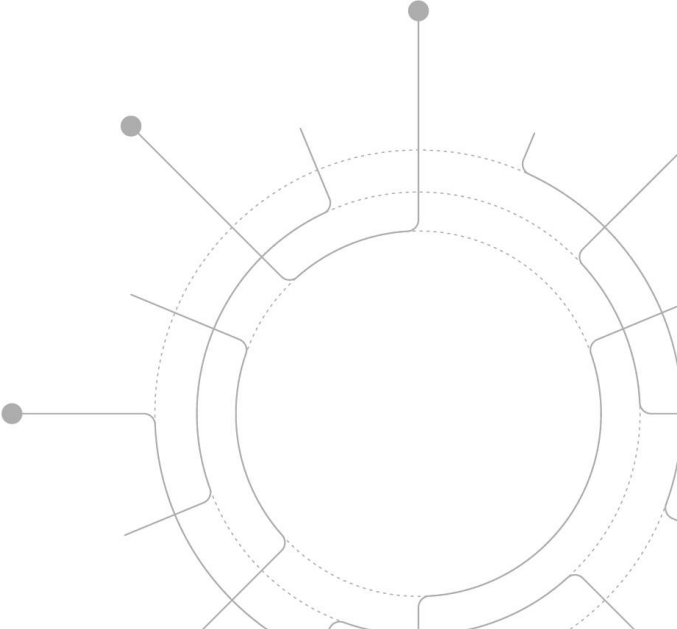




# LONG-TERM SCHOOL PLAN

Summary of Citywide Analysis and Stakeholder Input by Region

May 2019



# The Long-Term School Plan Recommendations will be informed by the Citywide Analysis and Stakeholder Input

## Citywide Analysis



Academic Quality



Enrollment & Choice



Program Viability



Building Use & Condition



## Stakeholder Input



## Long-Term School Plan Recommendations

- ✓ School program redesign
- ✓ Enrollment strategies
- ✓ School program consolidation or closure
- ✓ New building construction
- ✓ Building renovation
- ✓ Building closure
- ✓ Other

## Citywide Analysis



**Academic Quality**



**Enrollment &  
Choice**



**Program Viability**



**Building Use  
& Condition**



## Stakeholder input



## Long-Term School Plan Recommendations

- ✓ School program redesign
- ✓ Enrollment strategies
- ✓ School program consolidation or closure
- ✓ New building construction
- ✓ Building renovation
- ✓ Building closure
- ✓ Other

# Methodology for using the Citywide Analysis to identify opportunities for action: District K-8 Schools

**Key Question** | What does the Citywide Analysis suggest are the most critical opportunities for action in District K-8 schools?



## Academic Quality



## Enrollment & Viability



## Building Use and Condition

### Top-down: Regional summary

Do students have equitable access to high quality options in the region?  
Are there existing high quality programs that could serve more students?

Given forecast enrollment and program viability targets, how many school programs should ideally be operated in the region?

Do students have equitable access to modernized buildings?  
What is the capacity of modernized buildings in the region to serve more students?

### Bottoms-up: Specific schools

Which schools are currently rated D or F on the state report card?

Which schools are below the minimum enrollment thresholds for program viability (360 students K-8 schools)?

What buildings in the region pre-date 2002 (when the latest Master Facilities Plan launched)?

Key  
Question

What are the most critical opportunities for action in District K-8 schools according to the Citywide Analysis?



## Academic Quality

- **75% of District students are enrolled in the 12 D or F-rated schools** in the region
- There are 2,000 students in F-rated schools, while there are close to **500 open seats in C-rated schools**

Top-down:  
Regional  
summary



## Enrollment & Viability

- It is forecast that 4,197 K-8 students will attend District schools in SY 2022-23
- Dividing that enrollment by minimum and desired enrollment targets suggests **9-12 schools would be sustainable**
- There are **16 District schools** in operation today



## Building Use and Condition

- **81% of students** attending District K-8 schools **are served in buildings that are newly built/renovated since 2002**
- Adjusted capacity of new/renovated buildings in the region: 5,827
- Based on forecast enrollment, there will be **roughly 1,630 excess seats in existing new/renovated buildings**

Bottoms-up:  
Specific schools

**District schools currently rated D or F on the Ohio Report Card<sup>1</sup>**

- Wade Park
- Michael R White
- East Clark
- Mary M Bethune
- Case
- Mary B Martin
- Iowa-Maple
- FDR
- Patrick Henry
- Willson
- Hannah Gibbons
- O H Perry

