions
Content	a) Identify the most important things that you want CMSD to consider within the decision-making process.	
	b) Help CMSD understand how you would make the decision.	
Communication	c) Offer advice on how we can help the community to make hard decisions.	& Engage city council to help communicate
	d) Share suggestions on how we should talk about the decisions and rationale in the most impacted communities.	

Topic area	Prompts	Questions / Ideas / Suggestions
Content	a) Identify the most important things that you want CMSD to consider within the decision-making process.	I would like parents, students and the comments for be more informed and aware of whats gard on in the comments
	b) Help CMSD understand how you would make the decision.	I will make suggestions
Communication	c) Offer advice on how we can help the community to make hard decisions.	Leach at by getting fre commondy at maybe having-events
	d) Share suggestions on how we should talk about the decisions and rationale in the most impacted communities.	Yos, whether he bay phone call, web, mail.

Topic area	Prompts	Questions / Ideas / Suggestions
Content	a) Identify the most important things that you want CMSD to consider within the decision-making process.	Consider the revources each community can leverage, with potential & existing partnerships. This can increase viability.
	b) Help CMSD understand how you would make the decision.	get true community impact including from students.
Communication	c) Offer advice on how we can help the community to make hard decisions.	Conclense & simplify this information to mast distribute so that they understand. Share this survey dinline & in schools for parents and students.
	d) Share suggestions on how we should talk about the decisions and rationale in the most impacted communities.	There will be people who will always come to these meetings & speak up the most for certain communities. Don't assume that the people who don't show up are indifferent to what happens in their school or community.

fy the most rtant things ou want CMSD isider within ecision-making ss.	Quality / Student voice pert qual/ all exty inversant pert qual/ meking at visible
CMSD	
rstand how rould make the on.	prepares Should nother, not gue + though upon
advice on how n help the unity to make lecisions.	fores/precessories Crysq Prof & / where 'they are Connected on the conte
suggestions on we should talk the decisions ationale in ost impacted aunities.	make it visud make it visud make it visud make it visud
	dvice on how help the unity to make ecisions. suggestions on ve should talk the decisions tionale in ost impacted

Topic area	Prompts	Questions / Ideas / Suggestions
Men greatine au not near	a) Identify the most important things that you want CMSD to consider within the decision-making process.	Almed: went parents of families to be involved. Statistical proefer voice. New approach to comprehensive high schools throw and I want to do, I just want a gradity education, well-randed."
	b) Help CMSD understand how you would make the decision.	prove you care about all kids in all peighborhoods of Families (ease neighborhoods where there are no quality programs. Spread he meet nout of the whole footpans of programs of promise offered far by across the whole footpans
Communication The Transfer of the American State of the American S	Offer advice on how we can help the community to make hard decisions. Share suggestions on how we should talk about the decisions and rationale in the most impacted communities.	Take Svic's way of being to the Streets- the cours out side of schools. Brild trust around our hopes & dreamson

Topic area	Prompts	Questions / Ideas / Suggestions
Content	a) Identify the most important things that you want CMSD to consider within the decision-making process.	Sports Equity of Access Community Neighborhood Stakeholders Travel Kime Historical connections Student's ideas. Hell Voice
	b) Help CMSD understand how you would make the decision.	Church Convil Say Yes Rathorate
Communication	c) Offer advice on how we can help the community to make hard decisions.	How to value other porths other than Say Yes Mind Mixer (Edgewater beach House)
	d) Share suggestions on how we should talk about the decisions and rationale in the most impacted communities.	

Topic area	Prompts	Questions / Ideas / Suggestions
Content	a) Identify the most important things that you want CMSD to consider within the decision-making process.	making sure all neighborhoods have access
	b) Help CMSD understand how you would make the decision.	need to consider how the city and the neighborhoods and community partners work together
Communication	c) Offer advice on how we can help the community to make hard decisions.	take advantage of partnerships in the community look for partners - teachers and community members who buy in - to convey the missage
	d) Share suggestions on how we should talk about the decisions and rationale in the most impacted communities.	community members need clear explanation of the problems we are facing visual demonstration of school building problem

Topic area	Prompts	Questions / Ideas / Suggestions
Content	b) Help CMSD understand how	· Engaging the community · Community Relationships · Trades in School WI Area Partners · Open Door Policy · Positive Government => Claur, Safe, Visible Information · Positive Confirmation · Smaller Class Sizes · Addressing Bulling, · Alternative Education Programming
Communication	c) Offer advice on how we can help the community to make hard decisions.	
	d) Share suggestions on how we should talk about the decisions and rationale in the most impacted communities.	Pathways in One Aldy. Different "Choice" ophons ex. Default to Home School, but Social / Diversity in Aldy. Mintern the choice ophon

Topic area	Prompts	Questions / Ideas / Suggestions
Content Relationse associtat	a) Identify the most important things that you want CMSD to consider within the decision-making process.	Safety access to quality updated materials Barber, Cosmetology More Trade schools
	b) Help CMSD understand how you would make the decision.	
Communication	c) Offer advice on how we can help the community to make hard decisions.	
	d) Share suggestions on how we should talk about the decisions and rationale in the most impacted communities.	

Topic area	Prompts	Questions / Ideas / Suggestions
Content	a) Identify the most important things that you want CMSD to consider within the decision-making process.	
	b) Help CMSD understand how you would make the decision.	
Communication	c) Offer advice on how we can help the community to make hard decisions.	
	d) Share suggestions on how we should talk about the decisions and rationale in the most impacted communities.	