**District schools below minimum enrollment target of 360 students<sup>2</sup>**

- Euclid Park
- Willson
- Mary M Bethune
- Case
- Patrick Henry
- Mary B Martin
- O H Perry
- Hannah Gibbons
- Daniel Morgan
- Iowa-Maple
- East Clark
- Michael R White
- Kenneth Clement BLA

**District buildings that pre-date 2002**

- Case<sup>3</sup>
- Iowa-Maple<sup>3</sup>
- Michael R White<sup>3</sup>
- Kenneth Clement BLA

<sup>1</sup> Schools are listed in descending order of report card score (highest to lowest)

<sup>2</sup> Schools are listed in descending order of enrollment (highest to lowest)

<sup>3</sup> Buildings are part of the 2014 Master Facilities Plan Segments 8 and 9

Key  
Question

What are the most critical opportunities for action in District K-8 schools according to the Citywide Analysis?



## Academic Quality

- **100% of District students are enrolled in the nine D or F-rated schools** in the region as there are not currently any A, B or C-rated District schools in the region
- There are roughly 1,300 students in F-rated schools

Top-down:  
Regional  
summary



## Enrollment & Viability

- It is forecast that 3,417 K-8 students will attend District schools in SY 2022-23
- Dividing that enrollment by minimum and desired enrollment targets suggests **8-9 schools would be sustainable**
- There are **9 District schools** in operation today



## Building Use and Condition

- **63% of students** attending District K-8 schools are **served in buildings that are newly built/renovated since 2002**
- Adjusted capacity of new/renovated buildings in the region: 2,742
- **New or renovated buildings could not accommodate all students** forecast for the region

Bottoms-up:  
Specific schools

### District schools currently rated D or F on the Ohio Report Card<sup>1</sup>

- Campus International
- Carver
- Marion-Sterling
- Harvey Rice
- Dike
- Sunbeam
- Benesch
- Grdina
- Bolton

### District schools below minimum enrollment target of 360 students<sup>2</sup>

- Sunbeam
- Grdina
- Carver
- Benesch
- Marion-Sterling
- Bolton

### District buildings that pre-date 2002

- Benesch
- Bolton<sup>3</sup>
- Dike<sup>3</sup>
- Marion-Sterling<sup>3</sup>

<sup>1</sup> Schools are listed in descending order of report card score (highest to lowest)

<sup>2</sup> Schools are listed in descending order of enrollment (highest to lowest)

<sup>3</sup> Buildings are part of the 2014 Master Facilities Plan Segments 8 and 9

Key  
Question

What are the most critical opportunities for action in District K-8 schools according to the Citywide Analysis?



## Academic Quality

- **88% of District students are enrolled in the 11 D or F-rated schools** in the region
- There are roughly **2,000 students in F-rated schools**, with approximately **100 open seats in C-rated schools**

Top-down:  
Regional  
summary



## Enrollment & Viability

- It is forecast that 4,498 K-8 students will attend District schools in SY 2022-23
- Dividing that enrollment by minimum and desired enrollment targets suggests **10-12 schools would be sustainable**
- There are **13 District schools** in operation today

Bottoms-up:  
Specific schools

**District schools currently rated D or F on the Ohio Report Card<sup>1</sup>**

- Miles
- Nathan Hale
- Willow
- Stevenson
- A.J. Rickoff
- Fullerton
- Miles Park
- Warner GLA
- Charles Dickens
- Jamison
- Charles Eliot

**District schools below minimum enrollment target of 360 students<sup>2</sup>**

- Jamison
- Charles Eliot
- Fullerton
- Willow
- Whitney Young<sup>4</sup>



## Building Use and Condition

- **95% of students** attending District K-8 schools are served in buildings that are newly built/renovated since 2002
- Adjusted capacity of new/renovated buildings in the region: 5,460
- Based on forecast enrollment, there will be **roughly 1,000 excess seats in existing new/renovated buildings**

**District buildings that pre-date 2002**

- Willow

<sup>1</sup> Schools are listed in descending order of report card score (highest to lowest)

<sup>2</sup> Schools are listed in descending order of enrollment (highest to lowest)

<sup>3</sup> Buildings are part of the 2014 Master Facilities Plan Segments 8 and 9

<sup>4</sup> Starting in SY19-20, Whitney Young K-8 program will no longer be a stand alone program

Key  
Question

What are the most critical opportunities for action in District K-8 schools according to the Citywide Analysis?



## Academic Quality

Top-down:  
Regional  
summary

- **85% of District students are enrolled in the 11 D or F-rated schools** in the region
- There are roughly **1,000 students in F-rated schools**, with approximately **100 open seats in B or C-rated schools**



## Enrollment & Viability

- It is forecast that 5,402 K-8 students will attend District schools in SY 2022-23
- Dividing that enrollment by minimum and desired enrollment targets suggests **12-15 schools would be sustainable**
- There are **14 District schools** in operation today



## Building Use and Condition

- **52% of students** attending District K-8 schools are **served in buildings that are newly built/renovated since 2002**
- Adjusted capacity of new/renovated buildings in the region: 3,367
- **New or renovated buildings could not accommodate all students** forecast for the region

Bottoms-up:  
Specific schools

### District schools currently rated D or F on the Ohio Report Card<sup>1</sup>

- Scranton
- Wilbur Wright
- Marin
- Gallagher
- Almira
- Buhrer
- Orchard
- Marion Seltzer
- Waverly
- Tremont
- Booker

### District schools below minimum enrollment target of 360 students<sup>2</sup>

- Dunbar
- Louisa May Alcott<sup>4</sup>
- Booker
- Louis Agassiz
- Waverly

### District buildings that pre-date 2002

- Gallagher<sup>3</sup>
- Louis Agassiz
- Marin
- Marion Seltzer<sup>3</sup>
- Scranton
- Tremont<sup>3</sup>

<sup>1</sup> Schools are listed in descending order of report card score (highest to lowest)

<sup>2</sup> Schools are listed in descending order of enrollment (highest to lowest)

<sup>3</sup> Buildings are part of the 2014 Master Facilities Plan Segments 8 and 9

<sup>4</sup> Louisa May Alcott is a K-5 school in a capacity-constrained building, so its enrollment has been prorated



Key  
Question

What are the most critical opportunities for action in District K-8 schools according to the Citywide Analysis?



## Academic Quality

Top-down:  
Regional  
summary

- **73% of District students are enrolled in the five D or F-rated schools in the region**
- **There are 267 students attending F-rated schools, with approximately 265 open seats in the region's B-rated school**

Bottoms-up:  
Specific schools

- District schools currently rated D or F on the Ohio Report Card<sup>1</sup>**
- Mooney
  - Ben Franklin
  - William Cullen Bryant
  - Thomas Jefferson
  - Walton



## Enrollment & Viability

- It is forecast that 3,153 K-8 students will attend District schools in SY 2022-23
- Dividing that enrollment by minimum and desired enrollment targets suggests **7-9 schools would be sustainable**
- There are **8 District schools** in operation today

**District schools below minimum enrollment target of 360 students<sup>2</sup>**

- Denison
- Walton



## Building Use and Condition

- **28% of students** attending District K-8 schools are **served in buildings that are newly built/renovated since 2002**
- Adjusted capacity of new/renovated buildings in the region: 1,525
- **New or renovated buildings could not accommodate all students** forecast for the region

**District buildings that pre-date 2002**

- Ben Franklin
- Clark<sup>3</sup>
- Denison<sup>3</sup>
- Mooney
- Walton

<sup>1</sup> Schools are listed in descending order of report card score (highest to lowest)

<sup>2</sup> Schools are listed in descending order of enrollment (highest to lowest)

<sup>3</sup> Buildings are part of the 2014 Master Facilities Plan Segments 8 and 9

Key  
Question

What are the most critical opportunities for action in District K-8 schools according to the Citywide Analysis?



## Academic Quality

Top-down:  
Regional  
summary

- **45% of District students are enrolled in the three D or F-rated schools** in the region
- There are **no F-rated schools** in the region and there are approximately **270 open seats in the region's C-rated schools**

Bottoms-up:  
Specific schools

- District schools currently rated D or F on the Ohio Report Card<sup>1</sup>**
- Newton D Baker
  - R G Jones
  - Garfield



## Enrollment & Viability

- It is forecast that 3,304 K-8 students will attend District schools in SY 2022-23
- Dividing that enrollment by minimum and desired enrollment targets suggests **7-9 schools would be sustainable**
- There are **8 District schools** in operation today

- District schools below minimum enrollment target of 360 students<sup>2</sup>**
- MacArthur GLA
  - Clara Westropp
  - Valley View BLA



## Building Use and Condition

- **61% of students** attending District K-8 schools are **served in buildings that are newly built/renovated since 2002**
- Adjusted capacity of new/renovated buildings in the region: 1,363
- **New or renovated buildings could not accommodate all students** forecast for the region

- District buildings that pre-date 2002**
- Clara Westropp
  - MacArthur GLA<sup>3</sup>
  - Newton D Baker
  - Valley View BLA<sup>3</sup>

<sup>1</sup> Schools are listed in descending order of report card score (highest to lowest)

<sup>2</sup> Schools are listed in descending order of enrollment (highest to lowest)

<sup>3</sup> Buildings are part of the 2014 Master Facilities Plan Segments 8 and 9

# Methodology for using the Citywide Analysis to identify opportunities for action: Charter K-8 Schools

**Key Question** | What does the Citywide Analysis suggest are the most critical opportunities for action in charter K-8 schools?