Prompts	Questions / Ideas / Suggestions
a) Identify the most important things that you want CMSD to consider within the decision-making process.	
b) Help CMSD understand how you would make the decision.	
c) Offer advice on how we can help the community to make hard decisions.	
d) Share suggestions on how we should talk about the decisions and rationale in the most impacted communities.	
	a) Identify the most important things that you want CMSD to consider within the decision-making process. b) Help CMSD understand how you would make the decision. c) Offer advice on how we can help the community to make hard decisions.

Topic area	Prompts	Questions / Ideas / Suggestions
Content	a) Identify the most important things that you want CMSD to consider within the decision-making process.	Quality defliciency - Limited funding Follow the trend Back to Efficiency w/capacity 9/50 Up Keep of old Buildings
	b) Help CMSD understand how you would make the decision.	Increase enrollment in specialized school expand Meaning Simplify the application process & open # of slots Box Let's Also think about fairness & efficiency - Do you want tobe in a Sofe building - old Buildings
Communication	c) Offer advice on how we can help the community to make hard decisions.	
	d) Share suggestions on how we should talk about the decisions and rationale in the most impacted communities.	

Topic area	Prompts	Questions / Ideas / Suggestions
Content	a) Identify the most important things that you want CMSD to consider within the decision-making process.	Please consider creating a Career Center to house all of the pathways in our district and then create a total of. 6 schools for comprehensive education
	b) Help CMSD understand how you would make the decision.	
Communication	c) Offer advice on how we can help the community to make hard decisions.	
	d) Share suggestions on how we should talk about the decisions and rationale in the most impacted communities.	

Topic area	Prompts	Questions / Ideas / Suggestions
Content	important things that you want CMSD to consider within the decision-making process.	PROGRAMS AVAILABLE IN HIGH SCHOOL ARE LIMITED IN DIFFERENT SCHOOLS ACROSS THE DISTRICT DISTRI
Communication	c) Offer advice on how we can help the community to make hard decisions.	
	d) Share suggestions on how we should talk about the decisions and rationale in the most impacted communities.	

Prompts	Questions / Ideas / Suggestions
a) Identify the most important things that you want CMSD to consider within the decision-making process.	Real-time communication Transparency Commecting with Partners (Parent, children etc)
b) Help CMSD understand how you would make the decision.	See above Understand and Visiting Communication Opportunities
c) Offer advice on how we can help the community to make hard decisions.	
d) Share suggestions on how we should talk about the decisions and rationale in the most impacted communities.	
	a) Identify the most important things that you want CMSD to consider within the decision-making process. b) Help CMSD understand how you would make the decision. c) Offer advice on how we can help the community to make hard decisions.

Prompts	Questions / Ideas / Suggestions
a) Identify the most important things that you want CMSD to consider within the decision-making process.	
b) Help CMSD understand how you would make the decision.	
c) Offer advice on how we can help the community to make hard decisions.	
d) Share suggestions on how we should talk about the decisions and rationale in the most impacted communities.	
	a) Identify the most important things that you want CMSD to consider within the decision-making process. b) Help CMSD understand how you would make the decision. c) Offer advice on how we can help the community to make hard decisions.

Topic area	Prompts	Questions / Ideas / Suggestions
Content	a) Identify the most important things that you want CMSD to consider within the decision-making process.	Egity with fixelity/proximity for all students
	b) Help CMSD understand how you would make the decision.	conventsed version of today at building level for perents/students
Communication	c) Offer advice on how we can help the community to make hard decisions.	
	d) Share suggestions on how we should talk about the decisions and rationale in the most impacted communities.	

Prompts	Questions / Ideas / Suggestions
a) Identify the most important things that you want CMSD to consider within the decision-making process.	
	100
b) Help CMSD understand how you would make the decision.	· · · · · · · · · · · · · · · · · · ·
c) Offer advice on how we can help the community to make hard decisions.	
d) Share suggestions on how we should talk about the decisions and rationale in the most impacted communities.	
	a) Identify the most important things that you want CMSD to consider within the decision-making process. b) Help CMSD understand how you would make the decision. c) Offer advice on how we can help the community to make hard decisions.

Prompts	Questions / Ideas / Suggestions
a) Identify the most important things that you want CMSD to consider within the decision-making process.	
b) Help CMSD understand how you would make the decision.	
c) Offer advice on how we can help the community to make hard decisions.	
d) Share suggestions on how we should talk about the decisions and rationale in the most impacted communities.	
	a) Identify the most important things that you want CMSD to consider within the decision-making process. b) Help CMSD understand how you would make the decision. c) Offer advice on how we can help the community to make hard decisions.

Topic area	Prompts	Questions / Ideas / Suggestions
Content	a) Identify the most important things that you want CMSD to consider within the decision-making process.	East side area's are affraid to put their children in those high schools. Smaller class sizes to a teacher or Two teachers to one class room would increase the class sizes.
	b) Help CMSD understand how you would make the decision. More T.T. Schools.	Start with Two or more teachers to one class. More Academic help. More Security on the East Side. Parents need to know their children are safe when sending them to school. Students Should Feel Safe going the school.
	c) Offer advice on how we can help the community to make hard decisions.	The same of the sa
	d) Share suggestions on how we should talk about the decisions and rationale in the most impacted communities.	Video tow Offer prizes .9+
		Communitie meetings

Prompts	Questions / Ideas / Suggestions
a) Identify the most important things that you want CMSD to consider within the decision-making process.	
b) Help CMSD understand how you would make the decision.	
c) Offer advice on how we can help the community to make hard decisions.	
d) Share suggestions on how we should talk about the decisions and rationale in the most impacted communities.	
	a) Identify the most important things that you want CMSD to consider within the decision-making process. b) Help CMSD understand how you would make the decision. c) Offer advice on how we can help the community to make hard decisions.