## Academic Quality



## Enrollment



## Building Use

### Top-down: Regional summary

Do students have equitable access to high quality options in the region?  
Are there existing high quality programs that could serve more students?

Given the forecast for charter school enrollment and the number of existing charter schools in the region, what is the average enrollment level for a school in the region?

Of the schools that reported capacity, what is the capacity to serve more students?

### Bottoms-up: Specific schools

Which schools are currently rated D or F on the state report card?

Which schools have the smallest enrollment in the region?

What schools that reported capacity have the lowest utilization percentage?

**Key  
Question**

What are the most critical opportunities for action in charter K-8 schools according to the Citywide Analysis?



## Academic Quality

- 73% of charter students are enrolled in the 11 D or F-rated schools in the region
- There are 775 students attending F-rated schools



## Enrollment

- It is forecast that 3,962 K-8 students will attend charter schools in SY 2022-23
- There were 15 charter schools in operation in SY 2017-18
- On average, 305 students would be enrolled in each charter school in 2022-23



## Building Use

- Of charter schools that reported capacity, 78% of seats are utilized
- Roughly 700 excess charter seats exist in the region

**Top-down:  
Regional  
summary**

**Charter schools currently rated D or F on the Ohio Report Card<sup>1</sup>**

- Imagine Bella
- Apex Academy
- Horizon Science MS
- Citizens Academy
- East Academy
- University of Cleveland Prep
- Citizens Academy East
- Lake Erie College Prep
- Lakeshore Intergenerational
- East Prep Academy
- Stonebrook Montessori

**Enrollment of charter schools<sup>2</sup>**

- Village Prep, Cliffs (416)
- Citizens Academy
- University of Cleveland Prep
- Citizens Academy East
- Horizon Science MS
- E Prep, Cliffs<sup>4</sup>
- Imagine Bella
- East Academy
- Citizens Leadership
- Lake Erie College Prep
- East Prep Academy
- Lakeshore Intergenerational
- Stonebrook Montessori
- Constellation: Collinwood<sup>5</sup>
- CLA East (phase-in) (44)

**Charter schools with excess capacity<sup>3</sup>**

- East Academy
- CLA East (phase-in)
- Citizens Academy East
- Lake Erie College Prep
- University of Cleveland Prep
- Citizens Academy
- Lakeshore Intergenerational
- Village Prep, Cliffs

**Bottoms-up:  
Specific schools**

<sup>1</sup> Schools are listed in descending order of report card score (highest to lowest)

<sup>2</sup> Schools are listed in descending order of enrollment (highest to lowest)

<sup>3</sup> Schools are listed in descending order of open seats (highest to lowest)

<sup>4</sup> School is merging with Village Prep, Cliffs for the 2019-20 school year

<sup>5</sup> School closed at the end of the 2017-18 school year

Key  
Question

What are the most critical opportunities for action in charter K-8 schools according to the Citywide Analysis?



## Academic Quality

- **60% of charter students are enrolled in the three D or F-rated schools** in the region
- There are 0 students attending F-rated schools



## Enrollment

- It is forecast that 921 K-8 students will attend charter schools in SY 2022-23
- There are **4 charter schools** in operation today
- On average, **230 students** would be enrolled in each charter school in 2022-23



## Building Use

- Of charter schools that reported capacity, **51% of seats** are utilized
- Roughly 250 excess charter seats exist in the region

**Top-down:  
Regional  
summary**

**Bottoms-up:  
Specific schools**

- Charter schools currently rated D or F on the Ohio Report Card<sup>1</sup>**
- Stepstone Academy
  - Arts & Social Sciences

- Enrollment of charter schools<sup>2</sup>**
- Arts & Social Sciences (258)
  - Stepstone Academy
  - Intergenerational
  - Wings / HBCU Prep (212)

- Charter schools with excess capacity<sup>3</sup>**
- Arts & Social Sciences

<sup>1</sup> Schools are listed in descending order of report card score (highest to lowest)

<sup>2</sup> Schools are listed in descending order of enrollment (highest to lowest)

<sup>3</sup> Schools are listed in descending order of open seats (highest to lowest)

Key  
Question

What are the most critical opportunities for action in charter K-8 schools according to the Citywide Analysis?



## Academic Quality

- **62% of charter students are enrolled in the six D or F-rated schools** in the region
- There are **124 students attending F-rated schools**, with approximately **500 open seats in C-rated schools**



## Enrollment

- It is forecast that 2,577 K-8 students will attend charter schools in SY 2022-23
- There are **9 charter schools** in operation today
- On average, **286 students** would be enrolled in each charter school in 2022-23



## Building Use

- Of charter schools that reported capacity, **70% of seats** are utilized
- Roughly 900 excess charter seats exist in the region

Top-down:  
Regional  
summary

Bottoms-up:  
Specific schools

### Charter schools currently rated D or F on the Ohio Report Card<sup>1</sup>

- Village Prep, Woodland Hills
- Harvard Ave
- E Prep, Woodland Hills
- Chapelside
- Wash Park Community School
- Constellation: Eastside

### Enrollment of charter schools<sup>2</sup>

- Village Prep, Woodland Hills (440)
- Citizens Academy SE
- Harvard Ave
- Cleveland College Prep
- Hope Academy Northcoast
- Chapelside
- Wash Park Community School
- Constellation: Eastside
- Broadway Academy (120)

### Charter schools with excess capacity<sup>3</sup>

- Broadway Academy
- Chapelside
- Citizens Academy SE
- Hope Academy Northcoast
- Constellation: Eastside
- Wash Park Community School
- Cleveland College Prep
- Village Prep, Woodland Hills

<sup>1</sup> Schools are listed in descending order of report card score (highest to lowest)

<sup>2</sup> Schools are listed in descending order of enrollment (highest to lowest)

<sup>3</sup> Schools are listed in descending order of open seats (highest to lowest)

Key  
Question

What are the most critical opportunities for action in charter K-8 schools according to the Citywide Analysis?



## Academic Quality

Top-down:  
Regional  
summary

- **48% of charter students are enrolled in the two D or F-rated schools** in the region
- There are **0 students attending F-rated schools**, with more than **600 open seats in B or C-rated schools**

Bottoms-up:  
Specific schools

- Charter schools currently rated D or F on the Ohio Report Card<sup>1</sup>**
- Constellation: West Side Comm Arts
  - Constellation: Madison



## Enrollment

- It is forecast that 1,339 K-8 students will attend charter schools in SY 2022-23
- There are **5 charter schools** in operation today
- On average, **268 students** would be enrolled in each charter school in 2022-23

**Enrollment of charter schools<sup>2</sup>**

- Constellation: West Side Comm Arts (411)
- Constellation: Madison
- Hope Academy Northwest
- Near West Intergenerational
- E Prep Willard (180)



## Building Use

- Of charter schools that reported capacity, **61% of seats** are utilized
- Roughly 700 excess charter seats exist in the region

**Charter schools with excess capacity<sup>3</sup>**

- E Prep Willard
- Hope Academy Northwest
- Constellation: Madison

<sup>1</sup> Schools are listed in descending order of report card score (highest to lowest)

<sup>2</sup> Schools are listed in descending order of enrollment (highest to lowest)

<sup>3</sup> Schools are listed in descending order of open seats (highest to lowest)

Key  
Question

What are the most critical opportunities for action in charter K-8 schools according to the Citywide Analysis?



## Academic Quality

- **50% of charter students are enrolled in the three D or F-rated schools** in the region
- **There are 207 students attending F-rated schools**, with more than **400 open seats in the region's B or C-rated schools**



## Enrollment

- It is forecast that 1,631 K-8 students will attend charter schools in SY 2022-23
- There are 7 **charter schools** in operation today
- On average, **233 students** would be enrolled in each charter school in 2022-23



## Building Use

- Of charter schools that reported capacity, **68% of seats** are utilized
- Roughly 500 excess charter seats exist in the region

Top-down:  
Regional  
summary

**Charter schools currently rated D or F on the Ohio Report Card<sup>1</sup>**

- Constellation: Old Brooklyn Elementary
- Constellation: Stockyard Elementary
- Lincoln Prep

**Enrollment of charter schools<sup>2</sup>**

- Constellation: Old Brooklyn Elementary (338)
- Constellation: Stockyard Elementary
- Horizon: Denison
- Constellation: Old Brooklyn Middle
- Lincoln Prep
- Lincoln Park
- Constellation: Stockyard Middle (68)

**Charter schools with excess capacity<sup>3</sup>**

- Lincoln Park
- Constellation: Stockyard Middle
- Constellation: Stockyard Elementary
- Constellation: Old Brooklyn Middle
- Constellation: Old Brooklyn Elementary

Bottoms-up:  
Specific schools

<sup>1</sup> Schools are listed in descending order of report card score (highest to lowest)

<sup>2</sup> Schools are listed in descending order of enrollment (highest to lowest)

<sup>3</sup> Schools are listed in descending order of open seats (highest to lowest)



Key  
Question

What are the most critical opportunities for action in charter K-8 schools according to the Citywide Analysis?



## Academic Quality

Top-down:  
Regional  
summary

- **25% of charter students are enrolled in the three D or F-rated schools** in the region
- There are 10 students attending **F-rated schools** in the region and more than **400 open seats in the region's A, B or C-rated schools**

Bottoms-up:  
Specific schools

- Charter schools currently rated D or F on the Ohio Report Card<sup>1</sup>**
- West Prep
  - Constellation: Westpark Middle
  - Orchard Park



## Enrollment

- It is forecast that 1,916 K-8 students will attend charter schools in SY 2022-23
- There are 8 **charter schools** in operation today
- On average, **240 students** would be enrolled in each charter school in 2022-23

**Enrollment of charter schools<sup>2</sup>**

- Menlo Park (417)
- Constellation: Westpark Elementary
- West Prep
- Constellation: Westpark Middle
- West Park Academy
- Constellation: Puritas Elementary
- Constellation: Puritas Middle
- Global Ambassadors (phase-in)
- Orchard Park (10)



## Building Use

- Of charter schools that reported capacity, **69% of seats** are utilized
- Roughly 500 excess charter seats exist in the region

**Charter schools with excess capacity<sup>3</sup>**

- West Park Academy
- Constellation: Westpark Elementary
- Constellation: Puritas Elementary
- Constellation: Westpark Middle
- Constellation: Puritas Middle

<sup>1</sup> Schools are listed in descending order of report card score (highest to lowest)

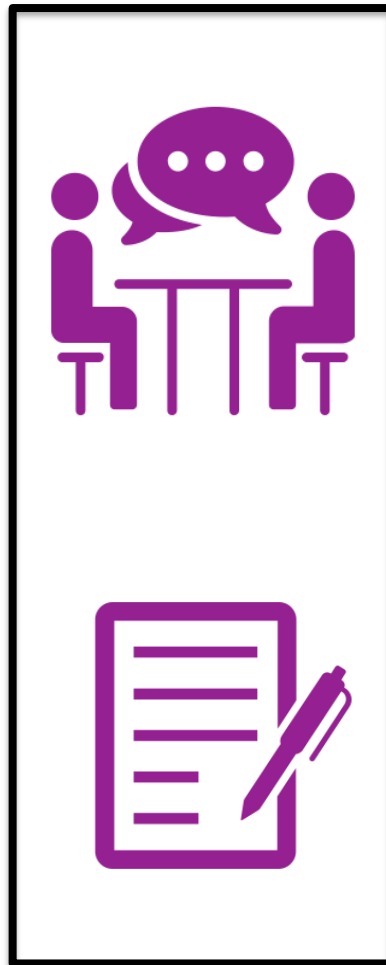
<sup>2</sup> Schools are listed in descending order of enrollment (highest to lowest)

<sup>3</sup> Schools are listed in descending order of open seats (highest to lowest)

## Citywide Analysis



## Stakeholder input



## Long-Term School Plan Recommendations

- ✓ School program redesign
- ✓ Enrollment strategies
- ✓ School program consolidation or closure
- ✓ New building construction
- ✓ Building renovation
- ✓ Building closure
- ✓ Other

# Summary of Stakeholder Input

- Over 500 community members participated in person in regional meetings in April, and many others participated virtually via [QualitySchoolsforCLEkids.org](http://QualitySchoolsforCLEkids.org).
- Through a close review of the over 300 feedback forms submitted, several common themes emerged. Specifically, stakeholders shared:
  - **Improving quality is a top priority** and should be the ultimate driver of the Long-Term School Plan
  - ***Suggestions on how we should think about the work to improve quality and equity of access, included:***
    - **Draw on what is working** within and beyond the District
    - **Enrich student experience** through more offerings and supports, including leveraging community partners
    - **Be more strategic about recruiting and retaining students**, including helping parents understand and take advantage of their school options
    - **Get creative and make necessary tradeoffs**—like closing programs or buildings— when it means more resources for better student outcomes
  - Stakeholders also suggested important ways we could **deepen the Citywide Analysis** in the future and **strengthen the engagement process**, input we are actively incorporating into our work now and in the future.
- The summaries that follow provide direct quotes aligned with the recurring feedback heard across regions. While feedback focusing on a specific school is not included in the summaries of stakeholder feedback by region, it has been incorporated into the planning process.
- All feedback forms submitted are available at [QualitySchoolsforCLEkids.org](http://QualitySchoolsforCLEkids.org).

# Regional stakeholder input: Northeast Region K-8

## Recurring theme

## Illustrative feedback

Improving quality is a top priority and should be the ultimate driver of the Long-Term School Plan

*Buildings don't teach...teachers teach.*

*As a parent, I travel to better quality.*

*Hopefully this information will be used to update programs and enrichment skills such as athletic, music, and arts.*

Draw on what is working within and beyond the District

*Can more innovative programming (such as IB) be expanded to other K-8 schools in the NE region? That will reuse the vacancy at existing buildings...*

*How can successful programs be replicated East and West?*

Enrich student experience through more offerings and supports

*Enrichment programs such as coding, tech, music lesson as a selling point for parents*

*Perhaps reconsider K-8 model → 6-8 and K-5 choice models*

*Think Harlem Children's Zone! Connect school with community. Unlimited space for wrap around services.*

Get more strategic about recruiting and retaining students

*Market schools academic approach to parents and community*

*Target more C-rated school in enrollment process...push them to be greater academically*

*I wonder why some families choose some of the schools that they do out of the region. Could we survey them and try to make adjustments to bring or attract families to our region?*

Get creative and make necessary tradeoffs when it means more resources for better student outcomes

*Transportation vs new building cost (better option/cheaper)...Spend money on good programming*

*Close low performing schools with low enrollment*

*Use some of the older schools as future swing space. Close nearby newer, yet low performing, schools, and reopen them a few grades at a time to get the culture right. Add grades each year, then close the swing space when the new school is built out.*

*Too many buildings, too few students*

# Regional stakeholder input: East Region K-8

## Recurring theme

## Illustrative feedback

Improving quality is a top priority and should be the ultimate driver of the Long-Term School Plan

*What weight will this category be given is the decision making rubric? How will academic quality be addressed no matter outcome for low performing schools?*

*We have no quality District schools in our neighborhood w/ such a high concentration of schools!! How can community help to change that? It's like this is the forgotten area.*

Draw on what is working within and beyond the District

*Look other area of the state to see what is working and bring it to our schools*

*If what we are currently doing is not effective, why are we still doing this?*

*What programs are in the A,B,C, schools that are not in the D, F schools programming that addresses academics, SEL, parent needs, teacher instruction and support?*

Enrich student experience through more offerings and supports

*Space in schools for parent resources, programming*

*Provide more wraparound programs for families. Promote the programs that we have within the district. Offer more music and drama programs.*

Get more strategic about recruiting and retaining students

*It would be nice to know why people are choosing to go outside of the central promise neighborhood for school (K-8) if we have such a (if not the most dense population) high population? When are they choosing to go?*

*Let's go door to door on a campaign. Let's make Cleveland great again to recapture making our schools great again. We need to constitute voice/choice. They have solutions*

Get creative and make necessary tradeoffs when it means more resources for better student outcomes

*Consolidation is needed however, how do you address the communities that will be impacted the trends show a movement to the westside because of the perception of "safety." The neighborhoods on the Eastside need attention & investment (New Homes/ New Families)*

*Can some of the older buildings be used to provide housing (emergency) for families with school age/enrolled children? Combine some school together, if possible.*

*Less Students; More Seats- Why? Can you all stop opening up so many schools; work with what we have.*

# Regional stakeholder input: Southeast Region K-8

## Recurring theme

## Illustrative feedback

Improving quality is a top priority and should be the ultimate driver of the Long-Term School Plan

*Hone in on improving quality of programming*

*There are very few high achieving schools in the southeast region. What is the district doing to change that?*

*This area needs top quality schools right now. Throw us a bone here.*

Draw on what is working within and beyond the District

*How are you duplicating things/elements which are working across the city?*

*Open schools up to be community centers for the kids that live in close proximity. Example like Minneapolis, Minnesota*

Enrich student experience through more offerings and supports

*Underutilized or low capacity schools don't have funding for arts/music extracurricular programs*

*Agree that higher enrollment can provide more services for students such as quality music and arts programs*

*Use "shuttered" space for after school programs, safe spaces, etc. This can be achieved with community partnerships and foundation support.*

Get more strategic about recruiting and retaining students

*Engage families from birth of child to begin establishing a relationship with families.*

*Recruit like a business, compete! Make every argument you have for why District for your neighborhood school*

*What are the reasons for parents choosing certain schools even though they have a low rating? This info could help inform what can be done to improve the others.*

Get creative and make necessary tradeoffs when it means more resources for better student outcomes

*Merge all old buildings to new and offer transportation*

*Consolidate, but has to be very thoughtful so students also follow*

*Some buildings could be used for alternative education programs for students who have not been successful in a number of traditional District schools*

*Since enrollment is low in most schools, several schools need to close. Then focus on rebuilding/renovating.*

# Regional stakeholder input: Near West Region K-8

## Recurring theme

## Illustrative feedback

Improving quality is a top priority and should be the ultimate driver of the Long-Term School Plan

*The most important thing is all our kids getting a great education, and it feels like that's not happening. This doesn't mean we don't have good kids and good teachers! I would support all hard choices that prioritize quality of education and learning!*

*If buildings are not at full capacity - why put \$ into renovations or new/updated construction when it could be spent on academics - which in my opinion is the most important value in life. I would rather see the \$ and budget focus on students education and learning growth than looking aesthetically pretty. But, you do have to provide humane living conditions aka windows, A/C, etc.*

Draw on what is working within and beyond the District

*Build on potential strengths  
Find and remove duplication of poor performance*

*What are the B schools doing differently?*

Enrich student experience through more offerings and supports

*We are district of choice, but we don't discuss that as much as for high school. HS gets bus passes, are we willing to transport K-8 on yellow buses regardless of where they live?*

*Need to better articulate that program viability includes art, music, etc. can only happen with ideal enrollment.*

*Unique programs are key - must keep (i.e. Montessori)*

Get more strategic about recruiting and retaining students

*How can we watch parent school choice migration to direct us to preferred models and buildings? How can we understand what draws families to each building?*

*Very interesting that despite declining student population in the region, many schools have been able to maintain or increase enrollment levels. What is it about our schools that are attracting families? Good!*

Get creative and make necessary tradeoffs when it means more resources for better student outcomes

*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.*

*Do we have too many schools? Eliminate some and increase the yellow bus transportation?*

# Regional stakeholder input: West Region K-8

## Recurring theme

## Illustrative feedback

Improving quality is a top priority and should be the ultimate driver of the Long-Term School Plan

*Academic quality is big reason parents choose a school.*

*Healthy environments are vital in the kids educational journey, rebuilding or repairing needs to be a priority.*

Draw on what is working within and beyond the District

*Why are some of the variables that matter and improve schools shared in other schools to fill gaps that are necessary for school success and improve student achievement?*

*Look at schools that earned B [ratings] and see what is working, and continue that growth and market that growth.*

*Continue to build non-profit partnerships to fill the gaps.*

Enrich student experience through more offerings and supports

*School climate  
Affordable housing for families  
Safe neighborhood for families*

*Schools that don't have sports and after school activities should be able to provide that for their student body.*

*Saturday schools, online classes, afterschool, transportation - family support for both scholars and families.*

Get more strategic about recruiting and retaining students

*Parents may be overwhelmed by so many choices.*

*Marketing for low enrollment schools.*

*What can you do to offer incentives for some students on the east side to increase enrollment*

Get creative and make necessary tradeoffs when it means more resources for better student outcomes

*Schools should be phased out at a reasonable number. Then other schools will gain more students...*

*Consider shared use.*

*Less buildings, stronger programs for scholars and families.*



# Regional stakeholder input: Southwest Region K-8

## Recurring theme

## Illustrative feedback

Improving quality is a top priority and should be the ultimate driver of the Long-Term School Plan

*On the surface as a parent I am looking at the grading of the schools and determine whether I would want to send my child to an A school or F school. In order to get the school to a good grade lets look under the surface and work on how these grades are calculated*

*Equality of Quality  
If we give the parents the choice to send their children to any school, we need to ensure all schools have the programs essential to be effective for those students.*

Draw on what is working within and beyond the District

*Continue exploring ways to raise grades and reward schools that perform.*

*I wonder if we offer more programs and extra curriculars would bring back charter students.*

Enrich student experience through more offerings and supports

*Offer an east and west side version of all specialty schools or at least the most concentrated. Equity and access for east and west is imperative!!*

*Programming and enrichment apps are so heavy in some buildings while others have almost nothing - the disparity doesn't aid enrollment.*

*Have we thought about summer camps?*

Get more strategic about recruiting and retaining students

*Market options to parents earlier.*

*Educate parents and community about Say Yes.*

*Are the programs and services at the schools appropriately and adequately being communicated to families to meet their needs?*

*Could we expand the transportation perimeters? Many families are choosing charter or private schools because of transportation issues.*

Get creative and make necessary tradeoffs when it means more resources for better student outcomes

*Must consolidate, and condemn old buildings.*

*Are grades so low due to strapped resources? If so, ...consolidate to concentrate resources*

*How do we address some schools over capacity while others are really low? Can we consolidate low schools into new building?*

*Fewer buildings would get more schools to the optimal student threshold.*